ARIAS SOCIETY
Assam Rural Infrastructure and Agricultural Services Society
(An Autonomous Body under Govt. of Assam)
Project Coordination Unit (PCU), of the proposed World Bank financed
Assam Agribusiness and Rural Transformation Project (APART)
Agriculture complex, Khanapara, G.S. Road, Guwahati-781022 (Assam, India)
Tel: +91 361-2332125; Fax: +91 361-2332564; email: spd@arias.in, Website: www.arias.in

CONTRACT FOR CONSULTANT'S SERVICES
Lump-Sum

Project:
Assam Agribusiness and Rural Transformation Project (APART)
(Project ID: P155617, IBRD Loan No. 8780-IN)
(Procurement Plan Reference No.: IN-ARIASS-5204-CS-QCBS)

CONTRACT No.: ARIAS/APART/156/2016

Between

Assam Rural Infrastructure and Agricultural Services Society (ARIAS Society)
Project Coordination Unit, Agriculture Complex, Khanapara, G.S. Road, Guwahati-781022 (Assam, India); email: spd@arias.in

And

M/s Deloitte Touche Tohmatsu India LLP,
Bengal Intelligent Park, Building Omega, 13th and 14th Floor,
Block- EP & GP, Sector-V, Salt Lake Electronic Complex, Kolkata-700091,
Email: aloagarwal@deloitte.com; [Regd. Address: Indiabulls Finance Centre, Tower 3, 27th-32nd Floor Senapati Bapat Marg, Elphinstone Road (West) Mumbai-400013];
With sub-consultant
SeSTA Development Service, Bagheswaripara, W. No.3, Near Doordarshan Relay Centre, Bongaigaon, Assam-783380; Email: sdsnortheastindia@gmail.com

For the Consulting Services for:
"Conducting a Sector Scan Study and a Sub-sector Scan Study of Agribusiness Sector for Assam Bureau of Investment Promotion (ABIP)"

Country: India
Date of Signing: 30th July 2018

Deloitte Touche Tohmatsu India LLP Kolkata

State Project Director ARIAS Society

Office of The State Project Director, ARIAS Society GUWAHATI Khanapara

Contents

I. **Form of Contract 3**
II. General Conditions of Contract 4
A. General Provisions 4
2. Relationship between the Parties 5
3. Law Governing Contract 5
4. Language 5
5. Headings 5
6. Communications 5
7. Location 5
8. Authority of Member in Charge 5
9. Authorized Representatives 5
10. Fraud and Corruption 5
B. Commencement, Completion, Modification and Termination of Contract 5
11. Effectiveness of Contract 5
12. Termination of Contract for Failure to Become Effective 5
13. Commencement of Services 6
14. Expiration of Contract 6
15. Entire Agreement 6
16. Modifications or Variations 6
17. Force Majeure 6
18. Suspension 7
19. Termination 7
C. Obligations of the Consultant 8
20. General 8
21. Conflict of Interest 9
22. Confidentiality 9
23. Liability of the Consultant 9
24. Insurance to be taken out by the Consultant 9
25. Accounting, Inspection and Auditing 10
26. Reporting Obligations 10
27. Proprietary Rights of the Client in Reports and Records 10
28. Equipment, Vehicles and Materials 10
D. Consultant's Experts and Sub-Consultants 10
29. Description of Key Experts 10
30. Replacement of Key Experts 10
31. Removal of Experts or Sub-consultants 11
E. Obligations of the Client 11
32. Assistance and Exemptions 11
33. Access to Project Site 11
34. Change in the Applicable Law Related to Taxes and Duties 12
35. Services, Facilities and Property of the Client 12
36. Counterpart Personnel 12
37. Payment Obligation 12
F. Payments to the Consultant 12
38. Contract Price 12
39. Taxes and Duties 12
40. Currency of Payment 12
41. Mode of Billing and Payment 12
42. Interest on Delayed Payments 13
G. Fairness and Good Faith 13
43. Good Faith 13
H. Settlement of Disputes 13
44. Amicable Settlement 13
45. Dispute Resolution 13
III. Special Conditions of Contract 16
IV. Appendices 20
Appendix A – Terms of Reference 20
Appendix B - Key Experts 25
Appendix C – Breakdown of Contract Price 25
Appendix D - Form of Advance Payments Guarantee 26
Appendix E – Minutes of Negotiation 27
Appendix F – Technical & Financial Proposal of the Consultant 27

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State Project Director ARIAS Society

I. Form of Contract
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This CONTRACT (hereinafter called the "Contract") is made the *30th* day of the month of **July, 2018** between, on the one hand, **Assam Rural Infrastructure and Agricultural Services Society (ARIAS Society), Project Coordination Unit, Agriculture Complex, Khanapara, G.S. Road, Guwahati-781022 (Assam, India)** (hereinafter called the "Client") and, on the other hand, **M/s Deloitte Touche Tohmatsu India LLP, Bengal Intelligent Park, Building Omega, 13th and 14th Floor, Block- EP & GP, Sector-V, Salt Lake Electronic Complex, Kolkata-700091,** *with sub-consultant SeSTA Development Service, Bagheswaripara, W. No.3, Near Doordarshan Relay Centre, Bongaigaon, Assam-783380* (hereinafter called the "Consultant").

WHEREAS

(a) the Client has requested the Consultant to provide certain consulting services as defined in this Contract (hereinafter called the "Services");

(b) the Consultant, having represented to the Client that it has the required professional skills, expertise and technical resources, has agreed to provide the Services on the terms and conditions set forth in this Contract;

(c) the Client has received a loan from the *International Bank for Reconstruction and Development (IBRD)* toward the cost of the Services and intends to apply a portion of the proceeds of this loan to eligible payments under this Contract, it being understood that (i) payments by the Bank will be made only at the request of the Client and upon approval by the Bank; (ii) such payments will be subject, in all respects, to the terms and conditions of the loan agreement, including prohibitions of withdrawal from the loan account for the purpose of any payment to persons or entities, or for any import of goods, if such payment or import, to the knowledge of the Bank, is prohibited by the decision of the United Nations Security council taken under Chapter VII of the Charter of the United Nations; and (iii) no party other than the Client shall derive any rights from the loan agreement or have any claim to the loan proceeds;

NOW THEREFORE the parties hereto hereby agree as follows:

1. The following documents attached hereto shall be deemed to form an integral part of this Contract:
   (a) The General Conditions of Contract (including Attachment 1 "Fraud and Corruption");
   (b) The Special Conditions of Contract;
   (c) Appendices:

Appendix A:	Terms of Reference
Appendix B:	Key Experts
Appendix C:	Breakdown of Contract Price
Appendix D:	Form of Advance Payments Guarantee (DELETED)

   In the event of any inconsistency between the documents, the following order of precedence shall prevail: the Special Conditions of Contract; the General Conditions of Contract, including Attachment 1; Appendix A; Appendix B; Appendix C; Appendix D. Any reference to this Contract shall include, where the context permits, a reference to its Appendices.

2. The mutual rights and obligations of the Client and the Consultant shall be as set forth in the Contract, in particular:
   (a) the Consultant shall carry out the Services in accordance with the provisions of the Contract; and
   (b) the Client shall make payments to the Consultant in accordance with the provisions of the Contract.

IN WITNESS WHEREOF, the Parties hereto have caused this Contract to be signed in their respective names as of the day and year first above written.

Authorized Representative **for and on behalf of Consultants; Signature:**

(Mr. Alok Agarwal)
Authorized Representative of the Consultant
M/s Deloitte Touche Tohmatsu India LLP, Bengal Intelligent Park, Building Omega, 13th and 14th Floor, Block- EP & GP, Sector-V, Salt Lake Electronic Complex, Kolkata-700091, Email: aloagarwal@deloitte.com ;
[Regd. Address: Indiabulls Finance Centre, Tower 3, 27th-32nd Floor Senapati Bapat Marg, Elphinstone Road (West) Mumbai-400013];

Witness -1:
SANGHAMITRA SANYAL
DELOITTE TOUCHE TOHMATSU INDIA LLP

Authorized Representative **for and on behalf of Client; Signature:**

(Vinod Seshan, IAS)
State Project Director,
Assam Rural Infrastructure and Agricultural Services (ARIAS) Society, Agriculture Complex, Khanapara, G.S. Road, Guwahati-781022 (Assam, India); Tel: 0361-2332125;; email: spd@arias.in

Witness -2:
[BALJEET SINGH)
MA CUM DS

II. General Conditions of Contract

A. General Provisions

1. Definitions	1.1 Unless the context otherwise requires, the following terms whenever used in this Contract have the following meanings: (a) "Applicable Law" means the laws and any other instruments having the force of law in the Client's country, or in such other country as may be specified in the **Special Conditions of Contract (SCC)**, as they may be issued and in force from time to time. (b) "Applicable Regulations" means Procurement Regulations for IPF Borrowers of date specified in **Special Conditions of Contract (SCC)**. (c) "Bank" means the International Bank for Reconstruction and Development (IBRD) or the International Development Association (IDA). (d) "Borrower" means the Government, Government agency or other entity that signs the financing agreement with the Bank. (e) "Client" means the implementing agency that signs the Contract for the Services with the Selected Consultant. (f) "Consultant" means a legally-established professional consulting firm or entity selected by the Client to provide the Services under the signed Contract. (g) "Contract" means the legally binding written agreement signed between the Client and the Consultant and which includes all the attached documents listed in its paragraph 1 of the Form of Contract (the General Conditions (GCC), the Special Conditions (SCC), and the Appendices). (h) "Day" means a working day unless indicated otherwise. (i) "Effective Date" means the date on which this Contract comes into force and effect pursuant to Clause GCC 11. (j) "Experts" means, collectively, Key Experts, Non-Key Experts, or any other personnel of the Consultant, Sub-consultant or JV member(s) assigned by the Consultant to perform the Services or any part thereof under the Contract. (k) "Foreign Currency" means any currency other than the currency of the Client's country. (l) "GCC" means these General Conditions of Contract. (m) "Government" means the government of the Client's country. (n) "Joint Venture (JV)" means an association with or without a legal personality distinct from that of its members, of more than one entity where one member has the authority to conduct all businesses for and on behalf of any and all the members of the JV, and where the members of the JV are jointly and severally liable to the Client for the performance of the Contract. (o) "Key Expert(s)" means an individual professional whose skills, qualifications, knowledge and experience are critical to the performance of the Services under the Contract and whose Curricula Vitae (CV) was taken into account in the technical evaluation of the Consultant's proposal. (p) "Local Currency" means the currency of the Client's country. (q) "Non-Key Expert(s)" means an individual professional provided by the Consultant or its Sub-consultant to perform the Services or any part thereof under the Contract. (r) "Party" means the Client or the Consultant, as the case may be, and "Parties" means both of them. (s) "Procurement Regulations" means the World Bank's Procurement Regulations for IPF Borrowers, (t) "SCC" means the Special Conditions of Contract by which the GCC may be amended or supplemented but not over-written.

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State Project Director ARIAS Society

	(u) "Services" means the work to be performed by the Consultant pursuant to this Contract, as described in Appendix A hereto. (v) "Sub-consultants" means an entity to whom/which the Consultant subcontracts any part of the Services while remaining solely liable for the execution of the Contract. (w) "Third Party" means any person or entity other than the Government, the Client, the Consultant or a Sub-consultant.
2. Relationship between the Parties	2.1. Nothing contained herein shall be construed as establishing a relationship of master and servant or of principal and agent as between the Client and the Consultant. The Consultant, subject to this Contract, has complete charge of the Experts and Sub-consultants, if any, performing the Services and shall be fully responsible for the Services performed by them or on their behalf hereunder.
3. Law Governing Contract	3.1. This Contract, its meaning and interpretation, and the relation between the Parties shall be governed by the Applicable Law.
4. Language	4.1. This Contract has been executed in the language specified in the **SCC**, which shall be the binding and controlling language for all matters relating to the meaning or interpretation of this Contract.
5. Headings	5.1. The headings shall not limit, alter or affect the meaning of this Contract.
6. Communications	6.1. Any communication required or permitted to be given or made pursuant to this Contract shall be in writing in the language specified in Clause GCC 4. Any such notice, request or consent shall be deemed to have been given or made when delivered in person to an authorized representative of the Party to whom the communication is addressed, or when sent to such Party at the address specified in the **SCC**. 6.2. A Party may change its address for notice hereunder by giving the other Party any communication of such change to the address specified in the **SCC**.
7. Location	7.1. The Services shall be performed at such locations as are specified in **Appendix A** hereto and, where the location of a particular task is not so specified, at such locations, whether in the Government's country or elsewhere, as the Client may approve.
8. Authority of Member in Charge	8.1. In case the Consultant is a Joint Venture, the members hereby authorize the member specified in the **SCC** to act on their behalf in exercising all the Consultant's rights and obligations towards the Client under this Contract, including without limitation the receiving of instructions and payments from the Client.
9. Authorized Representatives	9.1. Any action required or permitted to be taken, and any document required or permitted to be executed under this Contract by the Client or the Consultant may be taken or executed by the officials specified in the **SCC.**
10. Fraud and Corruption	10.1 The Bank requires compliance with the Bank's Anti-Corruption Guidelines and its prevailing sanctions policies and procedures as set forth in the WBG's Sanctions Framework, as set forth in Attachment 1 to the GCC.
a. Commissions and Fees	10.2 The Client requires the Consultant to disclose any commissions, gratuities or fees that may have been paid or are to be paid to agents or any other party with respect to the selection process or execution of the Contract. The information disclosed must include at least the name and address of the agent or other party, the amount and currency, and the purpose of the commission, gratuity or fee. Failure to disclose such commissions, gratuities or fees may result in termination of the Contract and/or sanctions by the Bank.
B. COMMENCEMENT, COMPLETION, MODIFICATION AND TERMINATION OF CONTRACT	
11. Effectiveness of Contract	11.1. This Contract shall come into force and effect on the date (the "Effective Date") of the Client's notice to the Consultant instructing the Consultant to begin carrying out the Services. This notice shall confirm that the effectiveness conditions, if any, listed in the **SCC** have been met.
12. Termination of Contract for Failure	12.1. If this Contract has not become effective within such time period after the date of Contract signature as specified in the **SCC**, either Party may, by not

State Project Director
ARIAS Society

to Become Effective	less than twenty two (22) days written notice to the other Party, declare this Contract to be null and void, and in the event of such a declaration by either Party, neither Party shall have any claim against the other Party with respect hereto.
13. Commencement of Services	13.1. The Consultant shall confirm availability of Key Experts and begin carrying out the Services not later than the number of days after the Effective Date specified in the **SCC**.
14. Expiration of Contract	14.1. Unless terminated earlier pursuant to Clause GCC 19 hereof, this Contract shall expire at the end of such time period after the Effective Date as specified in the **SCC**.
15. Entire Agreement	15.1. This Contract contains all covenants, stipulations and provisions agreed by the Parties. No agent or representative of either Party has authority to make, and the Parties shall not be bound by or be liable for, any statement, representation, promise or agreement not set forth herein.
16. Modifications or Variations	16.1. Any modification or variation of the terms and conditions of this Contract, including any modification or variation of the scope of the Services, may only be made by written agreement between the Parties. However, each Party shall give due consideration to any proposals for modification or variation made by the other Party. 16.2. In cases of substantial modifications or variations, the prior written consent of the Bank is required.
17. Force Majeure	
a. Definition	17.1. For the purposes of this Contract, "Force Majeure" means an event which is beyond the reasonable control of a Party, is not foreseeable, is unavoidable, and makes a Party's performance of its obligations hereunder impossible or so impractical as reasonably to be considered impossible under the circumstances, and subject to those requirements, includes, but is not limited to, war, riots, civil disorder, earthquake, fire, explosion, storm, flood or other adverse weather conditions, strikes, lockouts or other industrial action confiscation or any other action by Government agencies. 17.2. Force Majeure shall not include (i) any event which is caused by the negligence or intentional action of a Party or such Party's Experts, Sub-consultants or agents or employees, nor (ii) any event which a diligent Party could reasonably have been expected to both take into account at the time of the conclusion of this Contract, and avoid or overcome in the carrying out of its obligations hereunder. 17.3. Force Majeure shall not include insufficiency of funds or failure to make any payment required hereunder.
b. No Breach of Contract	17.4. The failure of a Party to fulfill any of its obligations hereunder shall not be considered to be a breach of, or default under, this Contract insofar as such inability arises from an event of Force Majeure, provided that the Party affected by such an event has taken all reasonable precautions, due care and reasonable alternative measures, all with the objective of carrying out the terms and conditions of this Contract.
c. Measures to be Taken	17.5. A Party affected by an event of Force Majeure shall continue to perform its obligations under the Contract as far as is reasonably practical, and shall take all reasonable measures to minimize the consequences of any event of Force Majeure. 17.6. A Party affected by an event of Force Majeure shall notify the other Party of such event as soon as possible, and in any case not later than fourteen (14) calendar days following the occurrence of such event, providing evidence of the nature and cause of such event, and shall similarly give written notice of the restoration of normal conditions as soon as possible. 17.7. Any period within which a Party shall, pursuant to this Contract, complete any action or task, shall be extended for a period equal to the time during which such Party was unable to perform such action as a result of Force Majeure.

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State Project Director ARIAS Society

	17.8. During the period of their inability to perform the Services as a result of an event of Force Majeure, the Consultant, upon instructions by the Client, shall either: (a) demobilize, in which case the Consultant shall be reimbursed for additional costs they reasonably and necessarily incurred, and, if required by the Client, in reactivating the Services; or (b) continue with the Services to the extent reasonably possible, in which case the Consultant shall continue to be paid under the terms of this Contract and be reimbursed for additional costs reasonably and necessarily incurred. 17.9. In the case of disagreement between the Parties as to the existence or extent of Force Majeure, the matter shall be settled according to Clauses GCC 44 & 45.
18. Suspension	18.1. The Client may, by written notice of suspension to the Consultant, suspend part or all payments to the Consultant hereunder if the Consultant fails to perform any of its obligations under this Contract, including the carrying out of the Services, provided that such notice of suspension (i) shall specify the nature of the failure, and (ii) shall request the Consultant to remedy such failure within a period not exceeding thirty (30) calendar days after receipt by the Consultant of such notice of suspension.
19. Termination	19.1. This Contract may be terminated by either Party as per provisions set up below:
a. By the Client	19.1.1. The Client may terminate this Contract in case of the occurrence of any of the events specified in paragraphs (a) through (f) of this Clause. In such an occurrence the Client shall give at least thirty (30) calendar days' written notice of termination to the Consultant in case of the events referred to in (a) through (d); at least sixty (60) calendar days' written notice in case of the event referred to in (e); and at least five (5) calendar days' written notice in case of the event referred to in (f): (a) If the Consultant fails to remedy a failure in the performance of its obligations hereunder, as specified in a notice of suspension pursuant to Clause GCC 18; (b) If the Consultant becomes (or, if the Consultant consists of more than one entity, if any of its members becomes) insolvent or bankrupt or enter into any agreements with their creditors for relief of debt or take advantage of any law for the benefit of debtors or go into liquidation or receivership whether compulsory or voluntary; (c) If the Consultant fails to comply with any final decision reached as a result of arbitration proceedings pursuant to Clause GCC 45.1; (d) If, as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than sixty (60) calendar days; (e) If the Client, in its sole discretion and for any reason whatsoever, decides to terminate this Contract; (f) If the Consultant fails to confirm availability of Key Experts as required in Clause GCC 13. 19.1.2. Furthermore, if the Client determines that the Consultant has engaged in Fraud and Corruption in competing for or in executing the Contract, then the Client may, after giving fourteen (14) calendar days written notice to the Consultant, terminate the Consultant's employment under the Contract.
b. By the Consultant	19.1.3. The Consultant may terminate this Contract, by not less than thirty (30) calendar days' written notice to the Client, in case of the occurrence of any of the events specified in paragraphs (a) through (d) of this Clause. (a) If the Client fails to pay any money due to the Consultant pursuant

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State Project Director ARIAS Society

		to this Contract and not subject to dispute pursuant to Clause GCC 45.1 within forty-five (45) calendar days after receiving written notice from the Consultant that such payment is overdue. (b) If, as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than sixty (60) calendar days. (c) If the Client fails to comply with any final decision reached as a result of arbitration pursuant to Clause GCC 45.1. (d) If the Client is in material breach of its obligations pursuant to this Contract and has not remedied the same within forty-five (45) days (or such longer period as the Consultant may have subsequently approved in writing) following the receipt by the Client of the Consultant's notice specifying such breach.
c.	**Cessation of Rights and Obligations**	19.1.4. Upon termination of this Contract pursuant to Clauses GCC 12 or GCC 19 hereof, or upon expiration of this Contract pursuant to Clause GCC 14, all rights and obligations of the Parties hereunder shall cease, except (i) such rights and obligations as may have accrued on the date of termination or expiration, (ii) the obligation of confidentiality set forth in Clause GCC 22, (iii) the Consultant's obligation to permit inspection, copying and auditing of their accounts and records set forth in Clause GCC 25 and to cooperate and assist in any inspection or investigation, and (iv) any right which a Party may have under the Applicable Law.
d.	**Cessation of Services**	19.1.5. Upon termination of this Contract by notice of either Party to the other pursuant to Clauses GCC 19a or GCC 19b, the Consultant shall, immediately upon dispatch or receipt of such notice, take all necessary steps to bring the Services to a close in a prompt and orderly manner and shall make every reasonable effort to keep expenditures for this purpose to a minimum. With respect to documents prepared by the Consultant and equipment and materials furnished by the Client, the Consultant shall proceed as provided, respectively, by Clauses GCC 27 or GCC 28.
e.	**Payment upon Termination**	19.1.6. Upon termination of this Contract, the Client shall make the following payments to the Consultant: (a) payment for Services satisfactorily performed prior to the effective date of termination; and (b) in the case of termination pursuant to paragraphs (d) and (e) of Clause GCC 19.1.1, reimbursement of any reasonable cost incidental to the prompt and orderly termination of this Contract, including the cost of the return travel of the Experts.
	C. OBLIGATIONS OF THE CONSULTANT	
20. General		
a.	**Standard of Performance**	20.1 The Consultant shall perform the Services and carry out the Services with all due diligence, efficiency and economy, in accordance with generally accepted professional standards and practices, and shall observe sound management practices, and employ appropriate technology and safe and effective equipment, machinery, materials and methods. The Consultant shall always act, in respect of any matter relating to this Contract or to the Services, as a faithful adviser to the Client, and shall at all times support and safeguard the Client's legitimate interests in any dealings with the third parties. 20.2. The Consultant shall employ and provide such qualified and experienced Experts and Sub-consultants as are required to carry out the Services. 20.3. The Consultant may subcontract part of the Services to an extent and with such Key Experts and Sub-consultants as may be approved in advance by the Client. Notwithstanding such approval, the Consultant shall retain full responsibility for the Services.
b.	**Law Applicable to Services**	20.4. The Consultant shall perform the Services in accordance with the Contract and the Applicable Law and shall take all practicable steps to ensure that any of its Experts and Sub-consultants, comply with the Applicable Law.

Deloitte Touche Tohmatsu India LLP Kolkata

State Project Director ARIAS Society

	20.5. Throughout the execution of the Contract, the Consultant shall comply with the import of goods and services prohibitions in the Client's country when (a) as a matter of law or official regulations, the Borrower's country prohibits commercial relations with that country; or (b) by an act of compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, the Borrower's Country prohibits any import of goods from that country or any payments to any country, person, or entity in that country. 20.6. The Client shall notify the Consultant in writing of relevant local customs, and the Consultant shall, after such notification, respect such customs.
21. Conflict of Interest	21.1. The Consultant shall hold the Client's interests paramount, without any consideration for future work, and strictly avoid conflict with other assignments or their own corporate interests.
a. Consultant Not to Benefit from Commissions, Discounts, etc.	21.1.1 The payment of the Consultant pursuant to GCC F (Clauses GCC 38 through 42) shall constitute the Consultant's only payment in connection with this Contract and, subject to Clause GCC 21.1.3, the Consultant shall not accept for its own benefit any trade commission, discount or similar payment in connection with activities pursuant to this Contract or in the discharge of its obligations hereunder, and the Consultant shall use its best efforts to ensure that any Sub-consultants, as well as the Experts and agents of either of them, similarly shall not receive any such additional payment. 21.1.2 Furthermore, if the Consultant, as part of the Services, has the responsibility of advising the Client on the procurement of goods, works or services, the Consultant shall comply with the Bank's Applicable Regulations, and shall at all times exercise such responsibility in the best interest of the Client. Any discounts or commissions obtained by the Consultant in the exercise of such procurement responsibility shall be for the account of the Client.
b. Consultant and Affiliates Not to Engage in Certain Activities	21.1.3 The Consultant agrees that, during the term of this Contract and after its termination, the Consultant and any entity affiliated with the Consultant, as well as any Sub-consultants and any entity affiliated with such Sub-consultants, shall be disqualified from providing goods, works or non-consulting services resulting from or directly related to the Consultant's Services for the preparation or implementation of the project.
c. Prohibition of Conflicting Activities	21.1.4 The Consultant shall not engage, and shall cause its Experts as well as its Sub-consultants not to engage, either directly or indirectly, in any business or professional activities that would conflict with the activities assigned to them under this Contract.
d. Strict Duty to Disclose Conflicting Activities	21.1.5 The Consultant has an obligation and shall ensure that its Experts and Sub-consultants shall have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of their Client, or that may reasonably be perceived as having this effect. Failure to disclose said situations may lead to the disqualification of the Consultant or the termination of its Contract.
22. Confidentiality	22.1 Except with the prior written consent of the Client, the Consultant and the Experts shall not at any time communicate to any person or entity any confidential information acquired in the course of the Services, nor shall the Consultant and the Experts make public the recommendations formulated in the course of, or as a result of, the Services.
23. Liability of the Consultant	23.1 Subject to additional provisions, if any, set forth in the **SCC**, the Consultant's liability under this Contract shall be provided by the Applicable Law.
24. Insurance to be Taken out by the Consultant	24.1 The Consultant (i) shall take out and maintain, and shall cause any Sub-consultants to take out and maintain, at its (or the Sub-consultants', as the case may be) own cost but on terms and conditions approved by the Client, insurance against the risks, and for the coverage specified in the **SCC**, and (ii) at the Client's

State Project Director
ARIAS Society

	request, shall provide evidence to the Client showing that such insurance has been taken out and maintained and that the current premiums therefore have been paid. The Consultant shall ensure that such insurance is in place prior to commencing the Services as stated in Clause GCC 13.
25. Accounting, Inspection and Auditing	25.1 The Consultant shall keep, and shall make all reasonable efforts to cause its Sub-consultants to keep, accurate and systematic accounts and records in respect of the Services and in such form and detail as will clearly identify relevant time changes and costs. 25.2 Pursuant to paragraph 2.2 e. of Appendix to the General Conditions the Consultant shall permit and shall cause its subcontractors and subconsultants to permit, the Bank and/or persons appointed by the Bank to inspect the Site and/or the accounts and records relating to the performance of the Contract and the submission of the bid, and to have such accounts and records audited by auditors appointed by the Bank if requested by the Bank. The Consultant's and its Subcontractors' and subconsultants' attention is drawn to Sub-Clause 10.1 which provides, inter alia, that acts intended to materially impede the exercise of the Bank's inspection and audit rights constitute a prohibited practice subject to contract termination (as well as to a determination of ineligibility pursuant to the Bank's prevailing sanctions procedures).
26. Reporting Obligations	26.1 The Consultant shall submit to the Client the reports and documents specified in **Appendix A**, in the form, in the numbers and within the time periods set forth in the said Appendix.
27. Proprietary Rights of the Client in Reports and Records	27.1 Unless otherwise indicated in the **SCC**, all reports and relevant data and information such as maps, diagrams, plans, databases, other documents and software, supporting records or material compiled or prepared by the Consultant for the Client in the course of the Services shall be confidential and become and remain the absolute property of the Client. The Consultant shall, not later than upon termination or expiration of this Contract, deliver all such documents to the Client, together with a detailed inventory thereof. The Consultant may retain a copy of such documents, data and/or software but shall not use the same for purposes unrelated to this Contract without prior written approval of the Client. 27.2 If license agreements are necessary or appropriate between the Consultant and third parties for purposes of development of the plans, drawings, specifications, designs, databases, other documents and software, the Consultant shall obtain the Client's prior written approval to such agreements, and the Client shall be entitled at its discretion to require recovering the expenses related to the development of the program(s) concerned. Other restrictions about the future use of these documents and software, if any, shall be specified in the **SCC**.
28. Equipment, Vehicles and Materials	28.1 Equipment, vehicles and materials made available to the Consultant by the Client, or purchased by the Consultant wholly or partly with funds provided by the Client, shall be the property of the Client and shall be marked accordingly. Upon termination or expiration of this Contract, the Consultant shall make available to the Client an inventory of such equipment, vehicles and materials and shall dispose of such equipment, vehicles and materials in accordance with the Client's instructions. While in possession of such equipment, vehicles and materials, the Consultant, unless otherwise instructed by the Client in writing, shall insure them at the expense of the Client in an amount equal to their full replacement value. 28.2 Any equipment or materials brought by the Consultant or its Experts into the Client's country for the use either for the project or personal use shall remain the property of the Consultant or the Experts concerned, as applicable.
D. CONSULTANT'S EXPERTS AND SUB-CONSULTANTS	
29. Description of Key Experts	29.1 The title, agreed job description, minimum qualification and estimated period of engagement to carry out the Services of each of the Consultant's Key Experts are described in **Appendix B.**
30. Replacement of Key Experts	30.1 Except as the Client may otherwise agree in writing, no changes shall be made in the Key Experts.

Deloitte Touche Tohmatsu India LLP Kolkata

State Project Director ARIAS Society

	30.2 Notwithstanding the above, the substitution of Key Experts during Contract execution may be considered only based on the Consultant's written request and due to circumstances outside the reasonable control of the Consultant, including but not limited to death or medical incapacity. In such case, the Consultant shall forthwith provide as a replacement, a person of equivalent or better qualifications and experience, and at the same rate of remuneration.
31. Removal of Experts or Sub-consultants	31.1 If the Client finds that any of the Experts or Sub-consultant has committed serious misconduct or has been charged with having committed a criminal action, or if the Client determines that a Consultant's Expert or Sub-consultant has engaged in Fraud and Corruption while performing the Services, the Consultant shall, at the Client's written request, provide a replacement. 31.2 In the event that any of Key Experts, Non-Key Experts or Sub-consultants is found by the Client to be incompetent or incapable in discharging assigned duties, the Client, specifying the grounds therefore, may request the Consultant to provide a replacement. 31.3 Any replacement of the removed Experts or Sub-consultants shall possess better qualifications and experience and shall be acceptable to the Client. 31.4 The Consultant shall bear all costs arising out of or incidental to any removal and/or replacement of such Experts.
	E. OBLIGATIONS OF THE CLIENT
32. Assistance and Exemptions	32.1 Unless otherwise specified in the **SCC**, the Client shall use its best efforts to: (a) Assist the Consultant with obtaining work permits and such other documents as shall be necessary to enable the Consultant to perform the Services. (b) Assist the Consultant with promptly obtaining, for the Experts and, if appropriate, their eligible dependents, all necessary entry and exit visas, residence permits, exchange permits and any other documents required for their stay in the Client's country while carrying out the Services under the Contract. (c) Facilitate prompt clearance through customs of any property required for the Services and of the personal effects of the Experts and their eligible dependents. (c) Issue to officials, agents and representatives of the Government all such instructions and information as may be necessary or appropriate for the prompt and effective implementation of the Services. (d) Assist the Consultant and the Experts and any Sub-consultants employed by the Consultant for the Services with obtaining exemption from any requirement to register or obtain any permit to practice their profession or to establish themselves either individually or as a corporate entity in the Client's country according to the applicable law in the Client's country. (e) Assist the Consultant, any Sub-consultants and the Experts of either of them with obtaining the privilege, pursuant to the applicable law in the Client's country, of bringing into the Client's country reasonable amounts of foreign currency for the purposes of the Services or for the personal use of the Experts and of withdrawing any such amounts as may be earned therein by the Experts in the execution of the Services. (f) Provide to the Consultant any such other assistance as may be specified in the **SCC**.
33. Access to Project Site	33.1 The Client warrants that the Consultant shall have, free of charge, unimpeded access to the project site in respect of which access is required for the performance of the Services. The Client will be responsible for any damage to the project site or any property thereon resulting from such access and will indemnify the Consultant and each of the experts in respect of liability for any such damage, unless such damage is caused by the willful default or negligence of the Consultant or any Sub-consultants or the Experts of either of them.

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State Project Director ARIAS Society

34. Change in the Applicable Law Related to Taxes and Duties	34.1 If, after the date of this Contract, there is any change in the applicable law in the Client's country with respect to taxes and duties which increases or decreases the cost incurred by the Consultant in performing the Services, then the remuneration and reimbursable expenses otherwise payable to the Consultant under this Contract shall be increased or decreased accordingly by agreement between the Parties hereto, and corresponding adjustments shall be made to the Contract price amount specified in Clause GCC 38.1
35. Services, Facilities and Property of the Client	35.1 The Client shall make available to the Consultant and the Experts, for the purposes of the Services and free of any charge, the services, facilities and property described in the Terms of Reference **(Appendix A)** at the times and in the manner specified in said **Appendix A.**
36. Counterpart Personnel	36.1 The Client shall make available to the Consultant free of charge such professional and support counterpart personnel, to be nominated by the Client with the Consultant's advice, if specified in **Appendix A**. 36.2 Professional and support counterpart personnel, excluding Client's liaison personnel, shall work under the exclusive direction of the Consultant. If any member of the counterpart personnel fails to perform adequately any work assigned to such member by the Consultant that is consistent with the position occupied by such member, the Consultant may request the replacement of such member, and the Client shall not unreasonably refuse to act upon such request.
37. Payment Obligation	37.1 In consideration of the Services performed by the Consultant under this Contract, the Client shall make such payments to the Consultant for the deliverables specified in **Appendix A** and in such manner as is provided by GCC F below.
F. PAYMENTS TO THE CONSULTANT	
38. Contract Price	38.1 The Contract price is fixed and is set forth in the **SCC.** The Contract price breakdown is provided in **Appendix C.** 38.2 Any change to the Contract price specified in Clause GCC 38.1 can be made only if the Parties have agreed to the revised scope of Services pursuant to Clause GCC 16 and have amended in writing the Terms of Reference in **Appendix A.**
39. Taxes and Duties	39.1 The Consultant, Sub-consultants and Experts are responsible for meeting any and all tax liabilities arising out of the Contract unless it is stated otherwise in the **SCC.** 39.2 As an exception to the above and as stated in the **SCC**, all local identifiable indirect taxes (itemized and finalized at Contract negotiations) are reimbursed to the Consultant or are paid by the Client on behalf of the Consultant.
40. Currency of Payment	40.1 Any payment under this Contract shall be made in the currency (ies) of the Contract.
41. Mode of Billing and Payment	41.1 The total payments under this Contract shall not exceed the Contract price set forth in Clause GCC 38.1. 41.2 The payments under this Contract shall be made in lump-sum installments against deliverables specified in **Appendix A.** The payments will be made according to the payment schedule stated in the **SCC.** 41.2.1 *Advance payment:* Unless otherwise indicated in the **SCC**, an advance payment shall be made against an advance payment bank guarantee acceptable to the Client in an amount (or amounts) and in a currency (or currencies) specified in the **SCC.** Such guarantee (i) is to remain effective until the advance payment has been fully set off, and (ii) is to be in the form set forth in **Appendix D**, or in such other form as the Client shall have approved in writing. The advance payments will be set off by the Client in equal portions against the lump-sum installments specified in the **SCC** until said advance payments have been fully set off. 41.2.2 *The Lump-Sum Installment Payments:* The Client shall pay the Consultant within sixty (60) days after the receipt by the Client of the deliverable(s) and the cover invoice for the related lump-sum installment

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State Project Director ARIAS Society

	payment. The payment can be withheld if the Client does not approve the submitted deliverable(s) as satisfactory in which case the Client shall provide comments to the Consultant within the same sixty (60) days period. The Consultant shall thereupon promptly make any necessary corrections, and thereafter the foregoing process shall be repeated. 41.2.3 *The Final Payment* .The final payment under this Clause shall be made only after the final report have been submitted by the Consultant and approved as satisfactory by the Client. The Services shall then be deemed completed and finally accepted by the Client. The last lump-sum installment shall be deemed approved for payment by the Client within ninety (90) calendar days after receipt of the final report by the Client unless the Client, within such ninety (90) calendar day period, gives written notice to the Consultant specifying in detail deficiencies in the Services, the final report. The Consultant shall thereupon promptly make any necessary corrections, and thereafter the foregoing process shall be repeated. 41.2.4 All payments under this Contract shall be made to the accounts of the Consultant specified in the **SCC**. 41.2.4 With the exception of the final payment under 41.2.3 above, payments do not constitute acceptance of the whole Services nor relieve the Consultant of any obligations hereunder.
42. Interest on Delayed Payments	42.1 If the Client had delayed payments beyond fifteen (15) days after the due date stated in Clause GCC 41.2.2 , interest shall be paid to the Consultant on any amount due by, not paid on, such due date for each day of delay at the annual rate stated in the **SCC.**
G. FAIRNESS AND GOOD FAITH	
43. Good Faith	43.1 The Parties undertake to act in good faith with respect to each other's rights under this Contract and to adopt all reasonable measures to ensure the realization of the objectives of this Contract.
H. SETTLEMENT OF DISPUTES	
44. Amicable Settlement	44.1 The Parties shall seek to resolve any dispute amicably by mutual consultation. 44.2 If either Party objects to any action or inaction of the other Party, the objecting Party may file a written Notice of Dispute to the other Party providing in detail the basis of the dispute. The Party receiving the Notice of Dispute will consider it and respond in writing within fourteen (14) days after receipt. If that Party fails to respond within fourteen (14) days, or the dispute cannot be amicably settled within fourteen (14) days following the response of that Party, Clause GCC 45.1 shall apply.
45. Dispute Resolution	45.1 Any dispute between the Parties arising under or related to this Contract that cannot be settled amicably may be referred to by either Party to the adjudication/arbitration in accordance with the provisions specified in the **SCC.**

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State Project Director ARIAS Society

II. General Conditions
Attachment 1
Fraud and Corruption

(Text in this Appendix shall not be modified)

1. Purpose

1.1 The Bank's Anti-Corruption Guidelines and this annex apply with respect to procurement under Bank Investment Project Financing operations.

2. Requirements

2.1 The Bank requires that Borrowers (including beneficiaries of Bank financing); bidders (applicants/proposers), consultants, contractors and suppliers; any sub-contractors, sub-consultants, service providers or suppliers; any agents (whether declared or not); and any of their personnel, observe the highest standard of ethics during the procurement process, selection and contract execution of Bank-financed contracts, and refrain from Fraud and Corruption.

2.2 To this end, the Bank:

a. Defines, for the purposes of this provision, the terms set forth below as follows:

i. "corrupt practice" is the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party;

ii. "fraudulent practice" is any act or omission, including misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain financial or other benefit or to avoid an obligation;

iii. "collusive practice" is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party;

iv. "coercive practice" is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party;

v. "obstructive practice" is:

(a) deliberately destroying, falsifying, altering, or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a Bank investigation into allegations of a corrupt, fraudulent, coercive, or collusive practice; and/or threatening, harassing, or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation; or

(b) acts intended to materially impede the exercise of the Bank's inspection and audit rights provided for under paragraph 2.2 e. below.

b. Rejects a proposal for award if the Bank determines that the firm or individual recommended for award, any of its personnel, or its agents, or its sub-consultants, sub-contractors, service providers, suppliers and/ or their employees, has, directly or indirectly, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for the contract in question;

c. In addition to the legal remedies set out in the relevant Legal Agreement, may take other appropriate actions, including declaring misprocurement, if the Bank determines at any time that representatives of the Borrower or of a recipient of any part of the proceeds of the loan engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices during the procurement process, selection and/or execution of the contract in question, without the Borrower having taken timely and appropriate action satisfactory to the Bank to address such practices when they occur, including by failing to inform the Bank in a timely manner at the time they knew of the practices;

d. Pursuant to the Bank's Anti- Corruption Guidelines and in accordance with the Bank's prevailing sanctions policies and procedures, may sanction a firm or individual, either indefinitely or for a stated period of time, including by publicly declaring such firm or individual ineligible (i) to be awarded or otherwise benefit from a Bank-financed contract, financially or in any other manner;[1] (ii) to be a

[1] For the avoidance of doubt, a sanctioned party's ineligibility to be awarded a contract shall include, without limitation, (i) applying for pre-qualification, expressing interest in a consultancy, and bidding, either directly or as a nominated sub-contractor, nominated consultant, nominated manufacturer or supplier, or nominated

Deloitte Touche Tohmatsu India LLP Kolkata

State Project Director ARIAS Society

nominated[2] sub-contractor, consultant, manufacturer or supplier, or service provider of an otherwise eligible firm being awarded a Bank-financed contract; and (iii) to receive the proceeds of any loan made by the Bank or otherwise to participate further in the preparation or implementation of any Bank-financed project;

e. Requires that a clause be included in bidding/request for proposals documents and in contracts financed by a Bank loan, requiring (i) bidders (applicants/proposers), consultants, contractors, and suppliers, and their sub-contractors, sub-consultants, service providers, suppliers, agents personnel, permit the Bank to inspect[3] all accounts, records and other documents relating to the procurement process, selection and/or contract execution,, and to have them audited by auditors appointed by the Bank.

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service provider, in respect of such contract, and (ii) entering into an addendum or amendment introducing a material modification to any existing contract.

2 A nominated sub-contractor, nominated consultant, nominated manufacturer or supplier, or nominated service provider (different names are used depending on the particular bidding document) is one which has been: (i) included by the bidder in its pre-qualification application or bid because it brings specific and critical experience and know-how that allow the bidder to meet the qualification requirements for the particular bid; or (ii) appointed by the Borrower.

3 Inspections in this context usually are investigative (i.e., forensic) in nature. They involve fact-finding activities undertaken by the Bank or persons appointed by the Bank to address specific matters related to investigations/audits, such as evaluating the veracity of an allegation of possible Fraud and Corruption, through the appropriate mechanisms. Such activity includes but is not limited to: accessing and examining a firm's or individual's financial records and information, and making copies thereof as relevant; accessing and examining any other documents, data and information (whether in hard copy or electronic format) deemed relevant to the investigation/audit, and making copies thereof as relevant; interviewing staff and other relevant individuals; performing physical inspections and site visits; and obtaining third party verification of information.

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State Project Director ARIAS Society

III. Special Conditions of Contract

Number of GC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract
1.1 (a)	The Contract shall be construed in accordance with the laws of the Republic of India
1.1(b)	The date of the "Applicable Regulations" is: 1st July 2016
4.1	The language is: English.
6.1 and 6.2	**The addresses are:** Client: **Assam Rural Infrastructure and Agriculture Services (ARIAS) Society** Attention: **State Project Director, ARIAS Society** Address: **ARIAS Society, Project Coordination Unit, Agriculture Complex, Khanapara, G.S. Road, Guwahati-781022 (Assam, India);** **Tel: 0361-2332125; Tele-Fax: 0361-2332564;** Email: **spd@arias.in** Consultant : **M/s Deloitte Touche Tohmatsu India LLP,** **Bengal Intelligent Park, Building Omega, 13th and 14th Floor, Block- EP & GP, Sector-V, Salt Lake Electronic Complex, Kolkata-700091,** **[Regd. Address: Indiabulls Finance Centre, Tower 3, 27th-32nd Floor Senapati Bapat Marg, Elphinstone Road (West) Mumbai-400013];** ***With sub-consultant*** *SeSTA Development Service, Bagheswaripara, W. No.3, Near Doordarshan Relay Centre, Bongaigaon, Assam-783380;* *Email: sdsnortheastindia@gmail.com* Attention : **Shri Aloke Agarwal, Partner, M/S Deloitte Touche Tohmatsu India LLP** Tele-Fax : +91 66121266 / 66121266 E-mail : **aloagarwal@deloitte.com**
8.1	*"N/A";*
9.1	**The Authorized Representatives are:** For the Client: The **State Project Director, ARIAS Society** For the Consultant: **Shri Aloke Agarwal, Partner, M/S Deloitte Touche Tohmatsu India LLP**
11.1	**The effectiveness conditions are the following: Confirmation of the Key Experts' availability to start the Assignment.**
12.1	**Termination of Contract for Failure to Become Effective: The time period shall be 30 (thirty) days from the the date of signing of the Contract.**
13.1	**Commencement of Services:** **The number of days shall be 15 (fifteen) calendar days.** **Confirmation of Key Experts' availability to start the Assignment shall be submitted to the Client in writing as a written statement signed by each Key Expert.**
14.1	**Expiration of Contract: The time period shall be for period of 6 (six) months from the date of effectiveness. The duration may be extended by the client with mutual agreement of the parties (Please refer to the TOR).**
21 b.	**The Client reserves the right to determine on a case-by-case basis whether the Consultant should be disqualified from providing goods, works or non-consulting services due to a conflict of a nature described in Clause GCC 21.1.3: Yes**
23.1	The following limitation of the Consultant's Liability towards the Client can be subject to the Contract's negotiations:

Deloitte Touche Tohmatsu India LLP Kolkata

State Project Director ARIAS Society

Number of GC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract
	(a) Except in the case of gross negligence or wilful misconduct on the part of the Consultant or on the part of any person or a firm acting on behalf of the Consultant in carrying out the Services, the Consultant, with respect to damage caused by the Consultant to the Client's property, shall not be liable to the Client: (i) for any indirect or consequential loss or damage; and (ii) for any direct loss or damage that exceeds **one** time the total value of the Contract; (b) This limitation of liability shall not (i) affect the Consultant's liability, if any, for damage to Third Parties caused by the Consultant or any person or firm acting on behalf of the Consultant in carrying out the Services; (ii) be construed as providing the Consultant with any limitation or exclusion from liability which is prohibited by the applicable law in the Client's country. *[Notes to the Client and the Consultant: Any suggestions made by the Consultant in the Proposal to introduce exclusions/limitations of the Consultant's liability under the Contract should be carefully scrutinized by the Client and discussed with the Bank prior to accepting any changes to what was included in the issued RFP. In this regard, the Parties should be aware of the Bank's policy on this matter which is as follows:* *To be acceptable to the Bank, any limitation of the Consultant's liability should at the very least be reasonably related to (a) the damage the Consultant might potentially cause to the Client, and (b) the Consultant's ability to pay compensation using its own assets and reasonably obtainable insurance coverage. The Consultant's liability shall not be limited to less than a multiplier of the total payments to the Consultant under the Contract for remuneration and reimbursable expenses. A statement to the effect that the Consultant is liable only for the re-performance of faulty Services is not acceptable to the Bank. Also, the Consultant's liability should never be limited for loss or damage caused by the Consultant's gross negligence or willful misconduct.* *The Bank does not accept a provision to the effect that the Client shall indemnify and hold harmless the Consultant against Third Party claims, except, of course, if a claim is based on loss or damage caused by a default or wrongful act of the Client to the extent permissible by the law applicable in the Client's country.]*
24.1	**The insurance coverage against the risks shall be as follows:** *(a)* **Professional liability insurance, with a minimum coverage of Rs.47,06,000/-** **(b)** Third Party motor vehicle liability insurance in respect of motor vehicles operated in the Client's country by the Consultant or its Experts or Sub-consultants, with a minimum coverage in accordance with the applicable law in the Client's country); **(c)** Third Party liability insurance, with a minimum coverage *in accordance with the applicable law in the Client's country*;
27.2	**The Consultant shall not use any documents, software or project related information for purposes unrelated to this Contract without the prior written approval of the Client.**
32.1 (f)	***As stated in the TOR***
38.1	**The Contract price is: Rs. 47,06,000/- (Indian Rupees forty seven lakh and six thousand only) [exclusive of local indirect taxes (i.e. GST).** **Any indirect local taxes (i.e. GST) chargeable in respect of this Contract for the Services provided by the Consultant shall be dealt with as per applicable laws of the Government.** **The amount of such taxes (GST @ 18%) is Rs.8,47,080/-** *(Rupees eight lakh forty seven thousand and eighty only)* At source deductions, however, shall be made as applicable as per Statutory laws of India.
39.1 and 39.2	**The Client warrants that client will dealt with the taxes as applicable, as per related laws of the Government.** **The Consultant and its Sub-consultants and Experts shall be responsible for meeting all tax liabilities arising out of the Contract as per the Indian laws.**

Deloitte Touche Tohmatsu India LLP Kolkata

State Project Director ARIAS Society

Number of GC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract
	The amounts payable by the Client to the Consultant under the contract shall be subject to local taxation (e.g. Goods & Services Tax or GST) and deductions at source, however, shall be made as applicable
41.2	**The payment schedule: {***Payment of installments shall be linked to the deliverables specified in the Terms of Reference in Appendix A]*

#	Deliverables and Milestone	Days from contract signing (cumulative)	Payment (%) of contract price
(A) Sector Scan Study			
1	Inception report	07	5%
2	Completion of field work	45	--
3	Draft Report	60	20%
4	Draft Presentation	70	--
5	Final report	80	--
6	Final presentation	90	25%
(B) Sub-sector Scan Study (of Agribusiness Sector)			
1	Inception report	95	5%
2	Completion of field work	140	--
3	Draft Report	155	20%
4	Draft Presentation	160	--
5	Final report	170	--
6	Final Presentation	180	25%

[Total sum of all installments shall not exceed the Contract price set up in SCC38.1.]

41.2.1	**There shall be no advance payment under the contract.**
41.2.4	**The accounts are:**

Name	**Deloitte Touche Tohmatsu India LLP.**
Account No.	**VA32439D2015309**
Name of Bank	**RBL BANK LTD**
Address of Bank Branch, with contact Tel. No. and email	**Tower 2, 3rd Floor, One Indiabulls Centre, Senapati Bapat Marg, Lower Parel, Mumbai- 400 013**
IFS Code	**RATN0000088**
GST Regn. No	**19AALFD7157J1ZW**

42.1	**The interest rate is: 7 % per annum**
45.1	**Disputes shall be settled by arbitration in accordance with the following provisions:**

1. Selection of Arbitrators. Each dispute submitted by a Party to arbitration shall be heard by a sole arbitrator or an arbitration panel composed of three (3) arbitrators, in accordance with the following provisions:

   (a) Where the Parties agree that the dispute concerns a technical matter, they may agree to appoint a sole arbitrator or, failing agreement on the identity of such sole arbitrator within thirty (30) days after receipt by the other Party of the proposal of a name for such an appointment by the Party who initiated the proceedings, either Party may apply to ***The Indian Council of Arbitration*** for a list of not fewer

Deloitte Touche Tohmatsu India LLP Kolkata

State Project Director ARIAS Society

Number of GC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract
	than five (5) nominees and, on receipt of such list, the Parties shall alternately strike names there from, and the last remaining nominee on the list shall be the sole arbitrator for the matter in dispute. If the last remaining nominee has not been determined in this manner within sixty (60) days of the date of the list, *The Indian Council of Arbitration* shall appoint, upon the request of either Party and from such list or otherwise, a sole arbitrator for the matter in dispute. (b) Where the Parties do not agree that the dispute concerns a technical matter, the Client and the Consultant shall each appoint one (1) arbitrator, and these two arbitrators shall jointly appoint a third arbitrator, who shall chair the arbitration panel. If the arbitrators named by the Parties do not succeed in appointing a third arbitrator within thirty (30) days after the latter of the two (2) arbitrators named by the Parties has been appointed, the third arbitrator shall, at the request of either Party, be appointed by The Secretary, ***The Indian Council of Arbitration***. (c) If, in a dispute subject to paragraph (b) above, one Party fails to appoint its arbitrator within thirty (30) days after the other Party has appointed its arbitrator, the Party which has named an arbitrator may apply to The *Indian Council of Arbitration, New Delhi* to appoint a sole arbitrator for the matter in dispute, and the arbitrator appointed pursuant to such application shall be the sole arbitrator for that dispute.
	2. Rules of Procedure. Except as otherwise stated herein, arbitration proceedings shall be conducted in accordance with the rules of procedure for arbitration of the United Nations Commission on International Trade Law (UNCITRAL) as in force on the date of this Contract, for contracts with Foreign Consultant . For contract with an Indian firm, the arbitration shall be in accordance with Arbitration and Conciliation Act, 1996 of the Government of India, as in force on the date of this Contract. 3. Substitute Arbitrators. If for any reason an arbitrator is unable to perform his/her function, a substitute shall be appointed in the same manner as the original arbitrator. 4. Nationality and Qualifications of Arbitrators. The sole arbitrator or the third arbitrator appointed pursuant to paragraphs 1(a) through 1(c) above shall be an internationally recognized legal or technical expert with extensive experience in relation to the matter in dispute and shall not be a national of the Consultant's home country or of the Government's country. For the purposes of this Clause, "home country" means any of: (a) the country of incorporation of the Consultant ; or (b) the country in which the Consultant's principal place of business is located; or (c) the country of nationality of a majority of the Consultant's shareholders; or (d) the country of nationality of the Sub-consultants concerned, where the dispute involves a subcontract
	5. Miscellaneous. In any arbitration proceeding hereunder: (a) Proceedings shall, unless otherwise agreed by the Parties, be held in **Guwahati, Assam, India**. (b) **English** language shall be the official language for all purposes; and (c) The decision of the sole arbitrator or of a majority of the arbitrators (or of the third arbitrator if there is no such majority) shall be final and binding and shall be enforceable in any court of competent jurisdiction, and the Parties hereby waive any objections to or claims of immunity in respect of such enforcement.

Deloitte Touche Tohmatsu India LLP Kolkata

State Project Director ARIAS Society

IV. Appendices

APPENDIX A – TERMS OF REFERENCE

For hiring a consultancy firm for
Conducting a Sector Scan Study and a Sub-sector Scan Study of Agribusiness Sector for Assam Bureau of Investment Promotion (ABIP).

Background

1. The Government of Assam (GoA) through Government of India (GoI) has received a loan of US$200 million from the World Bank (WB) for implementation of Assam Agribusiness and Rural Transformation Project (APART). The Assam Rural Infrastructure and Agricultural Services (ARIAS) Society is the main coordinating agency for the project. The project will be implemented by eight line departments of GoA including their directorates/ agencies/ Commissionerates. ARIAS Society in association with the Department of Industries and Commerce, now intends to utilize a part of credit to hire a consultancy agency to conduct (i) a sector scan study to prioritize the potential sectors for investor targeting and (ii) a subsector scan study of agribusiness sector to prioritize potential sub-sectors for investment and identifying specific investment opportunities in these priority sub-sectors for Assam Bureau of Investment Promotion (ABIP). ABIP is being set up under the Department of Industries and Commerce, GoA.

2. **Project Development Objective (PDO):** The Assam Agribusiness and Rural Transformation Project aims to "**add value and improve resilience of selected agriculture value chains, focusing on smallholder farmers and agro-entrepreneurs in targeted districts of Assam**". The targeted districts (undivided as of 1st April, 2016) are Nagaon, Sonitpur, Barpeta, Karbi Anglong, Kamrup, Dhubri, Golaghat, Kokrajhar, Lakhimpur, Darrang, Cachar, Sivasagar, Jorhat, Goalpara, Morigaon and Nalbari. The project will adopt a value chain and clusters approach to achieve the targeted objectives. The prioritized value chains are those of (i) cereals (rice, maize), (ii) pulses, (iii) spices and condiments (ginger, turmeric, mustard), (iv) fruits (banana) & vegetables, (v) livestock (pork, milk) & fish and (vi) specialty commodities (eri and muga silk). Expected duration of the project is for seven years.

3. The Project has four distinct components viz.

   A. ***Enabling Agri Enterprise development***
   A.1 Enhancing state capacity to attract private investments
   A.2 Setting up Enterprise Development and Promotion Facility
   A.3 Agribusiness Investment Fund Support
   A.4 Establishing Stewardship Councils

   B. ***Facilitating Agro Cluster Development***
   B.1 Support Establishment of Cluster Level Industry Associations (IAs)
   B.2 Supply Chain Support

   C. ***Fostering Market Led Production and Resilience Enhancement***
   C1: Promoting climate resilient technologies and their adoption
   C2: Facilitating market linkages through market intelligence and product aggregation
   C3: Facilitating access to and responsible use of financial services

   D. ***Project Management, Monitoring and Learning***
   D.1 Institutional Strengthening, ICT
   D.2 Project Management, MIS, M&E, etc.

4. APART would support, value addition in the production and post-harvest segments of selected agricultural value-chains; facilitate agribusiness investments through inclusive business models that provide opportunities to smallholder farmers as well as stimulate the establishment of new small and medium agribusiness enterprises; and support resilience of agricultural production systems in order to better manage increasing production and commercial risks associated with climate change and marketing of agro produce, in the targeted districts. The project would adopt a cluster strategy within the targeted districts to generate economies of scale; promote vertical and horizontal links between local agricultural enterprises;

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State Project Director
ARIAS Society

enable diffusion of innovations; leverage network externalities; and channel public support for services and infrastructure. By adopting a cluster approach, the project would enable all the value chain participants to develop competitive and innovative products that meet market demands rapidly and successfully.

5. Component A is envisioned to enhance the pace of enterprise growth and employment in the targeted districts. This would be done by establishing a cohesive institutional platform (whose role is economy wide and not sector specific), and securing increased private sector investment in the development of value chains, processing and marketing in the targeted districts. GoA has recently enacted a new Assam Ease of Doing Business Act, under which Assam Bureau of Investment Promotion (ABIP) is being setup for improving the investment environment and investment promotion in the state. The objective of ABIP specifically, is to market investment opportunities in the State. It is charged with attracting investments from within the State, from elsewhere in India, and from overseas. As a newly formed organization, ABIP is yet to develop a clear strategy for proactive targeting of potential investments. It is further expected that ABIP will become a self-sustaining entity that outlasts the project duration.

6. The APART will support the initial set up and operations of ABIP. The activities to be financed under the proposed project would include setting up platforms and initiatives such as road shows, investor outreach to improve linkages with venture capital and private industry; public-private dialogue platform which is aimed at discussing and adopting an action plan to improve the investment climate.

7. **The Project Coordination Unit (PCU) of ARIAS Society in association with Commissionerate of Industries and Commerce (CI&C), Government of Assam (GoA) seeks to hire a Consulting Agency *inter alia*** to **conduct the following for the state of Assam**:

   a. a sector scan study to assist the state of Assam in identifying a set of priority sectors and markets for pro-active investment targeting;

   b. sub-sector scan study of the agribusiness sector to assist the state of Assam in identifying a set of priority sub sectors of agribusiness sector and markets & specific investment opportunities for pro-active investment targeting.

Objective of the Assignment:

8. The main objective of this assignment is two-fold as follows:

Sector Scan Study	Sub-sector Scan Study
a. Identify the most promising sectors where the state has advantage b. Understand the demand supply considerations of investors interested in Assam c. Identify the source markets where potential investors can be targeted for each of the identified sectors	a. Assist the state of Assam in identifying a set of priority sub-sectors in the broad agribusiness sector that represent the best opportunities for successful proactive investment targeting. b. After identification of priority sub-sectors, each identified priority sub-sector will be studied in detail to determine the specific investment opportunities in each of the prioritized sub-sectors.

Note: After sector scan study is carried out and report approved by ARIAS Society, Sub-sector scan will be taken up.

Scope of the Assignment:

9. <u>For Sector Scan Study</u>:-

a. A **demand analysis** should be conducted to identify the main trends and features of investment into Assam and its key competitors. The analysis should consider a range of data sources in terms of:

   i) Both historical and future (projected) trends, across sectors and subsectors

   ii) Investment in terms of projects, jobs and capital expenditure

   iii) Previous reports, studies and strategies on sector developments of relevance to the State

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State Project Director ARIAS Society

b. A **supply side analysis** should be conducted to assess the Assam investment proposition in sectors, in order to understand the State's relative strengths. Research should include benchmarking of the region within sectors and subsectors against key competitors.

c. The **alignment** of these analyses should lead to a prioritized short list of the key sectors for investment attraction. The consultant firm should explain how this alignment will be achieved to ensure a mix of established and emerging sectors being identified. An outline of potential target volumes of investment for ABIP in these priority sectors should also be provided.

d. Following agreement from the State on sectors prioritized, a **Source Market Analysis** should identify high potential target markets for proactive investment promotion. Different markets may be identified for each sector, and could include the State's own market, other Indian states / cities, and overseas.

e. Identify Assam's **unique selling proposition messages** in each of the above specified sectors in view of competing investment locations to the State.

10. For Sub-Sector Scan Study (of Agribusiness Sector):-

A. Identifying the priority subsectors within agribusiness sector:

a. A **demand analysis** should be conducted to identify the main trends and features of investment into Assam and its key competitors. The analysis should consider a range of data sources in terms of:

- Both historical and future trends, across subsectors of broad agribusiness sector
- Investments in terms of projects, jobs and capital expenditure
- Previous reports, studies and strategies on sector developments of relevance to the State.

The assessment should also consider new or prospective sub-sectors of Agribusiness that might be emerging as competitive for new investment

b. A **supply side analysis** should be conducted to assess the Assam's investment proposition in agribusiness sector, in order to understand the State's relative strengths. Research should include:

- Benchmarking of the state and region within the agribusiness sector against major key competitors
- Aspects of the Agribusiness investment climate relating to the entry and operation of new investors that might be problematic for investors, thus constituting a reform agenda for enhanced sector competitiveness. If these hindering factors are sub-sector specific then a detailed case basis investigation needs to be carried out and implementable recommendations to overcome these should be given.

c. The **alignment** of these analyses should lead to a prioritized short list of the key sub-sectors within broad agribusiness sector for proactive investment attraction. The consultant should explain how this alignment has been achieved to arrive at the final list of sub-sectors. An outline of potential target volumes of investment for ABIP in these priority sub-sectors should also be provided.

B. Identifying specific investment opportunities in each of prioritized sub-sectors:

a. Following agreement from the project on selection of sub-sectors, a **Source Market Analysis** should identify high potential target markets for proactive investment promotion, using a similar demand side approach (as used in A above). Different markets may be identified for each sub-sector, and could include the State's own market, other Indian states / cities, and overseas.

b. Identify Assam's **unique selling proposition messages** in each of the selected priority sub-sectors in view of competing investment locations to the State.

c. Recommend specific measures for enhancing Assam's competitiveness in each sub-sector, especially in terms of investment climate reforms and the State's attractiveness for value-addition/processing related investments.

d. Overall investment opportunities in each priority sub-sector identified, including for each business activity-average investment size, total investment potential, number of players that can be supported with the available resources, possible average market share of each, market size, approximate possible

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number of jobs that may be created classified by categories like technical/non technical and senior, mid-level, junior etc.

Expected Deliverables, Milestones and Payment Schedule:

11. The following will be the schedule of deliverables, payments and key milestones-

Deliverables and Milestone	Days from contract signing (cumulative)	Payment (%) of contract price
(A) Sector Scan Study		
Inception report	07	5%
Completion of field work	45	--
Draft Report	60	20%
Draft Presentation	70	--
Final report	80	--
Final presentation	90	25%
(B) Sub-sector Scan Study (of Agribusiness Sector)		
Inception report	95	5%
Completion of field work	140	--
Draft Report	155	20%
Draft Presentation	160	--
Final report	170	--
Final Presentation	180	25%

Services to be provided by the Client

12. The client shall ensure necessary cooperation of District Industries and Commerce and Centres (DICCs) and/or other line departments of GoA. The client will share relevant available background information, including the results of any preliminary work already conducted. However, the client will not provide any logistics support such as staff housing, office space, communication facilities etc. to the consultant during the study. Consultant shall have to arrange all such facilities/services required for carrying out the assigned work and they should take note of this in submitting the financial proposal.

Key Professionals whose CV and qualifications will be evaluated

13. The CVs of following Key Professionals will be evaluated:

#	Designation	Qualification & Experience	Role
1	Team Leader cum Private Sector Development Specialist	Master's degree /MBA preferably in Agribusiness At least **15** years' relevant private sector experience (especially on industrial policy & promotion, G2B Service delivery, etc) particularly in agribusiness and allied sectors.	• Overall coordination • Providing inputs on investor expectation from state in terms of procedures for setting up agribusiness, policies, licenses, approvals, certifications, resource mapping/availability, ease of doing business, sub-sector attractiveness, emerging sub-sectors, strategies for promotion of agribusiness sector investments in the state, particularly in the prioritized sub-sectors.
2	Investment promotion specialist	Master's degree /MBA preferably in Agribusiness At least **10** years' relevant experience in Investment Promotion activities	• Providing inputs on return on investments in prioritized subsectors, long term investment promotion vision for the state • Improving the investment climate, investor targeting strategies, marketing collaterals, USP design for each prioritized sub-sector, outreach programs, investor facilitation, aftercare etc, job creation potential of prioritized sub-sectors, investment attractiveness with other states etc.

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#	Designation	Qualification & Experience	Role
3	Market Analyst	Master's degree in Economics /MBA At least **10** years' relevant experience in research & analytics (pertaining to demand, supply, investment trends, etc preferably in agribusiness)	• Source market analytics- demand-supply trends, market potential, investor attractiveness etc • Investment climate data analysis using statistical/business analysis tools software etc
4	Panel of Sector experts **(minimum 4 nos. with minimal-specific level of effort)**	Master's degree /MBA At least **10** years' relevant private sector experience	• Technical inputs on value chains in the prioritized sub-sectors, forward & back war linkages to the markets, market share, market size, major players etc.

Total=7 key experts

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APPENDIX B - KEY EXPERTS

Team Composition, Assignment & Key Expert's Inputs																	
Sr. No.	Name	Expert's Input (person / month) per each deliverable														Total Time Input (in Months)	
		Position		D-1	D-2	D-3	D-4	D-5	D-6	D-7	D-8	D-9	D-10	D-11	D-12	Home	Total
Key Experts																	
K 1	Ranjan Sinha	Team Leader	Home	0.2	1	1	1	0.2		0.2	1	1	0.2	0.2		6	6
			Field														
K 2	Shubham Gupta	Investment Promotion Specialist	Home		1	1	1	0.2	0.1		1	1	0.4	0.2	0.1	6	6
			Field														
K 3	Sabyasachi Banerji	Market Analyst	Home	0.1	1	1	1	0.2	0.1	0.1	1	1	0.2	0.2	0.1	6	6
			Field														
K 4	Dr. Ravinder Sharma	Sector Expert	Home		0.5	0.5				0.1	0.5	0.4				2	2
			Field														
K 5	Paramjyoti Chattopadhyay	Sector Expert	Home		0.5	0.5				0.1	0.5	0.4				2	2
			Field														
K 6	Dipankar Saha	Sector Expert	Home		0.5	0.5				0.1	0.5	0.4				2	2
			Field														
K 7	Rohit Bhnadari	Sector Expert	Home		0.5	0.5				0.1	0.5	0.4				2	2
			Field														
K 8	Lutfur Rahman	Sector Expert	Home		0.5	0.5				0.1	0.5	0.4				2	2
			Field														
															Total	28	28

[Based on Form TECH-6 of the Consultant's Technical Proposal and finalized at the Contract's negotiations]

APPENDIX C – BREAKDOWN OF CONTRACT PRICE

Particulars			Quoted as per Fin. Proposal (Rs.) submitted				Negotiated Contract Amount (Rs.)			
			Input (month)	Rate		Quoted Amt.	Input (month)		Rate	Negotiated Amt.
Remunerations/ Name of Experts/ Field										
Key Experts										
K 1	Ranjan Sinha	Team Leader	6	Home	175000	10,50,000	6	Home	175000	10,50,000
				Field		0		Field		0
K 2	Shubham Gupta	Investment Promotion Specialist	6	Home	175000	10,50,000	6	Home	175000	10,50,000
				Field		0		Field		0
K 3	Sabyasachi Banerji	Market Analyst	6	Home	150000	9,00,000	6	Home	150000	9,00,000
				Field		0		Field		0
K 4	Dr. Ravinder Sharma	Sector Expert	2	Home	175000	3,50,000	2	Home	175000	3,50,000
				Field		0		Field		0
K 5	Paramjyoti Chattopadhyay	Sector Expert	2	Home	150000	3,00,000	2	Home	150000	3,00,000
				Field		0		Field		0
K 6	Dipankar Saha	Sector Expert	2	Home	160000	3,20,000	2	Home	160000	3,20,000
				Field		0		Field		0
K 7	Rohit Bhnadari	Sector Expert	2	Home	175000	3,50,000	2	Home	175000	3,50,000
				Field		0		Field		0
K 8	Lutfur Rahman	Sector Expert	2	Home		0	2	Home		0
				Field		0		Field		0
Total (excluding taxes) [A]						**43,20,000**				**43,20,000**

Sl.	**Reimbursables**	Quoted as per Fin. Proposal submitted				Negotiated Contract Amount			
		Unit	Qnty.	Rate (Rs.)	Quoted Amt.	Unit	Qnty.	Rate (Rs.)	Negotiated Amt.
1	Boarding & Lodging	Day	45	4,000	180000	Day	45	4,000	180000
2	*Flight Tickets*	*Tickets*	18	7000	126000	*Tickets*	18	7000	126000
3	Local Travel	Day	40	1,500	60000	Day	40	1,500	60000
4	Miscellaneous	NA	NA	NA	20000	NA	NA	NA	20000
	Sub/Total excluding taxes) [B]				**386000**				**386000**
	Grand Total [A+B] (excluding taxes)				**47,06,000**				**47,06,000**
	GST @ 18%				**8,47,080**				**8,47,080**
	Grand Total (Including taxes)				**55,53,080**				**55,53,080**

[Based on Form FIN-3 and FIN-4 of the Consultant's Proposal.]

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APPENDIX D - FORM OF ADVANCE PAYMENTS GUARANTEE
[See Clause GCC 41.2.1 and SCC 41.2.1]

Format of Bank Guarantee for Advance Payment

(Deleted)

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Appendix E – Minutes of Negotiation

(Attached Separately)

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ARIAS SOCIETY
Assam Rural Infrastructure and Agricultural Services Society
(An Autonomous Body under the Govt. of Assam)
Project Coordination Unit (PCU) of the World Bank financed
Assam Agribusiness and Rural Transformation Project (APART)
Agriculture complex, Khanapara, G.S. Road, Guwahati-781022 (Assam, India)
Tel: +91 361-2332125; Fax: +91 361-2332564; email: spd@arias.in

No: ARIASS/APART/156/2016/93 **Dated Guwahati the 14th June, 2018**

Minutes of the Negotiation Meeting for hiring a consultancy Services for 'Conducting a Sector Scan Study and a Sub-sector Scan Study of Agribusiness Sector for Assam Bureau of Investment Promotion (ABIP)'
(Reference: This office letter No.: ARIASS/APART/156/2016/88 dated 4th June 2018)

Dated: 11th June 2018 **Time:** 10:00 AM **Venue:** PCU, ARIAS Society

1. The negotiation meeting for hiring a consultancy Services for 'Conducting a Sector Scan Study and a Sub-sector Scan Study of Agribusiness Sector for Assam Bureau of Investment Promotion (ABIP)' was held in presence of the following officials of ARIAS society viz. Ms. Panchali Kakati, ACS, Deputy Project Director; Shri Tapan Deka, Dy. Director, I&C; Shri Baljeet Singh, Market Analyst cum Operations Specialist; Shri G. Goswami, Agribusiness Specialist; Shri H. C. Baishya, Agricultural Coordinator; Shri A. Deka, Asstt. Procurement Engineer; Shri S. Das, Sr. Financial Management Specialist; Shri AW Choudhury, Proc. Management Executive; Shri P. Baruah, Proc. Management Executive; and Shri Aloke Agarwal, Authorized Representative from M/s Deloitte Touche Tohmatsu India LLP (Deloitte), Block- EP & GP, Sector-V, Salt Lake Electronic Complex, Kolkata-700091; Email: aloagarwal@deloitte.com ; *With sub-consultant SeSTA Development Service; (Attendance sheet is attached as **Annex-1**).*

2. At the outset, the Deputy Project Director (DPD) welcomed Shri Aloke Agarwal, Partner and Authorized Representative from M/s Deloitte Touche Tohmatsu India LLP, Block- EP & GP, Sector-V, Salt Lake Electronic Complex, Kolkata-700091; Email: aloagarwal@deloitte.com ; *With sub-consultant SeSTA Development Service*, who got the highest combined technical and financial score for the aforesaid Consultancy Services.

3. The Power of Attorney in the name of Shri Agarwal from M/s Deloitte Touche Tohmatsu India LLP has already been furnished in Technical Proposal to negotiate and conclude a contract (**Annex-2**), along with BoD's resolution. Shri Agarwal has also firmly confirmed availability of all the Key Experts included in their Proposal (Letter from the firm is annexed as **Annex-3**).

4. Summary of the decisions taken in the Negotiation meeting are as follows:

   a) Technical approach & methodology and timeline: It is reiterated and reassured by M/s Deloitte that all the reports will be submitted as per the provisions of the Terms of Reference (ToR). No changes, therefore, are considered necessary to the laid down reporting requirements for Approach & Methodology. *Timeline*: It is reiterated and re-assured by M/s Deloitte that the assignment will be completed within 180 days from the date of signing of contract agreement and the Report (s) will be submitted within the stipulated time as given at para 11 of the TOR.

   b) Terms of Reference (TOR), staffing schedule, work schedule, logistics, and reporting: M/s Deloitte confirmed availability of all the key experts for the assignment as cited in their Technical Proposal. M/s Deloitte also confirmed that the key experts will commence the services immediately after signing of the agreement for the assignment. No change in the TOR provided in the RFP Document is required.

   c) Financial Proposal: As it is a Lump-Sum contract, the total quoted price stated in the Financial Proposal (FP) has not been negotiated. The total quoted price by M/s Deloitte is Rs.47,06,000/- (Breakup: Rs. 43,20,000/- for Remuneration+ Rs.3,86,000/- for Reimbursable expenses). GST Rs.8,47,080/- extra.

5. It was decided that subject to approval of the Negotiation Minutes by the State Project Director, ARIAS Society the draft negotiated contract will be shared with the consultant along with the contract signing invitation letter.

The meeting ended with a vote of thanks from the Chairperson.

No: ARIASS/APART/156/2016/93-A **Dated Guwahati the 14th June, 2018**

Copy to:
1. All concerned officials of the ARIAS Society present in the meeting.
2. **M/s Deloitte Touche Tohmatsu India LLP**, Block- EP & GP, Sector-V, Salt Lake Electronic Complex, Kolkata-700091; *With sub-consultant SeSTA Development Service, Bagheswaripara, W. No.3, Near Doordarshan Relay Centre, Bongaigaon, Assam-783380;* Email: aloagarwal@deloitte.com ; sdsnortheastindia@gmail.com .

Forwarded by

(Ms. P. Kakati, ACS)
Deputy Project Director, ARIAS Society

Deloitte Touche Tohmatsu India LLP Kolkata

State Project Director ARIAS Society

Annex-1

Attendance Sheet of Negotiation Meeting with M/s Deloitte Touche Tohmatsu India LLP, *With sub-consultant, SeSTA Development Service* for Conducting a Sector Scan Study and a Sub-sector Scan Study of Agribusiness Sector for Assam Bureau of Investment Promotion (ABIP)

Date: 11th June 2018 **Venue: Office Chamber of SPD, ARIAS Society**

Time:10.00 AM

Sl.	Name of the Attendant	Name of the Organization	Signature
1	Panchali Kakati	SDS & DyPD, ARIAS Society.	11/06/18
2	ALOKE AGARWAL	DELOITTE TOUCHE TOHMATSU INDIA LLP (DTTILLP)	
3	Baljeet Singh	MA, ARIAS Society	
4	Tapan Doka	Office of the Commissioner of Ind. & Comm.	
5	A. Doka	AMM. PE, ARIASS	
6	Gautam Goswami	ABS / ARIASS	
7	Satyajit Das.	SFMS/ARIASS	
8	H. C. Baishya	A.C, ARIASS	
9	Abdul Wahid Choudhury	PME, ARIAS Society	11/06/18
10	Pranjal Bahuah	PME, ARIASS	11/06/18

Deloitte Touche Tohmatsu India LLP Kolkata

State Project Director ARIAS Society

भारतीय गैर न्यायिक

भारत INDIA

रु. 500 FIVE HUNDRED RUPEES

रुपये Rs. 500

सत्यमेव जयते

INDIA NON JUDICIAL

महाराष्ट्र MAHARASHTRA ◑ 2017 ◑ AE 624684

R. P. DOOA NOTARY GOVERNMENT OF INDIA Reg. No. 10497 Maharashtra NOTARIAL

मुद्रांक कार्यालय, मुंबई
000098
14 NOV 2017
कार्यकारी
श्री. पं. प्र. विचारे

POWER OF ATTORNEY

I, Tehmasp Rustomjee, Designated Partner of Deloitte Touche Tohmatsu India LLP ["DTTI LLP"] having its registered office at Indiabulls Finance Centre, Tower 3, 27th-32nd Floor Senapati Bapat Marg, Elphinstone Road (West) Mumbai- 400013, do hereby constitute and appoint Mr. Aloke Agarwal, Partner of DTTI LLP, as the Authorized Signatory and the constituted attorney of DTTI LLP for execution and submission of bid / proposal to Assam Rural Infrastructure and Agricultural Services Society (ARIAS Society) for Selection of Consulting Services for "Conducting a Sector Scan Study and a Sub-sector Scan Study of Agribusiness Sector for Assam Bureau of Investment Promotion (ABIP)" ["Assignment"], and the necessary documents in connection with the said Assignment, and to do on behalf of DTTI LLP, all such acts, deeds and things necessary in connection with or incidental to the Assignment including negotiating and executing any agreements, providing services as may be required under the Assignment, outlining the terms and conditions for delivery of the engagement, and representing DTTI LLP before all the Government, semi-Government and any other statutory or regulatory authorities, signing and submission of all documents and providing information / responses in connection with the Assignment, and to do such other acts, deeds and things as may be necessary in this regard.

Deloitte Touche Tohmatsu India LLP Kolkata

State Project Director ARIAS Society

R. P. DOOA NOTARY GOVERNMENT OF INDIA Reg. No. 10497 Maharashtra

It is hereby agreed to ratify all acts, deeds and things lawfully done by the said attorney in connection with the Assignment and that all acts, deeds and things done by the aforesaid attorney shall always be deemed to have been done by DTTI LLP.

This Power of Attorney shall automatically stand revoked if Mr. Aloke Agarwal, ceases to be Partner of DTTI LLP. We will inform ARIAS Society if Mr. Aloke Agarwal ceases to be Partner and will replace the existing POA with another POA if required. All actions taken by Mr. Aloke Agarwal will continue to remain valid.

IN WITNESS WHEREOF THIS POWER OF ATTORNEY IS EXECUTED ON THE 27th DAY OF NOVEMBER 2017.

For **Deloitte Touche Tohmatsu India LLP**

Tehmasp Rustomjee

Designated Partner

Attested by me

27/11/17

RAKESH P. DOOA
B. Com., LL.B.
Advocate High Court,
Notary Government of India
8, Kondaji Bldg. No. 3,
Behind Tata Hospital, Parel,
MUMBAI-400 012.

R. P. DOOA
Reg. No. 10497
Maharashtra
NOTARY GOVERNMENT OF INDIA

Accepted

Aloke Agarwal

Partner

Deloitte Touche Tohmatsu India LLP
Kolkata

State Project Director
ARIAS Society

Annex-3

Deloitte Touche Tohmatsu India LLP
Indiabulls Finance Centre
Tower 3, 27th-32nd Floor
Senapati Bapat Marg
Elphinstone Road (West)
Mumbai - 400 013
Maharashtra, India

Tel: +91 22 6185 4000
Fax: +91 22 6185 4001
www.deloitte.com

January 2, 2018

LIST OF AUTHORISED SIGNATORIES

This is to certify that, in connection with any current / potential assignments that Deloitte Touche Tohmatsu India LLP ["DTTI LLP"] undertakes / proposes to undertake, any of the following persons are hereby severally authorized, to finalize, sign, execute the necessary papers, documents, writings in connection with proposals, contracts, agreements, engagement letters, reports, memos and any other deliverables on professional service assignments of DTTI LLP including invoices, and receipts for and on behalf of DTTI LLP. Further, the following persons are severally authorized to represent DTTI LLP before the concerned government, semi-government and any other statutory authority(ies) in connection with the client engagement and to do such other acts deeds and things as may be necessary.

Partners of DTTI LLP

Annex-3

Sr. No.	Name	Sr. No.	Name	Sr. No.	Name
1	A K Viswanathan	59	Jehil Thakkar	117	Rajeev Suneja
2	Abhay Gupte	60	Joydeep Datta Gupta	118	Rajesh Ivaturi
3	Abhijit Katkar	61	Joydeep Ghosh	119	Rajesh Samson
4	Abhijit Sen	62	K. Kumar	120	Rajesh Shetty
5	Abhishek V	63	Kalpana Jain	121	Rajib Sinha
6	Aditya Khaitan	64	Kalpesh Maroo	122	Rajiv Sundar
7	Aditya Mina	65	Kamlesh Mittal	123	Rakesh Surana
8	Akash Srivastava	66	Karishma Phatarphekar	124	Ranjan Chakraborty
9	Akhilesh Varghese	67	Karthik K V	125	Ravi Mehta
10	Aloke Agarwal	68	Kaushik Dasgupta	126	Ritesh Mangla
11	Amit Bansal	69	Kedar Sawale	127	Rohan Lobo
12	Amit Gupta	70	Koshy Eapen	128	Rohit Mahajan
13	Amol Rane	71	Krishna Chaturvedi	129	Romal Shetty
14	Anand Ramanathan	72	Kushal Kumar Singh	130	Sachin Paranjape
15	Andy Khanna	73	Lav Goyal	131	Sagar Darbari

Regd. Office: Indiabulls Finance Centre, Tower 3, 27th - 32nd Floor, Senapati Bapat Marg, Elphinstone Road (West), Mumbai - 400 013, Maharashtra, India.
(LLP Identification No. AAE-8458)

Deloitte Touche Tohmatsu India LLP Kolkata

State Project Director ARIAS Society

Deloitte.

Sr. No.	Name	Sr. No.	Name	Sr. No.	Name
16	Anil Kumar Jain	74	Mahabir Gupta	132	Sameer Wadhwa
17	Anindya Mallick	75	Mahesh Jaising	133	Sandeep Kumar
18	Anis Chakravarty	76	Mahesh Ramakrishnan	134	Sanjay Sah
19	Anjani S Kumar	77	Maninder Bharadwaj	135	Sanjesh Thakur
20	Ankur Jain	78	Manoj Kumar	136	Sanjoy Datta
21	Anmol Bhandari	79	Mohinish Sinha	137	Santosh Shetty
22	Anthony Crasto	80	Monish Shah	138	Sathish Gopalaiah
23	Anubrata Chakrabarti	81	Monojit Mazumdar	139	Saurabh Kanchan
24	Anujesh Dwivedi	82	Munjal Kamdar	140	Saurabh Kumar
25	Anupama Joshi	83	N Ramu	141	Saurabh Mathur
26	Arindam Guha	84	N. C. Hegde	142	Saurabh Trehan
27	Arjun Mehta	85	Nandita Pai	143	Savan Godiawala
28	Arup Sen	86	Neeraj Arora	144	Sharath Rao
29	Ashish Sharma	87	Neeraj Jain	145	Shefali Goradia
30	Ashutosh Dikshit	88	Nikhil Bedi	146	Shridhar Kamath
31	Ashvin Vellody	89	Nitin Kini	147	Shubhranshu Patnaik
32	Ashwin Ballal	90	Nitin Naredi	148	Shyam Govindan
33	Ashwin Jacob	91	Nitin Razdan	149	Siddharth Tipnis
34	Atul Dhawan	92	Nitin Shingala	150	Soumen Mukerji
35	Bhavik Timbadia	93	P N Sudarshan	151	Srivatsan Parthasarathy
36	Bimal Modi	94	P. S. Easwaran	152	Suchint Majmudar
37	Chandrashekar Mantha	95	Parag Saigaonkar	153	Sudeep Kumar Sinha
38	Charu Sehgal	96	Parul Jain	154	Sumeet Hemkar
39	David Panna	97	Peeyush Naidu	155	Sumeet Salwan
40	Debabrat Mishra	98	Peeyush Vaish	156	Sumit Khanna
41	Debasish Mishra	99	Pinkesh Billimoria	157	Sumit Makhija
42	Deepa Seshadri	100	Porus Sam Doctor	158	Sumit Singhania
43	Deepak Mowdhgalya	101	Pranavant	159	Tehmasp Rustomjee
44	Deepti Sagar	102	Prasad Nakashe	160	Tushar Sud
45	Dhiraj Bhandary	103	Prashanth Bhat	161	Uday Bhansali
46	Ganeshji Awasthi	104	Prashanth Kaddi	162	Vijay KR
47	Gaurav Gupta	105	Prashanth Rao	163	Vijay Mani
48	Gaurav Kaul	106	Praveen Sasidharan	164	Vijaykumar Iyer
49	Gaurav Lahiri	107	Prithwijit Chaki	165	Vinay Prabhakar

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State Project Director ARIAS Society

Deloitte

Sr. No.	Name	Sr. No.	Name	Sr. No.	Name
50	Gaurav Shukla	108	Priti Ray	166	Viral Thakker
51	Gautam Kapoor	109	Punish Mishra	167	Vishal Chaturvedi
52	Gokul Chaudhri	110	Pushkar Walimbe	168	Vishal Jain
53	Hemendra Upadhyay	111	Rajat Banerji	169	Vishal V Singh
54	Himanish Chaudhuri	112	Rajat Mahajan	170	Vishwas Udgirkar
55	Himanshu Tewari	113	Rajat Vig	171	Viswanathan Rajendran
56	Jaishil Shah	114	Rajat Wahi	172	Vivek Kulkarni
57	Jaskiran Bhatia	115	Rajeev Dimri		
58	Jayant Saran	116	Rajeev Singh		

Senior Directors of DTTI LLP

Sr. No.	Name	Sr. No.	Name	Sr. No.	Name
1	Asif Lakhani	4	Govind Joshi	7	Russell Gaitonde
2	Bela Sheth Mao	5	Peeyush Arya	8	Subarna Banerjee
3	Devyani Khanvilkar	6	Robert Tsang		

For **Deloitte Touche Tohmatsu India LLP**

Tehmasp Rustomjee
Designated Partner
[DIN: 00016343]

Abhay Gupte
Designated Partner
[DIN: 02145565]

Vijaykumar Iyer
Designated Partner
[DIN: 00797544]

Deloitte Touche Tohmatsu India LLP
Kolkata

State Project Director
ARIAS Society

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June 11, 2018

State Project Director
ARIAS Society,
Agriculture Complex,
Khanapara, G.S Road,
Guwahati - 781022
Assam, India

Subject: Confirmation of Availability of Key Experts for Assignment "Consulting Services for Conducting a Sector Scan Study and a Sub-sector Scan Study of Agribusiness Sector for Assam Bureau of Investment Promotion (ABIP)" under World Bank financed Assam Agribusiness and Rural Transformation Project (APART)

Reference: ARIAS Society's Letter No: ARIAS/APART/156/2016/88, dated 4th June, 2018

Dear Sir,

We, hereby, confirm availability of all the key experts included in our Proposal for the above captioned assignment.

Thanking you,

Yours sincerely

Aloke Agarwal
Partner

Deloitte Touche Tohmatsu India LLP
Kolkata

State Project Director
ARIAS Society

Deloitte.

Consultancy Services to conduct a Sector Scan Study and a Sub-sector Scan Study of Agribusiness Sector for Assam Bureau of Investment Promotion (ABIP)

Government of Assam

Request for Proposal

RFP Reference no.: ARIAS/APART/156/2016

December 2017

In association with

SeSTA

Deloitte Touche Tohmatsu India LLP Kolkata

State Project Director ARIAS Society

FORM TECH-1

Technical Proposal Submission Form

Kolkata, 13/12/2017

To,
The State Project Director
ARIAS Society, Project Coordination Unit,
Agriculture Complex, Khanapara, G.S. Road,
Guwahati-781022 (Assam, India);

Dear Sir,

We, the undersigned, offer to provide the consulting services for "Conducting a Sector Scan Study and a Sub-sector Scan Study of Agribusiness Sector for Assam Bureau of Investment Promotion (ABIP)" in accordance with your Request for Proposals (RFP) dated 01st November 2017 and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and a Financial Proposal sealed in a separate envelope.

We are submitting our Proposal with the following firms as Sub-consultants:

1. Name of the sub-consultant: SeSTA Development Service
   Address of sub-consultant: Bagheswaripara, W.No.3
   Near Doordarshan Relay Centre
   Bongaigaon, Assam-783380

We hereby declare that:

a) All the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification by the Client and/or may be sanctioned by the Bank.

b) Our Proposal shall be valid and remain binding upon us for the period of time specified in the Data Sheet, ITC 12.1.

c) We have no conflict of interest in accordance with ITC 3.

d) We meet the eligibility requirements as stated in ITC 6, and we confirm our understanding of our obligation to abide by the Bank's policy in regard to Fraud and Corruption as per ITC 5.

e) We, along with any of our sub-consultants, subcontractors, suppliers, or service providers for any part of the contract, are not subject to, and not controlled by any entity or individual that is subject to, a temporary suspension or a debarment imposed by the World Bank Group or a debarment imposed by the World Bank Group in accordance with the Agreement for Mutual Enforcement of Debarment Decisions between the World Bank and other development banks. Further, we are not ineligible under the Client's country laws or official regulations or pursuant to a decision of the United Nations Security Council;

f) In competing for (and, if the award is made to us, in executing) the Contract, we undertake to observe the laws against fraud and corruption, including bribery, in force in the country of the Client.

g) Except as stated in the Data Sheet, ITC 12.7, we undertake to negotiate a Contract on the basis of the proposed Key Experts. We accept that the substitution of Key Experts for reasons other than those stated in ITC 12 and ITC 28.4 may lead to the termination of Contract negotiations.

h) Our Proposal is binding upon us and subject to any modifications resulting from the Contract negotiations.

Deloitte Touche Tohmatsu India LLP
Kolkata

State Project Director
ARIAS Society

We undertake, if our Proposal is accepted and the Contract is signed, to initiate the Services related to the assignment no later than the date indicated in ITC 34.2 of the Data Sheet.

We understand that the Client is not bound to accept any Proposal that the Client receives.

We remain,

Yours sincerely,

Signature
[Consultant's Authorized Representative]

Full Name & Title: Aloke Agarwal, Partner
Name of Consultant: Deloitte Touche Tohmatsu India LLP
Capacity: Authorized Signatory
Address:
Regd. Office: 12, Dr. Annie Besant Road, Opp. Shivsagar Estate, Worli, Mumbai – 400018
Corresponding Address: Bengal Intelligent Park, 14th floor, Building Omega, Block EP & GP, Sector V, Kolkata-700091

Phone / Fax: +91 (33) 66121000/ 66121266 (D),
Mobile: +91 9830277090
Email: aloagarwal@deloitte.com

Deloitte Touche Tohmatsu India LLP Kolkata

State Project Director ARIAS Society

FORM TECH-2

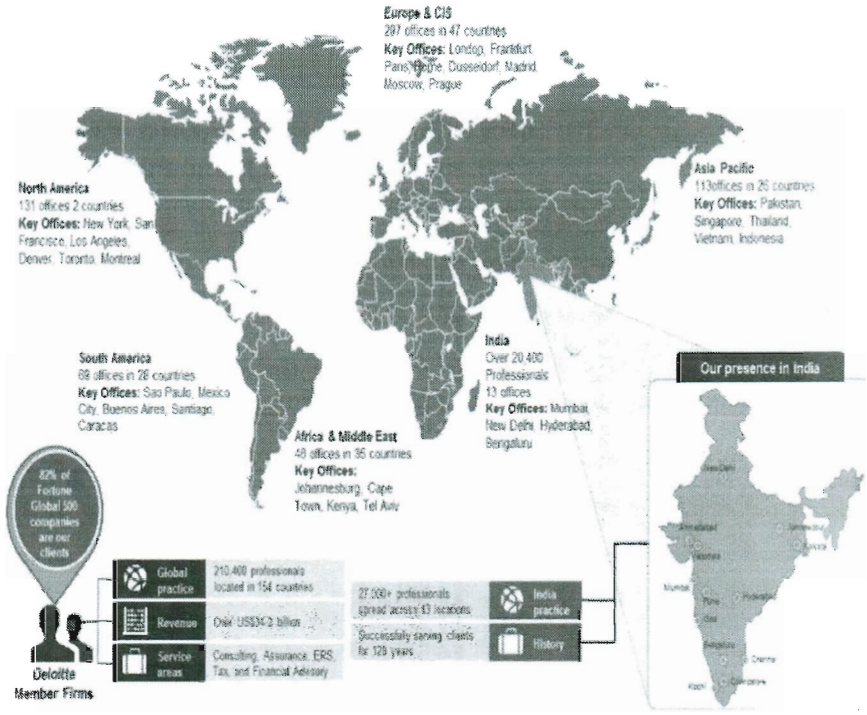
CONSULTANT'S ORGANIZATION AND EXPERIENCE

A - Consultant's Organization

Deloitte is one of the world's largest and most diversified professional services organizations, providing assurance and advisory, tax, management consulting, and enterprise risk management services through about 244,000 professionals in more than 150 countries. Our experienced professionals deliver seamless, consistent services wherever our clients operate

About Deloitte India

Deloitte India offers a wide gamut of consultancy services and provides a comprehensive range of fully coordinated services under a single umbrella. The firm has been present in India for more than 100 years through its legacy firm A. F Ferguson & Co. Deloitte network's Indian practice constitutes a large and important part of the global firm. **Deloitte Touché Tohmatsu India Private Limited (DTTIPL), the consulting arm of Deloitte in India was incorporated in 1995**. DTTIPL has been converted into a Limited Liability Partnership (LLP) with the name Deloitte Touché Tohmatsu India LLP (DTTILLP) under Section 58 of the Limited Liability Partnership Act, 2008 (LLP Act) read with provisions of the Third Schedule of the LLP Act with effect from 1st October 2015 (Effective Date). **Deloitte has a strong pan India presence with over 27,000 professionals and through its offices in 13 prominent cities**, namely, Ahmedabad, Bengaluru, Chennai, Coimbatore, Goa, New Delhi, Hyderabad, Jamshedpur, Kochi, Kolkata, Mumbai, Pune, and Vadodara. Our service framework includes array of offering in tax and regulatory, financial advisory, consulting, assurance and enterprise risk services (ERS) with strong focus on development of industries in Energy and Resources, Financial Services, Life Science and Healthcare, public Sector, Consumer Business and Transport, Manufacturing, Technology, Media and Telecommunication.



About GUIDe

GUIDe (Government, Utilities, Infrastructure, and Development) is one of the Service Areas under Deloitte India Consulting and consists of sector specialists in Government Policies, Regulations and Governance; Energy and Resources, Urban Reforms and Development, Transport and Logistics and Public Service Delivery. GUIDe has a multi- disciplinary team of industry specialists (over 225 nos.) in the specialized areas comprising economists, public policy experts, development experts, community outreach experts, engineers & MBAs from premier institutions, urban planners , chartered accountants and cost accountants. We bring together a combination of experience, scale, and capabilities to help clients address complex business and administrative problems in ways that clearly differentiate winners.

Our clients include government bodies and public sector organizations, both at central and state level, and various multilateral and bilateral agencies including World Bank, DFID, ADB, UNICEF, WHO, USAID, UNDP etc. spread across geographies including South Asia, South-East Asia, Africa, and Middle-East etc.

Deloitte in Assam and other North East States

Deloitte Touche Tohmatsu India LLP Kolkata

State Project Director ARIAS Society

Deloitte has a significant presence in Assam and other North East states on account of a number of projects in which it has been involved. Some of them are as follows:

- Consultancy Service for setting up Farmer-Producers' Organizations (FPOs) under AACP-AF, ARIAS Society/ World Bank, March 2013- March 2015
- Business Plan for North Eastern Regional Agricultural Marketing Corporation. Ltd. (NERAMAC), 2004-2005
- Techno-Economic Feasibility Study on Agro Based Industries in Meghalaya for Meghalaya Industrial Development Corporation, 2003-2004
- Consultancy Services for deploying innovative ICT for supporting e-Governance in Assam for ADB, 2008 - 2010
- Design & Implementation Strategy for e-District Project for Directorate of IT & Communication, Government of Nagaland, 2011
- Study on Closed Tea Gardens in Assam and select other states, 2005

Deloitte's experience in Agribusiness / Sector Scan / Investment Promotion

As a part of the Public Sector practice, Deloitte has a dedicated team focused on Agribusiness and Livelihoods sector conducting sector specific studies in segments like Agri-Processing, Horticulture, FPOs, Plantations, etc. in areas encompassing

- Policy & regulatory assessment
- Investment climate assessment and promotion
- Sector Scanning
- Agri business Mapping
- Value chain assessment covering the entire farm to market linkages
- Formation of farmer groups/ FPOs and value chain development
- Capacity Building
- Development of strategy/ business plans
- Monitoring & evaluation
- Impact/ outcome assessment

We have also worked extensively on agricultural sector scan, investment climate improvement & investment promotion for states in India. We have experience of working on projects on assessment of Policy, Institutional Framework and Processes for making investment promotions for Industrial and Infrastructure Development in different states. The projects include development of strategy for improving the business regulatory environment of the states for attracting private sector investments. Our clients include government bodies (both Central and State Governments), non-government organizations, public sector organizations, private companies and various multilateral and bilateral agencies including DFID, World Bank, ADB, GIZ, European Commission, WHO, USAID, UNDP, etc. Deloitte also has dedicated communities of practices to support sector/ industry specific engagements and the team members are trained to use proprietary project management methodology & tools, thereby ensuring consistent and quality delivery. These communities have published a number of thought leadership papers, examples of which are presented alongside.

Our Service offering

Deloitte has conducted several studies in different geographies in field of agri business/agri infrastructure/ food processing sector and have extensive insight about the agribusiness/ food processing sector in India. It also has a well-qualified and experienced team of professionals specializing in agribusiness who have the technical expertise and experience of similar assignment. In view of this, Deloitte is fully capable for conducting this assignment successfully.

Investment Climate Assessment	• Policy Review and Formulation • Agrovision and Business Mapping • Techno-economic Feasibility Studies
Value Chain Assessment	• Assessment of Supply Chain • Strengthening Farm to Market Linkages
Business Optimization Plan	• Corporate Strategy • Business Restructuring
Micro-enterprise Development	• Identification of Potential Clusters • Formation of FPOs • Business Plan Development & Implementation
Capacity Building	• Skills Gap Assessment • Development of Training Modules • Capacity Building Programs
Monitoring and Evaluation	• Impact/ Outcome Assessment • Monitoring & Evaluation of Program/ Scheme

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State Project Director ARIAS Society

About SeSTA Development Service (SDS):

SDS was established to bring together the experiences of development practitioners working in different developmental organizations for assisting development projects in North Eastern States namely Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland, Tripura and Sikkim. SDS is registered under Indian Trust Act, 1886. It provides practical and customized solutions to communities, NGOs, Government organization, corporate, CSR organizations, Farmers Producers Organisations (FPOs) and other developmental organizations to efficiently manage their operation by providing support in capacity building, organization management, monitoring of operation, building HR and documentation and study. Seven Sisters Development Assistance (SeSTA) is involved in sustainable development of the rural community in the North Eastern States of India, particularly Assam, though the process of "Nirman" (constructive development). We are currently working in Chirang, Bongaigaon, Nalbari, Baska, Gaolpara and Dhubri districts of Assam. SeSTA promotes and strengthens people's institution like Farmers groups (FG), women Self Help Groups (SHG), Federate bodies of SHG and FGs and Producers' Institutions that reinforces the positive forces of cooperation, transparency, equity, justice and responsible citizenship. We also work with existing village level institutions like Gram Panchayat (GP) and other social forums.

SeSTA's primary objectives include:

- Accelerating inclusive and sustainable growth in North East India by improving agriculture and allied activities through providing techno managerial guidance
- Promoting and strengthening People's Institution in the field of microenterprises and small scale industries in the rural areas
- Providing comprehensive set of rural development services by developing and promoting appropriate prototypes, designs and technologies related to development of rural communities, to test their application in the ground, and to act as resource centre on such matters
- Encouraging, strengthening and improving traditional livelihood system in North East India by providing technical support in the field of Integrated Farming System (IFS), handloom and handicrafts

SeSTA works with the backward, vulnerable and minority sections of the rural communities including the Bodo a minority community living in char area (flood affected area) and Koch rajbanshi region of Assam. Most of our target community belong to the below poverty line families. Till date we have set up 57 farmer groups with around 4200 members and 108 women SHG with around 1350 members. SeSTA has promoted and strengthened people's institution, including formation of farmer groups and self-help groups that reinforces the positive forces of cooperation, transparency, equity, justice and responsible citizenship. SeSTA promoted and facilitated the creation of 108 Self Help Groups and 57 farmers groups in Bongaigaon and Chirang districts. Key activities undertaken as part of these assignments included:

- Conducting baseline surveys, social mapping and skill assessment surveys
- Identifying specific and realistic goals/objectives for the development of work plans and budgets of the groups
- Facilitating the election of the Governing Board/Management Committee
- Facilitating the framing of Vision, Mission, Goals, formation of sub-committees and defining their roles and responsibilities;
- Assisting and facilitating the groups in preparation of bye-laws and operation manual
- Forming and registering the groups under the applicable laws like Producers' Company Act and Societies' Registration Act etc.
- Training group representatives and group members for ensuring sustainable operations of the groups
- Establishing partnership and linkages with private sector
- Strengthening of value chain of the members including grading, packaging, promotion and placement of the products with requisite publicity
- Developing business plans for the groups

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State Project Director ARIAS Society

B - Consultant's Experience

Details of Work Experience and Similar Assignments undertaken:

Duration	Assignment name & brief description of main deliverables/outputs	Name of Client & Country of Assignment	Approx. Contract value (US$)	Role on the Assignment
June 2012-October 2012	**Assignment- South Asia Agribusiness Mapping and Sub Sector Scan** In this assignment, the International Financial Corporation had mandated Deloitte to conduct an Agribusiness Sector Scanning and Mapping to develop investment pitches for potential agribusiness clients that are most aligned with IFC's agribusiness investment and advisory services strategies in India. Key activities performed by Deloitte included: (i) Understanding IFC's investment and advisory strategies, specifically the South Asia Agribusiness Strategy (ii) Analysing the agribusiness sector in India in terms of key players; their strengths, weaknesses, opportunities; macro-economic indicators of the sector and the investment & regulatory climate (iii) Develop a long list of 150 agribusiness companies and 20 Orissa based companies across agricultural subsectors including agri-inputs, Agri-Processing, Agri-Marketing and Support & extension activities (iv) Develop a methodology and shortlist of 20 - 30 agribusiness companies across India and 10 companies in Orissa based on alignment of the company's business, structure and management with IFC's investment and advisory strategy (v) Undertake detailed research of the shortlisted companies in order to identify specific areas for interventions for IFC and to prepare investment pitches that IFC can use for approaching the companies.	International Financial Corporation (World Bank Group), Location-India	US$ 50,000	Deloitte as sole consultant
August 2011- April 2012	**Assignment - Economic Opportunity Scanning & Identification of New Business Opportunities of Agro-Processing Industries in Eastern Bhutan** As part of the assignment to identify potential business opportunities, one of key areas identified includes development of agro-processing industries as the region has significant reserves of agro produce including Orange, Apple, potato, Maize, lemongrass etc. Key activities performed included: (i) Examining business environment in Bhutan with focus on eastern region to assess the relative status of the economy in the eastern region as compared to the overall country along with key issues/ constraints impeding investments in the region and key competitive advantages offered including key enablers/ initiatives by the Government for encouraging investments in the region (ii) Conducting a high-level scanning of business opportunities in Eastern Bhutan & identifying ten potential business opportunities in the region based on sectors where the eastern region has competitive advantages in terms of factors of production and having potential to contribute significantly to the output, socio-economic development, etc. (iii) Preparation of a project profile for Fruit (orange and Apple) processing and Maize starch project in the Eastern region in Bhutan encompassing: a) Assessment of demand-supply scenario in terms of consumption and production trends for ascertaining marketable surplus of key products/ product categories across sectors in the region i b) Assessing the potential for value addition & employment potential through processing activities c) Estimated investment requirement in projects in form of establishment of associated infrastructure and other associated facilities d) Developing an implementation roadmap for the envisaged project highlighting the key initiatives to be undertaken by DHI in the short and medium term.	Druk Holding and Investments, Bhutan. Location-Bhutan	US$ 66,000 (approx.)	Deloitte as sole consultant
April 2011-October 2011	**Assignment- Mapping of SMEs for facilitating private sector investment in agribusiness sector of North Eastern region of India.** The prime objective of the project was promoting balanced & inclusive economic development in North Eastern states of India by facilitating initiatives for developing agribusiness and tourism sectors in the region by attracting private sector investments	Asian Development Bank (ADB).	US$ 77,700	Deloitte as sole consultant

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	(primarily SMEs). Deloitte assisted ADB in identifying potential agro based projects / tourism locations for attracting investments in the states of North Eastern India. The key activities included: (i) Assessment of the business/ investment environment in the North Eastern states encompassing mapping of policies, incentives, business regulations/ compliances of various sectors including agribusiness, food processing and tourism (ii) In-depth study of the investment climate of the states for encouraging, facilitating & promoting private sector investment in agribusiness sector in the region and tourism sector in Assam (iii) Assessment of inputs such as raw materials and other key factors of production in select states in the region (iv) Identifying key products/ product categories which have high potential for value addition and investment based on a filter mechanism which included selection criteria such as consumption and production trends for ascertaining marketable surplus (v) Identification of potential of investments for setting up of pineapple and orange fruit processing unit in Meghalaya, cane and bamboo products (handicrafts) for Mizoram and processed food industries and tourism sector in Assam (vi) Developing projects reports for attracting potential investors in the region for setting up manufacturing/ processing units of identified product categories	Location-India		
April 2013 – March 2015	**Assignment - Consultancy Service for setting up Farmer-Producers' Organizations (FPOs) under Assam Agricultural Competiveness Project - Additional Funding (AACP-AF)** Financing for Assam Agricultural Competiveness Project (AACP-AF) from World Bank initiated in 2012 focuses on (a) facilitating linking of production clusters having marketable surplus with markets to ensure remunerative prices to the farmers and (b) developing a network of marketing intelligence and information dissemination up to farmers' level. In pursuance of achieving these objectives, ARIAS Society (an autonomous body under Government of Assam) had mandated the consortium led by Deloitte to establish viable agriculture and fishery based Farmer-Producers' Organizations (FPOs) in the four districts viz. Nagaon, Kamrup, Nalbari and Sonitpur in the state of Assam, India. The key activities included: (i) Administered of a baseline survey covering 6000 respondents including farmers, commission agents, retailers and wholesalers across the 4 districts to help identify key crops / production clusters, potential farmer / producer groups and assessing the marketable surplus and the price buildup and facilitated social mapping of about 5 villages in each district (ii) Facilitated formation, registration and governance of the FPOs. As part of the project, 25 farmer producer cooperatives have been formed across 4 districts covering around 300 villages and more than 50000 farmers (iii) Conducted skill gap assessment of project beneficiaries of FPOs & sensitizing stakeholders about key objectives of AACP (iv) Developed Business plans for each of FPOs and prepared feasibility reports / bankable proposals for the value added products / activities which may be undertaken by the individual FPO	ARIAS Society / World Bank. Assignment of Country – India	US$ 300,000 (approx.)	Deloitte as lead partner with SeSTA as sub-consultant
September 2008 – June 2014	**Assignment: Technical and Management Support to the Bihar Governance & Administrative Reform Programme (BGARP) for Government of Bihar including Functional Review of Agriculture Department and Promotion of Women SHGs for Mushroom Cultivation & Development of Market Linkages.** Deloitte was engaged as Technical Assistance and Project Management Consultant for providing assistance to various departments of Government of Bihar in designing, planning and implementation of various reforms and programme. The Goal of the programme was to reduce poverty in the state and the purpose is to enable better delivery of services to all citizens particularly the poorest and most excluded. Under the programme, Deloitte was mandated to support reform initiatives in various focal departments. Functional review of Department of Agriculture and Department of Industries (including Food Processing Directorate) was conducted to map and address key institutional issues constraining development of agriculture and allied sector in the State. Select assistance provided by Deloitte for Agriculture Department are given below: (i) Reviewed functions of Agriculture department in terms of regulatory support to agriculture marketing, implementation of various scheme for agri value chain and business development, monitoring of the implementations etc. (ii) Reviewed the functional set up Directorate of Food Processing, conducted a benchmarking exercise of similar directorate in other states and suggested reorganization to better achieve the mandate of investment promotion and developed a comprehensive training plan based on a training need assessment of the directorate (iii) Documented the cases of agricultural success in Nalanda District relating to world record yields in Rice, Potato and onion and a national record in Wheat; based on organic farming, use of certified seeds and farmers training (iv) Develop measures and recommendations to ensure efficient and effective service delivery of the Departmental services to target beneficiaries and forging interface between the agri industry & farmers to support agri-business growth in the State.	Client: DFID / Government of Bihar. Country of Assignment: India	US$ 4,810,676 (approx.)	Deloitte as lead consultant

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State Project Director ARIAS Society

September 2017 – Ongoing	**Value Chain Analysis and Market Assessment of Selected Commodities (Apple, Kiwifruit, Litchi and Pineapple)** The study aims at identifying the constraints restricting producers to integrate with emerging high value agri-commodity chains by analysing all the relevant aspects of the value chain in terms of functions and functionaries involved along with complete matrix of their relationship, information flow, value movement, policy environment, infrastructure status and suggesting recommendation for formulating suitable policies and point of action for state horticulture mission under MIDH. Key activities performed by Deloitte include: (i) Study of complete ecosystem covering different value chains operating for identified commodities (ii) Value Chain mapping as per key players, commodity flow, information flow and movement of value to identify the roles and powers of key players in the value chain (iii) Analysis of skill and capacity of farmers and their organizations (FPOs) (iv) Assessment of existing market situations, economies of risk and value creation at each level (v) Identification of constraints along the value chains (vi) Analysis of the policy environment available in the state and to identify key policy constraints limiting development (vii) Developed detailed value chain specific recommendations to facilitate the process to "upgrade" the selected value chains and maximize productivity, production, price realization, value creation and employment and social wellbeing of participants	National Institute of Agricultural Marketing (NIAM) Country of Assignment: India	US$ 41,282	Deloitte as sole consultant
July 2014 – May 2015	**Assignment - Opportunity Scanning of Khadi based micro and cottage enterprise units in 27 districts of Assam covering entire 219 RD blocks.** The project was funded by Indian Institute of Entrepreneurship (IIE), Guwahati CML mandated SESTA to conduct a survey for data collection at block level and micro & small enterprise/ unit level. The following activities were undertaken: (i) Identify the different groups and different Micro Enterprise units targeted for the survey (ii) Design block level questionnaires and 30-35 questionnaire for Micro Enterprise/ unit level (iii) Conduct a comprehensive baseline in survey through a random sampling method (iv) Providing district wise / scheme wise observations and recommendations to enable successful implementation of various schemes/ programmes by Micro Small and Medium Enterprises (v) Create an MIS database that may be used for online monitoring of various schemes from the district level to block level (vi) Prepare a comprehensive report of the data collected for the perusal of the client.	Centre for Microfinance and Livelihood (CML). Country of Assignment: Assam, India	Confidential	SeSTA as sole consultant
2014-Ongoing	**Assignment - Investment Climate Improvement of Vizag Chennai Industrial Corridor (VCIC)** The project aims at developing the VCIC, stretching from Vishakhapatnam in the North to Chennai in the South along the eastern coast. Deloitte has been mandated to study the business regulatory environment and associated institutional framework and its impact on facilitating ease of doing business for potential and existing entrepreneurs. Key tasks carried out by Deloitte were: (i) Reviewing the existing policy framework governing business regulatory environment in the region by analysing Acts, Rules and processes (ii) Understanding the institutional framework to improve monitoring and tracking of application processing by respective Government departments (iii) Supporting the design and implementation of IT-enabled monitoring and tracking system, including design of monitoring dashboards & MIS reports (iv) Assessing and recommending potential industrial clusters, which can be linked to domestic supply chains and global production networks, along with key enablers.	Asian Development Bank. Country of Assignment- India	Confidential	Deloitte as sole consultant
2013-2014	**Assignment – Survey of Business Regulatory Environment for Manufacturing – A Comparison of all the States in India** The Planning Commission had mandated Deloitte to undertake a study to assess the impact of business regulatory environment on performance of the manufacturing sector across Indian states. The detailed scope of work included: (i) Conducting comparative analysis of industrial policies across states including requirement for approvals (ii) Identifying key enabling / disabling factors influencing investment climate associated with the manufacturing sector (iii) Developing a framework for assessing relative ease of doing business for the manufacturing sector units in the respective states, with a focus on the impact of business regulations (iv) Classifying the states in line with the framework, with the objective of identifying state-level interventions to be undertaken to address regulatory bottlenecks / constraints.	Planning Commission of India, Country of Assignment- India	Confidential	Deloitte as sole consultant
December 2016 – Ongoing	**Assignment - Preparation of Vision, Mission and Long and Short Term Perspective Plans for agriculture and allied sectors for the State of West Bengal (as a part of a larger project)**	Department of Planning,	US$ 216,155	Deloitte as sole consultant

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	Deloitte is involved in interacting with 50 state government departments along with industry associations, sub matter experts, industry experts. Specific to the agriculture and allied sector development, Deloitte interacted with various related departments. Based on detailed stakeholders' consultations and thorough desk based research and expert consultation, Deloitte developed a detailed Action Plan for integrated development agriculture sector value chain in the State to achieve following targeted objectives by 2030. Key activities performed by Deloitte include: (i) Situational analysis of agriculture and allied sectors including agriculture, horticulture and food processing, farm mechanization, agriculture marketing and related infrastructure development, irrigation and water resources, animal resource development, fisheries, sericulture, agroforestry, cooperatives etc. to map the present status (ii) Identification of key challenges and gaps with respect to economic, social and physical infrastructure in the agriculture and allied sector combined with Department level interactions and consultation with sector experts (iii) Drafting of comprehensive Vision Document for selected priority sectors including framing of sectoral vision and mission statement and key goals/objectives with a focus to achieve holistic and integrated development of agriculture and allied sectors and formulation of appropriate short, medium and long term strategy for phased development of agriculture and allied sector along with identification of Key Performance Indicators (KPI) and their alignment with the UNSDGs. (iv) Designing of framework for monitoring of KPIs and action plans to provide the stakeholders with concurrent and triangulated feedback leveraging the project MIS and developing an interactive web-based centralized management information system (MIS) and mobile application	Statistics and Programme Monitoring, Government of West Bengal. Country of Assignment – West Bengal, India	(Approx.)	
August 2011 – April 2012	**Assignment- Dairy sub sector scoping assessment study in multiple Indian states.** With the objective of understanding key issues/ constraints impacting smallholder dairy farmers including milk productivity, food safety in dairy production and environment impact in the dairy sector, Deloitte was mandated to conduct a comprehensive market assessment across six states viz. Andhra Pradesh, Maharashtra, Uttar Pradesh, Bihar, West Bengal and Odisha with a view to identify opportunities for on-ground implementable pilot projects to address some of these issues. Key activities performed by Deloitte include: (i) Profiling of dairy farmers and documenting key dairy production practices of smallholder farmers based on Focus Group Discussions and field survey of 1500 farmers across the six states (ii) Assessment of current & projected demand-supply dynamics for milk and milk products in the six states for the next five years (iii) Identification of issues/ constraints faced by smallholder farmers in terms of milk productivity, food safety and access to finance (iv) Mapping out the dairy value chain in terms of identification of key intermediaries/ institutions involved along with their capacity assessment and identification of potential bottlenecks (v) Mapping of existing initiatives / investments undertaken by the Government, private sector players and other bilateral and multi-lateral donor agencies to develop dairy sector (vi) Mapping regulations on food safety, assessment of food safety infrastructure and documentation of best practices/ case studies on food safety in the dairy value-chains (vii) Suggesting efficient water management practices to improve water efficiency in the dairy sector (viii) Assessment of GHG emission from livestock and identification of initiatives/ key levers for reducing GHG emission levels (ix) Organizing two multi-stakeholder dissemination events to disseminate the findings from the diagnostic study	International Finance Corporation, Bill & Melinda Gates Foundation. Country of Assignment- India	US$ 80,000 (approx.)	Deloitte as sole consultant
October 2016-December 2016	**Assignment- Study on Promotion Production Cluster in Fishery sub sector in Tripura including rapid sub-sector scan.** The assignment focus was to conduct a rapid sub-sector study of Fishery in West Tripura district of the NERLP project area. And to prepare a project for developing fishery sub-sector so that NERLP could work on fishery cluster development and promotion of FPOs. As part of this project, key activities performed by SeSTA included: (i) Selection of SHGs and data collection with the help of pre-tested structured interview schedule, and analyse the output using statistics like mean and SD and correlation coefficient measures (ii) Analyse the socio-economic and psychological profile of the beneficiaries of the fishery based SHGs by taking various independent variables like age education, occupation, extension participation mass media participation achievement motivation and innovativeness (iii) Creation of loan matrix of the Fishery Based SHGs (iv) Performance Evaluation of Fishery Based SHGs using a check list recommended by the Northeast Rural Livelihood Project	Northeast Rural Livelihood Project (NERLP), Ministry of DoNER	Confidential	SeSTA as sole consultant
November 2003 –	**Assignment - Techno-Economic Feasibility Study on Agro Based Industries in Meghalaya.** The study was carried out with the objective of encouraging setting up of agro based industries in the state through private sector participation and involved identifying key policy enablers & interventions required for attracting investments in agro based	Meghalaya Industrial Developme	US$ 25,000	Deloitte as sole consultant

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March 2004	industries in the state. It also involved assisting MIDC in preparation of project profiles/ pre-feasibility reports to attract private sector players for investment in the agro based and food processing sector in Meghalaya. Key activities performed by Deloitte included: (i) Understanding of the agro/food processing sector in Meghalaya through primary research in form of conducting survey with farming communities, meeting officials of relevant Government departments etc. in order to assess the market for the same along with identification of issues and concerns impeding growth of the sector (ii) Identifying potential agro produce primarily horticulture crops for value addition/ processing based on an analysis of the type/ variety of the product i.e. either 'table' or 'processable', demand-supply scenario, marketable surplus and price realization. For identified projects, assess suitable locations, production processes, necessary supply chain linkages for aggregation of the identified agro produce from the farm gate to the processing unit, level of processing, associated technology requirements, marketing and distribution network/ channel, etc. (iii) Assessment of infrastructure requirements in terms of collection centres, cool chain, processing, packaging and estimating the associated investment required (iv) Preparation of Project Profiles/ Pre-feasibility Reports for the identified agro produce encompassing plant capacity, raw material sourcing, manpower requirement and overall project viability analysis for attracting investment in the Agro Based and Food Processing Sector in Meghalaya.	nt Corporation (MIDC) Country of Assignment: Meghalaya, India		
October 2004- March 2005	**Assignment - Business Plan for North Eastern Regional Agricultural Marketing Corporation. Ltd. (NERAMAC).** Deloitte was mandated to prepare a business plan for NERAMAC, an apex marketing organization for agro-horticulture produce in North East India with specific focus on developing agro based industries in the region. The study involved preparation of a business plan for NERAMAC with focus on rationalization of product/ services offered, streamlining the business model to ensure long term sustainable viability of the organization along with assessment of applicable Government (state and central) schemes, policies and incentives which could be leveraged for related business diversification. Key activities performed by Deloitte included: (i) Internal assessment in terms of analyzing the product/ service mix offered, business model, key suppliers and customers, business processes/ practices and governance framework (ii) Assessing the market size in terms of demand for various agricultural products and their potential for value addition (iii) Identifying improvement opportunities based on SWOT analysis (iv) Preparation of the business plan encompassing rationalization of product/ services offered, business diversification along with associated business model, identifying requisite interventions for supply chain in terms of strengthening backward linkages with farmers as well as enhancing market linkages, etc. (iv) Assessing the applicable Government (state and central) schemes, policies and incentives which could be leveraged for business diversification and identifying key policy enablers for further improving the investment scenario in agribusiness sector in the region (v) Developing an implementation roadmap prioritizing the business restructuring measures for NERAMAC.	North Eastern Regional Agricultural Marketing Corporation. Ltd. (NERAMAC). Country of Assignment- North-Eastern States, India	US$ 26,000	Deloitte as sole consultant
2001 - 2001	**Assignment - Sector Scan and Value chain assessment of 14 different Agri and Horticulture sub sectors for developing food processing industry in Gujarat.** As a part of this CII initiative, Deloitte was mandated to undertake a detailed value chain assessment of 14 agro based products, including horticulture, dairies etc., aimed at assessing the opportunities in the respective sectors in the state of Gujarat. The purpose of the study was to enable foreign/domestic investment participation in the sector in Gujarat and for providing key inputs in drafting of the investment brochures. Key activities performed by Deloitte included: (i) Assessing the demand supply scenario, market size, future growth potential, competition trends in each of the 14 different agro based product sectors viz. dairy, cotton, oil, oil seeds, tobacco, horticulture, fisheries, guar gum and agri wastes, etc. (ii) Analysing policy enablers and regulatory frameworks along with their impact on development of the 14 different agro based product sectors (iii) Estimating the time and cost involved at each stage of the value chain for each commodity for the Indian and Gujarat scenarios along with benchmarking with best-in-class value chains (iv) Analysing the Global, Indian and Gujarat industry scenario for the sector / sub-sector along with assessing the opportunity in Gujarat for foreign/ domestic investment participation (v) Preparing detailed sector profiles and providing key inputs in the preparation of investment brochures including identification of value addition opportunities.	Confederation of Indian industry (CII), Gujarat. Country of Assignment- Gujarat, India	Confidential	Deloitte as sole consultant
Feb 2012 – Mar 2015	**Acted as National Resource Organization (NRO) for Promoting MSME development in different states of India**	SIDBI, India	USD 94,000	

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	SIDBI (through SFMC) is the implementing agency for JFPR (Japan Fund for Poverty Reduction) which aims to facilitate employment in selected MSME sectors in the Indian States of Madhya Pradesh, Maharashtra, Orissa, Rajasthan, and Uttar Pradesh. As part of the project, SIDBI engaged a National Resource Organization (NRO) to carry out activities required for institutionalization of training, skill sharing, and development, and capacity assessment of existing workforce in different sectors		(approx.)	
2016-Ongoing	**Drafting of Tamil Nadu's Single Desk Policy as part of Development of East Coast Economic Corridor** The project involves identifying the potential regions in the corridor influence area and examining state level Ease of Doing Business. Based on the findings, team will recommend improvement roadmap along with designing institutional framework for planning, developing and maintaining the proposed nodes.	Asian Development Bank		Deloitte as sole consultant
Jun 2014 – Dec 2015	**Drafting of Andhra Pradesh's Single Desk Policy as part of Development of East Coast Economic Corridor** Deloitte had been mandated to study the business regulatory environment and associated institutional framework and its impact on facilitating ease of doing business for potential and existing entrepreneurs.	Asian Development Bank		Deloitte as sole consultant

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FORM TECH-4

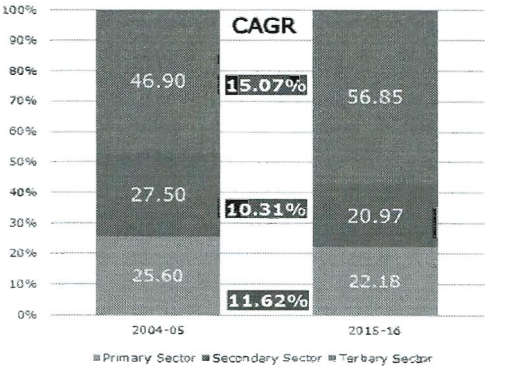
DESCRIPTION OF APPROACH, METHODOLOGY, AND WORK PLAN IN RESPONDING TO THE TERMS OF REFERENCE

Setting the context

Assam is India's gateway to Northeast India and acts as a vital link for trade with Southeast Asian countries. The state is known for its tea, petroleum resources, muga silk and its bio-diversity. It is also becoming an increasingly popular destination for wildlife tourism. With its five national parks and 18 wildlife sanctuaries, the state is a biodiversity hotspot. The state is rich in water resources and has vast tracts of fertile land. Assam is also the third-largest producer of petroleum and natural gas in the country and has ample reserves of limestone.

Assam is predominantly an agrarian economy with more than 50% of the total workforce in the state directly or indirectly employed in agriculture and its allied sectors & the sector supports around 75% of the population of the state directly or indirectly. The primary sector contributed to around 22.18% of the GSDP in 2015-16. This percentage has been gradually declining from 25.60% in 2004-05.

As we can see from the GSDP figure alongside, the contributions from the Primary sector & Secondary sector has been declining from last decade. The Tertiary sector has gained its contribution to the state's GSDP for last 10 years.

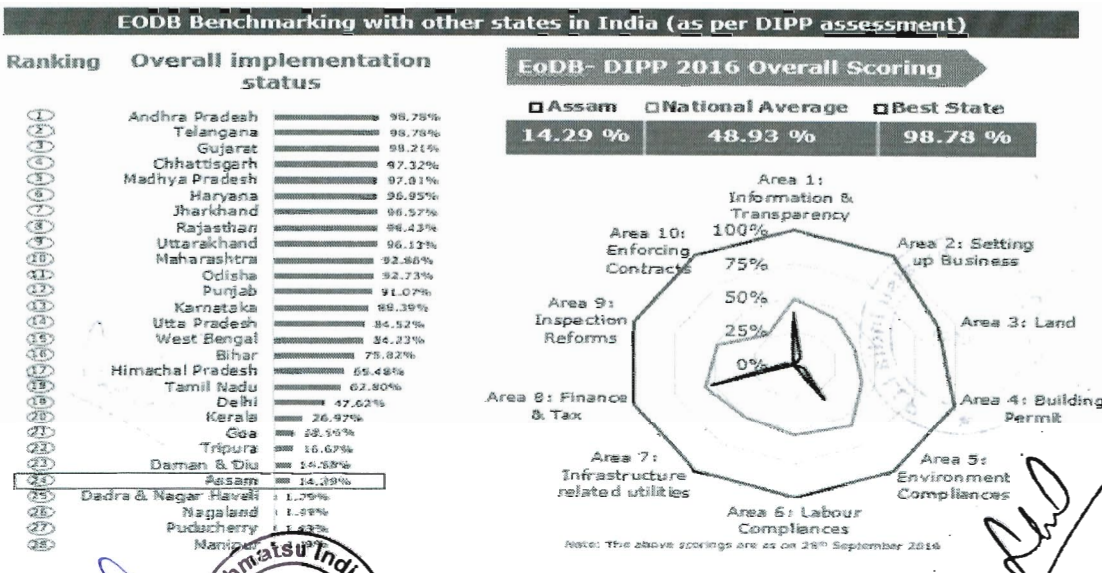


GSDP composition by Sector

As we delve deeper into sub-sector wise contribution to GSDP, there has been increase only from the fisheries sub-sector in the primary sector in the contribution to GSDP over the last decade. In the secondary sector, construction sub-sector has shown almost near to double rise in the overall contribution. In the tertiary sector, real estate business has more than double its contributions to the state GDP in the last decade.

Ease of Doing Business

For improving the overall investment scenario in the state and targeting potential investors, one of the important parameters that we have to take into account is the Ease of Doing Business (EODB) ranking of the state. The latest rankings from the Department of Industrial Policy & Promotion for all the states on EODB, shows that Assam is towards the lower side in terms of Ease of Doing Business.



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As part of its endeavor to address the issues in investment attraction & promotion of state to potential target markets, the Government of Assam has initiated World Bank funded Assam Agribusiness & Rural Transformation Project (APART) with the key objective to stimulate growth of Assam's economy with the aim to "increase value-added and improve resilience of selected agriculture value chains, focusing on smallholder farmers and agro-entrepreneurs in targeted districts of Assam".

APART would support value addition in the production and post-harvest segments of selected agricultural value-chains; facilitate agribusiness investments through inclusive business models that provide opportunities to small farmers as well as stimulate the establishment of new small and medium agribusiness enterprises; and support resilience of agricultural production systems in order to better manage increasing production and commercial risks associated with climate change and marketing of agro produce, in the targeted districts. The project would adopt a cluster strategy within the targeted districts to generate economies of scale; promote vertical and horizontal links between local agricultural enterprises; enable diffusion of innovations; leverage network externalities; and channel public support for services and infrastructure. GoA has recently set up Assam Bureau of Investment Promotion (ABIP) for improving investment environment & investment promotion in the state. The objective of ABIP specifically, is to market investment opportunities in the State. It is charged with attracting investments from within the State, from elsewhere in India, and from overseas. APART will support in the initial setup of ABIP & operational activities under it. For this purpose ARIAS Society is seeking support from consultancy firms for a sector scan study of Assam & sub-sector scan study of agribusiness sector in Assam for improving the investment climate & targeting specific investment opportunities.

Technical Approach & Methodology

The assignment consists of two components. The first component (Component A) consists of the sector scan study of the state of Assam to identify set of priority sectors & markets for pro-active investment. This component would involve study of all the major sectors in Assam based on different parameters in both demand and supply side. A prioritized short list of the key sectors for investment attraction would be identified for investment attraction including the potential target volumes of investment for ABIP. Once the prioritized short list of the key sectors are finalized and approved, a source market analysis would be conducted to identify sector wise high potential target markets for proactive investment promotion & Assam's unique selling proposition.

In the second component (Component B), we would conduct a sub-sector scan of the agribusiness sector of the state of Assam to identify set of priority sub-sectors for investment opportunities & pro-active investment targeting. This component will involve study of all the major agribusiness sub-sectors on different parameters of demand & supply. Based on these analyses, a list of sub-sectors will be finalized with consultations with ARIAS Society and a source market analysis would be conducted to identify sub-sector wise high potential target markets for proactive investment promotion and identification of Assam's unique selling proposition in each of the above specified sub-sectors with recommendations for enhancing Assam's competitiveness in each sub-sector.

Approach & Methodology – Component A (Sector Scan)

Based on our understanding of the scope of work and our prior experience in similar engagements, a framework depicting our envisaged approach, methodology and proposed deliverables for component A have been outlined below-

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Objectives	A sector scan study to assist the state of Assam in identifying a set of priority sectors and markets for pro-active investment targeting;		
Phases	1. Understand the demand-supply considerations of investors	2. Identify the most promising sectors where the state has advantage	3. Identify the source markets for potential investors
Activities	Demand analysis to identify main trends of investments into Assam & its competitors considering a range of data Supply side analysis will be conducted to assess Assam investment propositions in the sectors Benchmarking of the region within sectors and subsectors against key competitors would be done	Based on these analysis, a SWOT analysis of the major sectors in Assam would be done Alignment of these analyses, leading to a prioritized short list of key sectors for investment attraction	After agreement from the state on sectors prioritized, source market analysis to identify high potential target markets for investment promotion Identification of Assam's unique selling proposition messages in each of the selected sectors in view of competing locations
Highlights of Approach	• Review of relevant secondary sources including documents, policies, regulations, acts & rules available • Field visits, workshops / discussions with associated stakeholders, interviews with key informants from relevant sectors, sector experts, industry bodies & government officials. • Analysis by project team, leveraging part experience, domain expertise and knowledge of best practices		
Deliverable	• Inception report with assessment of various sectors of the economy of Assam • Draft project report & presentation including demand supply analysis of sectors for investment promotion • Final project report with presentation highlighting prioritized sectors for investments, source markets for targeting investors.		

Kick-Off Meeting: Post commencement of the engagement, we will initially meet the relevant officials of ARIAS Society to understand the key expectations and concerns regarding this assignment. As part of this meeting, we will also share the salient features of our proposed approach and finalize the project plan, associated timelines and deliverables.

The key activities to be undertaken under each of the modules have been discussed below.

Phase 1: Understand the Demand-Supply consideration of investors

The major objective of this module would be to i) Conduct Demand analysis to identify main trends of investments into Assam & its competitors considering a range of data. ii) Conduct supply side analysis will be conducted to assess Assam investment propositions in the sectors iii) Benchmarking of the region within sectors and subsectors against key competitors

Activity 1.1: Conduct Demand analysis to identify main trends of investments into Assam & its competitors considering a range of data.

The assignment would be commenced with a detailed demand analysis of all the major sectors in Assam, through detailed secondary research and through extensive interactions with industry associations, key informants, sector experts, select industry players, relevant government departments and officials, etc. Comprehensive secondary research involving previous research papers, reports, databases, industry reports, sector studies, vision documents, strategy documents, etc. available in the public domain would be conducted. Apart from Annual Reports, Economic Survey, Sector Papers, Niti Aayog Reports, Policies, Acts, Rules, representative reports, sector specific reports would also be studied in detail. As a part of this exercise we will leverage our proprietary database 'intellinet', as illustrated alongside. We will also access other databases including:

- CMIE
- Bloomberg
- CII
- FICCI etc.

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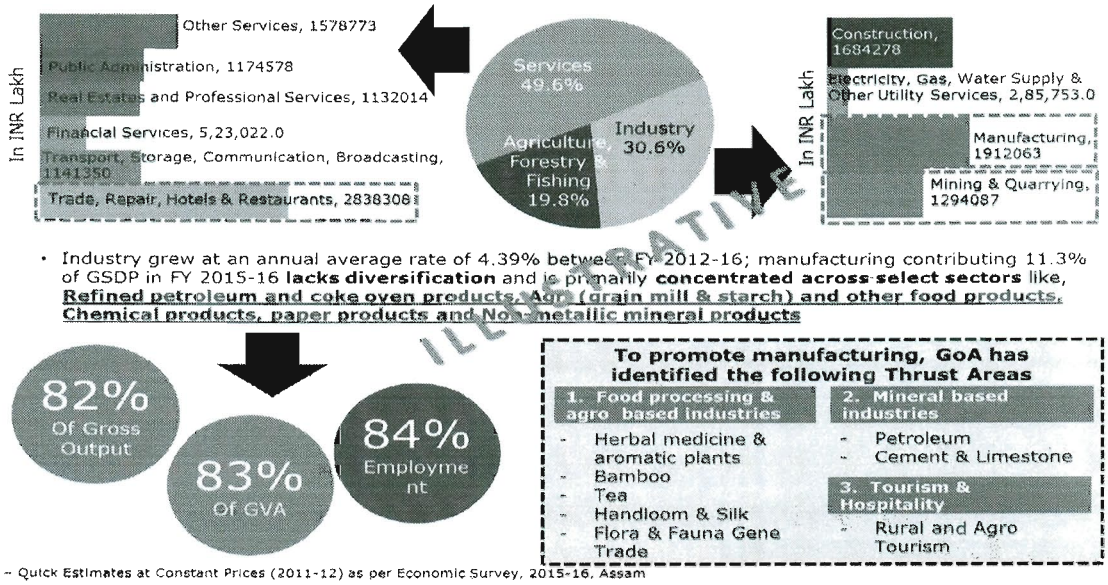
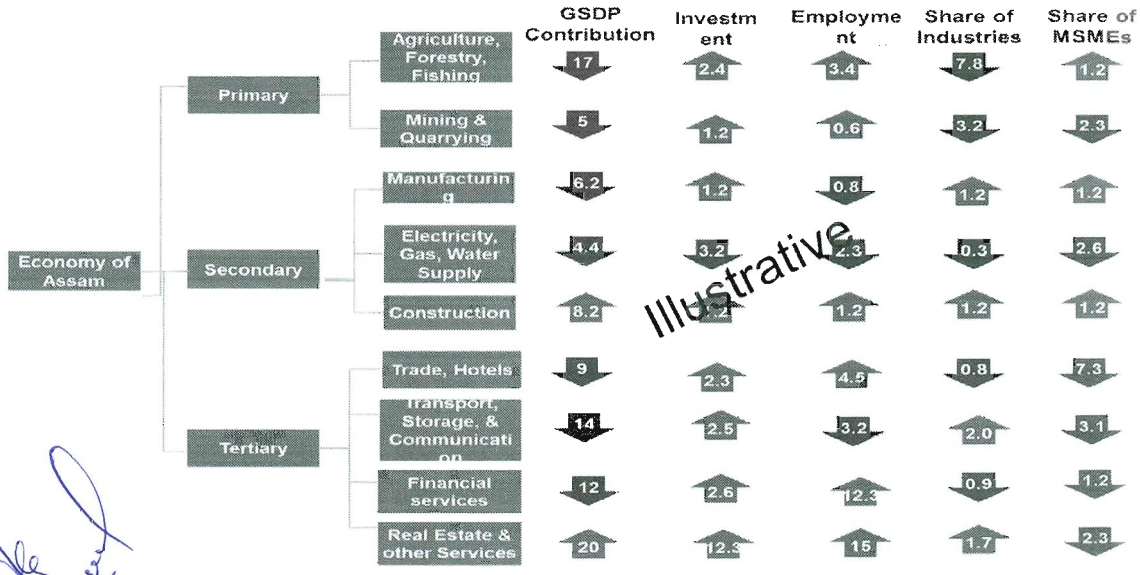
The key objective of this stage is to analyse the different major sectors in the state, identify the characteristics of the sectors along with the challenges that are an impediment to the sectoral growth and job creation.

Box 1: Illustrative Example of Summary of Industrial Development in Assam

Assam GSDP[1] Composition FY 2015-16



As a part of this activity we will review all the major sectors in Assam and its contribution to the GSDP and identify its key structural characteristics, their historical and future (projected) growth trends across sectors and subsectors, share of large industry, share of MSME, registered and unregistered (organized and unorganized) nature of the industry, trends of investments in terms of capital, number of projects, employment generation, etc. The below illustrative show the comparison of various sectors of Assam's economy for their trends for various parameters from FY 2011-12 to FY 2015-16.



Comparison of Assam's sectors & subsectors from FY 2011-12 to FY 2015-16

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Activity 1.2: Conduct supply side analysis to assess Assam investment propositions in the sectors.

In this activity, the supply side factors for the state of Assam will be assessed in details. This will include detailed sector wise analysis of various supply side factors to understand the relative strength of the state vis-à-vis the competitors. A value chain approach would be taken to understand the supply factors at each stage of the value chain of the major sectors and how these affects the actors at each stage of the value chain. The key parameters that would be assessed for the supply side analysis based on detailed secondary research and limited field interviews are:

- **Raw Material**: Assam is well endowed with natural resources with great potential to sustain a wide variety of activities and industries. For example, the soil, agro-climatic conditions, topography and rainfall are conducive for a variety of agricultural and allied activities such as production of food grains (especially rice), fish, meat and poultry, dairy, etc. Assam is worldwide famous for its tea, accounting for about 50% of India's tea production. The state also has the highest production of non- mulberry silk, muga and eri in the country. Apart of agricultural products, the state also has natural resources such as Coal, Limestone and Sulphur. It also has reserves of crude oil and natural gas increased. Considering the presence of such raw material in the state, we will analyse the availability of this raw material base as per region along with impact of regulations across various regions on the availability of the same for usage in different sectors.

Focus on sectors enjoying raw material availability in Assam

1 MEDICAL HERBS & PLANTS

- About 300 types of medicinal herbs and plants are found in abundance in the state with the Brahmaputra valley alone having 150 varieties of herbs and plants of commercial value, with only 5-10% of the plants & herbs being commercially exploited as on date

2 SERICULTURE

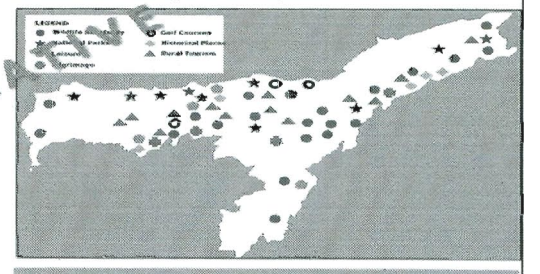
- Assam enjoys global monopoly in Muga silk production - accounting for around 95% of global Muga production.
- Assam is also the country's major Eri silk producer – accounting for 65% of domestic production

3 LIMESTONE AND CEMENT

- Medium and large industries have significant potential in the state because of availability of raw materials like hydrocarbon, coal, limestone, etc.
- Good quality cement-grade limestone is found in central Assam districts of North Cachar Hills and Karbi Anglong, where a total reserve of about 670 million tonnes is available.

4 TOURISM

- Focus on tourism zones and promote tourism via public-private collaborations
- Leverage SASEC Tourism Development Plan to enable sub-regional co-operation in tourism



Special focus on Rural Tourism: Showcasing traditional village life in week long folk cultural fest, village mela, etc. during a particular time of the year

ILLUSTRATIVE

- **Production Capacity:** We will also analyze the distribution of production facilities across the sectors and sub-sectors and their installed capacity vis-à-vis their capacity utilization. As a part of this activity we will review the regulatory regime / socio-economic-cultural aspects that impact the growth of the production facilities in different sectors.
- **Manpower:** The skilled, semi-skilled and unskilled manpower in Assam will be assessed. As the labour requirement and required skill sets vary across different sectors and sub-sectors, sector/ sub-sector wise detailed assessment of labour availability of appropriate skill sets will be done across job roles. This is also lead to an understanding of the skill gap present in the labour force across different sectors and sub-sectors. The skill gap analysis will also provide a pointer to the possible employment generation over the years.

Presence of skilled labour in Assam

- Forecasted to have an excess supply of human resources of 80.21 lakh during 2011-21 - Excess supply of skilled labour amongst:
  - Engineers, Arts, and Science and other professionals with experience – 8.16 lakhs
  - ITI and Diploma holders – 52.43 lakhs
- Key sectors[1] to be promoted include:

Sector-wise Employment Opportunities	
Sericulture	High
Handicrafts	Medium
Horticulture	High
Tea	High
Food Processing	High
IT/ITES	Medium
Forest based, bamboo	High
Oil, gas and plastic	High

1 – A per NSDC Skill Gap Study for Assam

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- **Support Infrastructure:** The support infrastructure in Assam for different sectors/ sub-sectors would be analyzed and the status of such infrastructure would be assessed in terms of providing support to investments in different sectors. Support infrastructure is critical to promote investments in the state and the infrastructure gaps would be identified based on secondary research, key informant interviews, industry interactions and limited field visits.

- **Land Availability:** The growth of industries in a state is highly dependent on the appropriate land availability for the production units. The potential land availability (Government, PPP and/ or privately owned) in different regions will be assessed. Sector specific availability of land would also be studied in details. For example, the land available in Mega Food Park in Nalbari would be suitable for food processing units. Similarly, land availability would be studied for industrial estates, other Parks, Agri-export zone, etc. for analyses for all the major sectors.

- **Technology & Innovation:** The growth of the any industry is often hampered by the lack of modern technology, innovation in design and compliance to environmental standards. As a part of this activity we will assess the technologies and innovations being used in Assam across regions, along with identifying modern technologies being used globally/ nationally which are clean and provide an edge over other competitors. The research and development institutions available in Assam for different sectors and sub-sectors will be also studied to understand the capability of these institutes to support the sectors with modern technologies and innovations.

- **Access to Finance:** Access to finance is another critical factor for growth in a sector. Availability of credit from banks, FIs, NBFCs and other institutions in the state will be studied in detail. Both the historical and future trends across sectors will be assessed through different secondary sources. Moreover, interviews and stakeholders' consultations will be held with representatives of banks, FIs, banking bodies, etc. to understand the status of credit finance in the state in different sectors along with the challenges present.

- **Government Policy Initiatives:** The Government policy initiatives in Assam including various schemes, programs, etc. will be studied across sectors and possibilities of policy convergence would be assessed. The various incentives provided by the State Government to promoters/ industries in different sectors would be analyzed and a list of sector/ sub-sector wise incentives (both fiscal and non-fiscal) would be prepared. The business and tax regulations

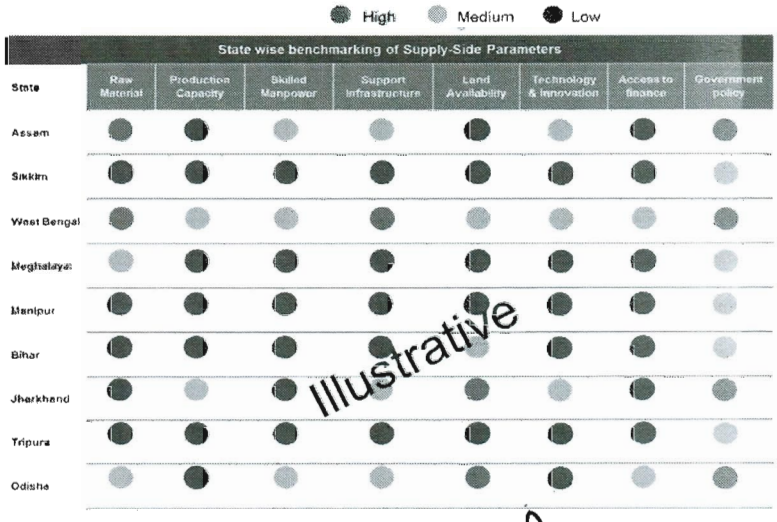
For this activity we will conduct extensive secondary research and validate our findings by conducting extensive interactions with industry associations, key informants, sector experts, select industry players, relevant government departments and officials, etc. We will further leverage the expertise of our team who has extensive experience in working in different sectors and developing strategies for various sectors at the state and central level.

Activity 1.3 Benchmarking of the region within sectors and subsectors against key competitors would be done

We will undertake benchmarking at two levels viz. (a) Intra-state to identify better performing states with respect to the assessment framework (b) identification of international best practices.

Inter-state benchmarking

Analysis of the state against different supply side parameters will be performed to compare and identify the better performing states. We propose to present the comparative analysis as illustrated in the figure alongside. Similar heat diagrams will be presented for other states. The identified best performance against the parameters impacting supply side will be awarded highest score (Green dot) whereas score to the states will be awarded relative to the benchmark. We will also conduct an in-depth assessment to identify the key drivers/practices



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leading to better performance of the state vis-à-vis the others for all major sectors.

International Benchmarking

Our approach for identifying international best practices is illustrated in the figure alongside. As highlighted in the figure our approach will encompass learning from our experience in similar assignments in the past, access to Deloitte global network, Deloitte proprietary knowledge database and extensive secondary research. The identified best practices will be studied in details to identify the key enabling factors which lead to successful implementation and potential for replication in the respective states where the same may be applicable.

Some examples of the international best practices based on our past experiences are illustrated in the table below:

	Area of Impact	Identified best practice
	Factor Inputs	• Increase in Productivity- Japan, China, U.S.A- Highest yield of rice in the world through technological, varietal and process innovations • Land acquisition - South Korea & Japan – Enforcement of an unambiguous pricing and acquisition mechanism • Industrial clusters – Japan – Set up best in class manufacturing clusters in textiles and automotive among others with local government support • Power availability – Brazil & France – Development of alternate sources of energy • Labor reforms – Several countries – Industry participation in skill and capability building, flexibility in labor policies
	Business Regulations	• Property registrations – Egypt – significant reduction in stamp duties • Factory/ building approvals – China – online approval of plans • Single Window Clearance Mechanism – Singapore & Hong Kong – Online Single Window for trade clearances **Policy** **Service Delivery Framework** • Service Excellence - PS21 – Staff well being, ExCEL, Organizational Review, Quality Service • Statutory Boards to separate implementation from policy making – Housing & Development Board (HDB) established to provide low cost public housing **Framework for Transparency & Accountability** • Confiscation of Benefits Act to facilitate confiscation of unaccountable property • Prevention of Corruption Act empowering CPIB officers to investigate & arrest corrupt offenders **Process** **Single point of service delivery** • Inclusion of private sector for a coordinated whole of Govt. approach • E-Citizen online portal for providing govt. information and 1600 services **Use of ICT** • Work process automation, civil service-wide email system and govt. data centre started • Govt. subsidized IT literacy drives for citizens **Monitoring** • Service improvement unit set up under Prime Minister's Office to monitor & assess service quality **Organizational / Institutional** **Recruitment** • Separate Personnel Boards for each ministry to cater to the specialized needs; PSC to appoint senior officers **Training** • 100 hours of mandatory training in a year • Departments to select their sources of training **Performance Management** • Emphasis on efficient service rather than seniority • Market rate linked salary to retain talent • Performance based career growth **Institutional Mechanism** • PS21 Central Steering Committee to oversee the implementation of PS21 **Participation & Feedback** **Citizen Participation & Feedback** • REACH – Singapore Govt.'s e-engagement platform – Gather and gauge ground sentiments – Reach out & engage citizens – Promote citizen participation & involvement Environmental Clearances – US & UK – Simplify processes for obtaining environment-related approvals; regular training of industry & officials
	Tax Environment	• Payment of taxes - China – Simplified total number of payments made by industry

Phase 2: Identify the most promising sectors where the state has advantage

Illustrative
Illustrative
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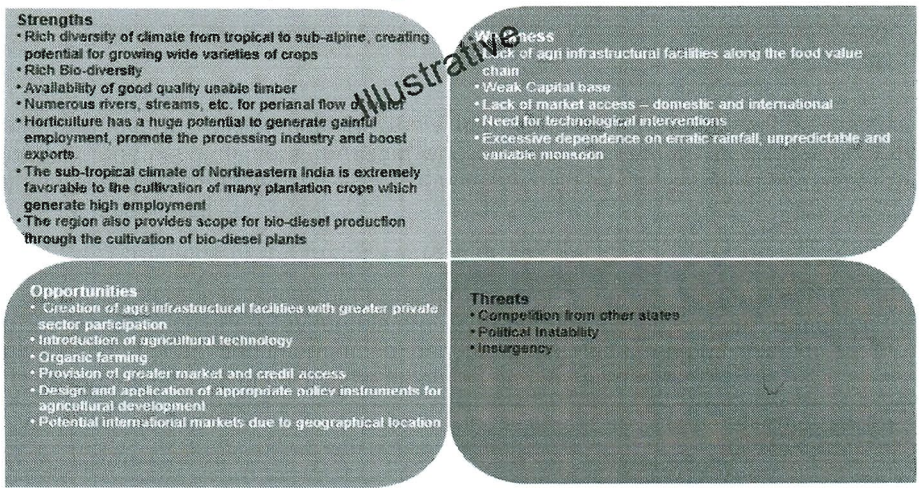
In this phase, the most promising sectors where the state has advantage will be identified. First, a SWOT analysis of the major sectors in Assam would be done and then, an alignment of the demand and supply analysis, benchmarking and SWOT Analysis would be done leading to a prioritized short list of key sectors for investment attraction.

Activity 2.1: SWOT analysis of the major sectors in Assam

Under this activity, SWOT analysis would be conducted for the major sector which contributes to the economy of Assam & which offers favourable growth opportunities in the future. Based on the demand-supply analysis and regional and international benchmarking, the strengths, Weakness, Opportunities and Threats in each of the sectors would be identified and detailed out.

An illustrative sector specific SWOT for the agribusiness sector has been presented below.

SWOT Analysis of the Agribusiness sector of Assam



Based on SWOT analysis, we would identify the sector/ sub-sector specific strategic interventions required to leverage the strengths and opportunities and address the weaknesses and threats.

Activity 2.2: Alignment of these analyses, leading to a prioritized short list of key sectors for investment attraction.

Post understanding the demand & supply environment in Assam, regional and international benchmarking, the state level interventions for promoting investments and the key impediments hampering investment in the sectors, we would develop a prioritization matrix for the purpose of aligning the learnings leading to a prioritized shortlist of sectors for investment attraction. Based on our experience in similar engagements in the past along with cognizance of issues specific to the current assignment, some of the select metrics/ parameters to be analyzed for prioritizing the identified sectors would include:

- Demand-supply scenario in terms of consumption and production trends
- Type/ variety of the product developed in the state vis-à-vis products developed in neighboring states & locations
- Potential for value addition in terms of price realization and premium, if any, for the sectors
- Market potential in terms of growth trends and forecast of demand
- Relative competitive position of the value added products in terms of quality, price, etc vis-à-vis national and international markets
- Market infrastructure i.e. roads, transportations channels, access to ports & airways, safe & secure storage facilities for sensitive produces,
- Proximity of the produce to local, national and international markets

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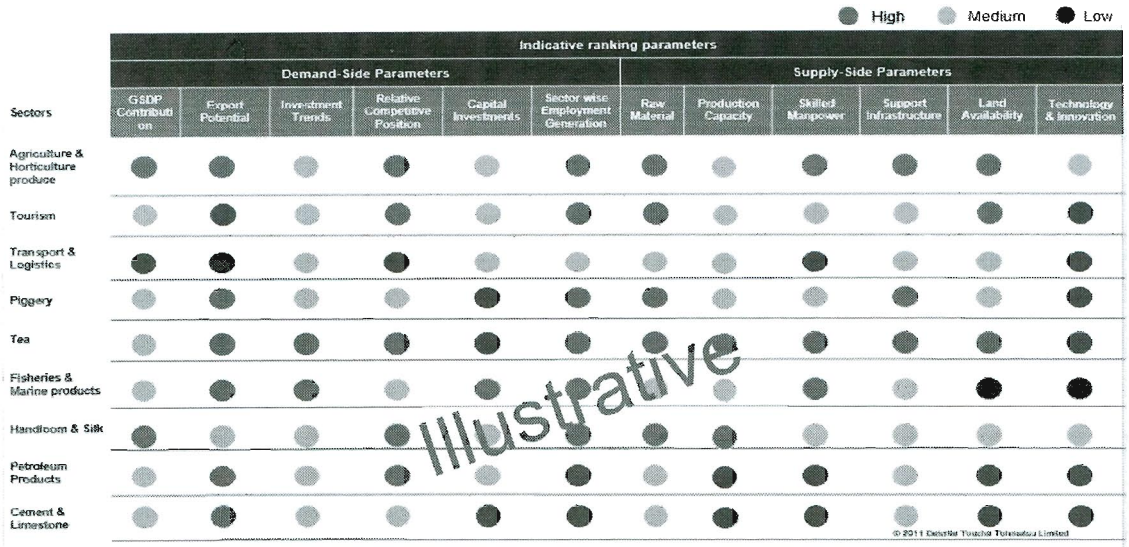
Based on assessment of the above, an overall assessment would be done to identify the ranking of the respective sectors. An illustrative prioritization matrix highlighting the key parameters along with overall assessment is presented below.



The prioritization matrix encompassing key parameters/ criteria for prioritizing respective sectors will be refined through discussions with the relevant ARIAS Society officials. Further, we would allocate weightages to the respective parameters, forming part of the prioritization matrix, in line with the perceived importance of the same, based on a consultative process involving ARIAS Society officials. An outline of potential target volumes of investment for ABIP in these priority sectors would also be provided. Finally, the list of prioritized sectors would be shared with the ARIAS Society for approval from the State.

Phase 3: Identifying the source markets for potential investors

The major objective of this module would be to i) Conduct a source market analysis of the identified key sectors for determining the potential target markets for potential investors ii) Different markets would be identified from state's own markets, other Indian cities & international destinations & benchmarked for their best offerings. iii) Identification of Assam's unique selling proposition messages in each of the selected key sectors in view of competing locations.

Activity 3.1: Source market analysis on the agreed key sectors to identify high potential target markets for investment promotion

As part of this activity, we would focus on identifying potential target markets for investment promotion for each of the identified/ prioritized sectors. This will include a detailed source market analysis of the key players operating in the sub sectors in Assam, India and globally and their present and future strategic / business plans. The potential investors will be identified based on select parameters that will be identified and validated with ARIAS Society. Some of the parameters for identifying potential source markets may include:

- ***Geography & Interest*** – Markets specializing in similar sectors/ sub sectors in the state, nationally or globally and the nature of units/ projects undertaken by them and the scope for replicating the same in Assam will be prioritized
- ***Outreach*** – In order to maximize reach to small manufacturers and other actors in the value chain, markets/ companies with significant reach, access and influence over value chain players will be given priority over others. For assessing this, a threshold annual turnover limit may be used along with other parameters such as geographical presence, level of vertical and horizontal integration, etc.
- ***Financial Strength*** – Markets/ entities with a minimum Net Worth (shareholders' funds) may be considered for investment and as potential drivers of source markets.

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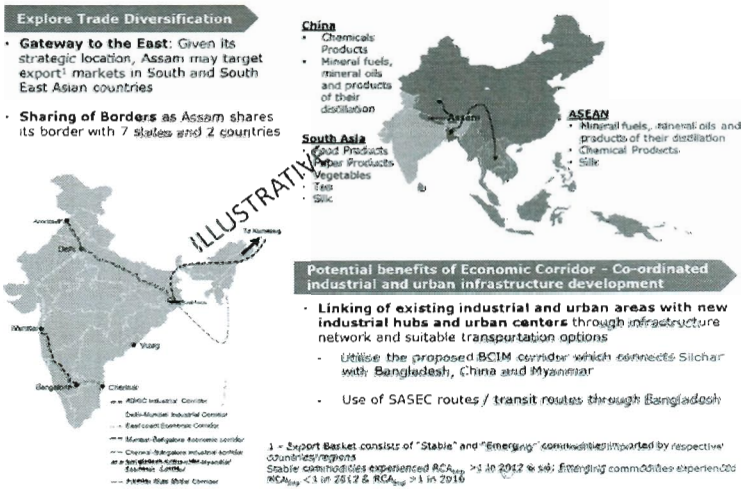
For this, the first activity would be to identify the major source markets in Assam, India and globally based on the above mentioned parameters. Initial information on the source markets would be captured primarily through secondary research, study of markets & potential investors through their product offerings & suitability to work in Assam, consultations with key experts etc. Once the source markets have been identified, in-depth stakeholder consultants would be held with the key informants in the source markets. Field visits would be conducted to study those markets and for this purpose, 1-2 markets from each of the prioritized sectors would be selected randomly in Assam. Moreover, 2-3 national markets which have good network and connectivity with Assam would also be visited. In case of global markets, stakeholders consultations would be held electronically/ over phone.

Activity 3.2: Identification of Assam's unique selling proposition messages in each of the selected sectors in view of competing locations

In this activity, each of the prioritized sectors of Assam would be mapped for their strengths & opportunities to develop Assam's unique offerings for the potential target investments. Based on key parameters effecting growth in those sectors as identified earlier, raw material availability, production processes, value chain and market linkages in the state, natural resources, geographical location etc.

We would identify unique selling propositions with the key messages for enhancing Assam's competitiveness/ attractiveness for that sector in terms of investment. The identification of Assam's USP in each of the selected sectors/ sub-sectors would be based on the in-depth insights gained through the earlier mentioned activities for each sector such as demand- supply analysis, SWOT analysis, inter-state and international benchmarking, etc and through inputs of sector experts.

Locational USP of Assam



An illustrative example of identification of USP of a sector is given below.

Unique Selling Proposition of Key Sector – Tea Industry	
Area Under Production	The current area under Tea production in Assam is 304 Thousand Hectares in FY-2015 (Economic Survey 2016-17). The state has highest area under cultivation of Tea in the country.
Total Tea Production	The total Tea production stood at 631,220 Thousand Kgs in 2015. Assam produces about 50% of the Tea produced in India & about 1/6th production of the world.
Climatic Conditions	The climate of Assam favours to produce sweetness and tangy tea in the region. The world's largest CTC tea auction centre is in Assam and Assam ranks world's second largest in terms of total tea production.
Global Demand	There is very high global demand of the Assam tea, especially in the European markets due to its medicinal benefits & growing awareness among the world. The Tea produced in the state is reputed in the world for its aromatic quality.
Skilled Workforce	The Tea industry of Assam is centuries old & there is lot of local work force in terms of labourers, traders, tea garden managers, etc. which have been highly skilled over the years.
Tea Tourism	Tea tourism is, at present a budding industry in Assam. It has tremendous scope for expansion. Tea estates bungalows are often well preserved relic of the colonial era, with large courtyards swimming pools, century- old trees and green lawns, which capture an old world charm.
Geographical Indication Tag	Assam orthodox tea has got GI tag in 2007 with its registered separate logo. This GI tag enables the producers to get better value for their produce. All the producers,

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	traders, suppliers, exporters have to get registered with the Tea Board of India so that only genuine tea is sold under the brand name.

Approach & Methodology – Component B (Sub-sector scan of Agribusiness Sector)

Based on our understanding of the scope of work and our prior experience in similar engagements; our envisaged approach, methodology and proposed deliverables for component B have been outlined below-

Objectives	Sub-sector scan study of the agribusiness sector to assist the state of Assam in identifying a set of priority sub sectors of agribusiness sector and markets & specific investment opportunities for proactive investment targeting	
Phases	1. Identifying the priority subsectors within agribusiness sector	2. Identifying specific investment opportunities in each prioritized sub-sectors
Activities	Demand analysis of the sub-sectors to identify main trends of investments into Assam & its competitors Supply side analysis will be conducted to assess Assam investment propositions in the agribusiness sector & recommendations for improving aspects of agribusiness investment climate Alignment of these analyses, leading to a prioritized short list of key sub-sectors within agribusiness sector for investment attraction and assessment of potential target volumes	Source market analysis of the agreed agribusiness sub-sectors to identify high potential target markets for investment promotion Identify Assam's unique selling proposition message in each of selected priority sub-sector Recommend specific measures for enhancing Assam's competitiveness in each sub-sector Detailed Study of overall investment opportunities in each priority sub-sector
Highlights of Approach	• Review of relevant secondary sources including documents, policies, regulations, acts & rules available • Field visits, workshops / discussions with associated stakeholders, interviews with key informants from relevant sector, sector experts, industry bodies & government officials. • Analysis by project team, leveraging part experience, domain expertise and knowledge of best practices	
Deliverable	• Inception report with assessment of various sub-sectors of agribusiness sector. • Draft project report & presentation including demand supply analysis of agribusiness sub-sectors for investment promotion and alignment for prioritization • Final project report with presentation highlighting prioritized agribusiness sub-sectors for investments, source markets for targeting investors.	

Post finalization of the sector scan based on feedback from ARIAS Society, we will undertake the sub-sector scan study of the agribusiness sector for the component B of the engagement. We will initially meet the identified coordinator(s) from ARIAS Society to understand the key expectations and concerns regarding this component of the assignment. As part of this meeting, we will also share the salient features of our proposed approach and finalize the project plan, associated timelines and deliverables.

The key activities to be undertaken under each of the modules have been discussed below.

Phase 1: Identifying the priority sub-sectors within the agribusiness sector for successful proactive investment targeting

The key objective of this module would be to undertake i) Demand analysis of the sub-sectors to identify main trends of investments into Assam & its competitors; assessment of emerging prospective sub-sector for investments ii) Supply side analysis will be conducted to assess Assam investment propositions in the agribusiness sector & recommendations for improving aspects of agribusiness investment climate. iii) Alignment of these analyses, leading to a prioritized short list of key sub-sectors within agribusiness sector for investment attraction.

Activity 1.1: Demand analysis of the sub-sectors to identify main trends of investments into Assam & its competitors and assessment of emerging prospective sub-sector for investments

Firstly, we will undertake a comprehensive review of the existing literature available on the agribusiness sector based on databases, reports, studies and documents available in the public domain. Apart from Annual Reports, Economic Survey, Sector Papers, Niti Aayog – Three Year Action Agenda, Policies, Acts, Rules, some of the other representative reports such as Report by India Brand Equity Foundation of Agribusiness sector in Assam, Employability Status in agriculture by Labour Bureau etc.

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Databases of Food & Agriculture Organization (FAO), K2G- Best practices on techniques, agriculture trends, operating details, key international and national agribusiness journals containing data on India and other countries, will be leveraged for this study across all the stages proposed (Refer to Approach & Methodology diagram). Additionally we will leverage the global Deloitte network to assess the global industry / market.

As a part of this activity we will study the overall agribusiness sector and each of the major sub-sectors in Assam and its contribution to the economy and identify its key structural characteristics, including share of large industry, share of MSME, registered and unregistered (organized and unorganized) nature of the industry, trends in domestic consumption and exports along with the associated government regulations impacting its growth and employability.

High Medium Low

Agribusiness sub-Sectors	Indicative ranking parameters						
	Contribution to GSDP	Share of MSME	Nature (Registered and unregistered)	Domestic Consumption	Exports	Employment	Government Regulations
Food grain	High	Medium	High	Medium	High	High	Medium
Piggery	High	High	High	High	High	High	Medium
Fisheries	High	Medium	High	Medium	Medium	High	High
Diary	Medium	High	High	High	High	High	High
Meat	Medium	High	High	High	High	High	High
Fruits & Vegetables	High	High	High	High	High	High	Medium
Agri-Input Industry	High	High	High	High	High	High	High
Food Retail	High	High	High	High	High	High	High

The following table provides an illustrative of the key analysis to be conducted as an illustrative example for one sub-sector.

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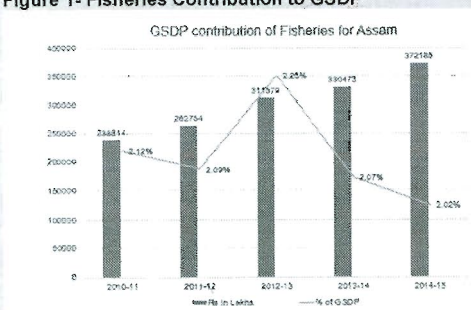
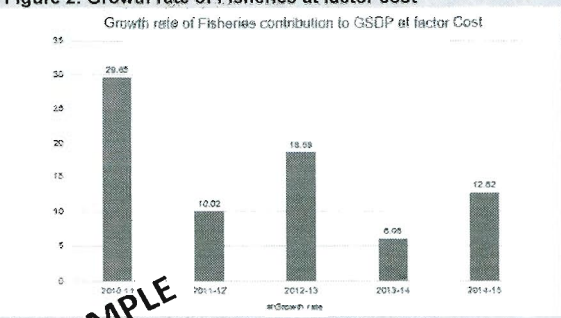
Fisheries Sub-sector:
Contribution to GSDP
Figure 1- Fisheries Contribution to GSDP



Source: Directorate of Economics & Statistics, Assam

Industry production
Figure 2: Growth rate of Fisheries at factor cost



Source: Directorate of Economics & Statistics, Assam

- **Performance of Fisheries Sector**
  - The contribution of fisheries sector to the state domestic product at current price have been around 2.02% in 2014. The contribution has been gradually decreasing with production of fish remaining constant over the years.
  - Against the major competitor in fisheries sector in the region, the production of fish has been constantly rising in West Bengal with production of 16.17 Lakh MT in 2014-15 as compared to 2.82 Lakh MT by Assam.
    - The major input for fisheries sector is the Fish feed, production of fish feed stood at 4585 Mn numbers, but the same in West Bengal stood at 16,717 Mn numbers in 2014-15

Investments in Fisheries sector

- Assam has about 150 ornamental fish species, out of which 50 has got huge commercial value outside the state. India overall trade from ornamental fisheries is at 150 million of which major share comes from Assam. The central government has launched a pilot scheme to promote ornamental fisheries through cluster based approach, augmenting fishery exports.
- In the region, West Bengal is the leading state in fisheries exports with around 1170 fisherman cooperative societies which forms the backbone of the sector. Assam has around 261 primary fisherman cooperative societies.
- There are around 18 government hatcheries & 373 private hatcheries in Assam. There are around 123 registered fish markets in Assam. While, West Bengal has around 636 registered whole-sale fish markets.

Policy Drivers

- Fish & Fish seed farming, Infrastructure development under Rural Infrastructure Development Fund (RIDF), Various central government schemes for development of water bodies have been implemented in Assam for development of fisheries.
- Reclamation of derelict water bodies which form around 1,16,444 hectares have been undertaken which are lying unutilized.
- Extension of housing schemes, insurance schemes to fisherman to facilitate their better living standards
- Aquaculture development under National Fisheries development board, Financial support to fishermen under RKVY scheme is being undertaken.

Employability

- Being a highly labour intensive sector the industry has about 51,005 number of establishments in the fishery sector with about 13, 578 no. of persons employed in those establishments. As per NSDC skill gap report, the agri & allied sector is set to hire 229 million by 2017 and 215 million by 2022, as per an NSDC projection. If we look at the employment that agri & allied sector provides to per 100,000 workforce, Assam has one of the lowest in the North-East region at 5860 per 100,000 which is even lower than all-India average of 5936. There is a lot of potential employment that can be created in this sector.

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Activity 1.2: Supply side analysis will be conducted to assess Assam investment propositions in the agribusiness sector & recommendations for improving aspects of agribusiness investment climate

As part of this activity, we would assess the relative strengths of Assam in the agribusiness sector in terms of supply side parameters as compared to the other competing states/ regions. A benchmarking exercise would be done to understand the position of the state in the market among the competitors. The key parameters (as an illustration) that would be assessed for the supply side analysis based on detailed secondary research and limited field interviews are: '

Availability of Raw Material: Assam is a producer of the various raw materials required by different sub-sectors of agribusiness sector. The rich alluvial soil of the region not only produces cereals such as rice and wheat but also various horticultural crops, which can serve as raw materials to the various industries. The table below compares the availability of raw materials in the horticulture subsector with competing states.

Regions	Vegetables ('000 MT)	Fruits ('000 MT)	Flowers ('000 MT)	Plantation crops ('000 MT)	Total Production ('000 MT)
Assam	2000.14	4469.73	55.8	238.06	7115.21
Arunachal Pradesh	331.40	41	1.87	0.0	547.72

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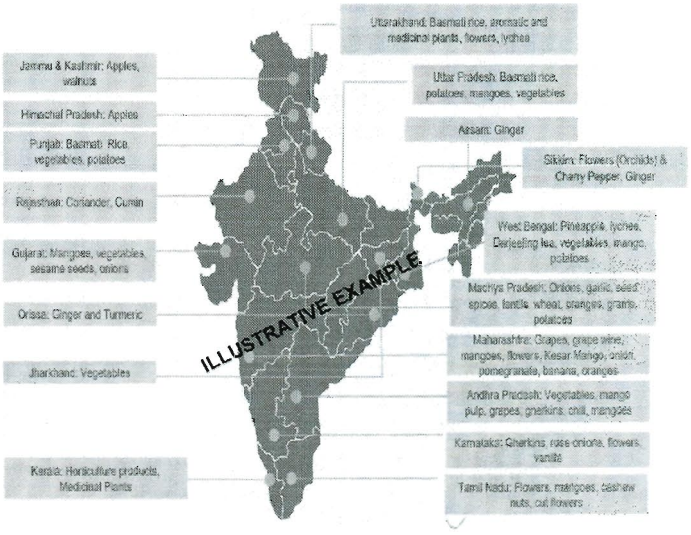
Manipur	521.57	268.01	0.30	0.15	814.17
Meghalaya	377.25	534	2.61	29.18	1027.06
Nagaland	411.90	492.37	0.0	11.55	954.33
Tripura	819.12	811.09	0.0	31.97	1680.22
West Bengal	3313.70	26354.61	218.15	290.34	30398.10

Source: Horticulture Statistics of India, 2014-15

As seen from the above table, Assam has advantage for establishment of processing of fruits/ vegetables/ flowers in the agribusiness sector in the Northeast regions over all the other competing regions. Similarly benchmarking would be done for availability of raw materials for other industries like meat (including piggery), poultry, milk, fisheries, food processing, silk etc.

Exports of Agri-products – The agri export zones of the region would be mapped to study the major competing regions & their product portfolio for exports. The state of Assam is famous for its export of fresh & processed ginger, which are produced in about 9 districts of Assam. The below table shows the status of exports from Assam and its neighboring competing regions. The state has very high value of exports from the agribusiness sector as compared to the other states in the region. We would also analyse the other exporting regions in the country and the region to understand the potential of the state vis-à-vis the competitor states.



Other supply side factors (as mentioned in the Component-A of the Approach and Methodology) such as **present status of industries including installed capacities in each of the major sub-sectors of agriculture, status of manpower, support infrastructure, market infrastructure and support, availability of land, technology and innovation in the sub-sectors, access to finance in agriculture sector, government policy initiatives, etc. would be studied in details**. The methodology proposed for this activity would be similar to that proposed in Component-A (Sector Scan), however, here the focus will be on all the major sub-sectors in Agri-business in Assam.

Moreover, aspects of the Agribusiness investment climate relating to the entry and operation of new investors that might be problematic for investors, thus constituting a reform agenda for enhanced sector competitiveness. If these hindering factors are sub-sector specific then a detailed case basis investigation would be carried out and implementable recommendations to overcome these would be given. The key parameters impacting investment climate can be further categorized into i) factor inputs and ii) policy, regulatory & legal system prevailing in the respective state. We will undertake an in-depth analysis of the above parameters to identify the key assessment areas & objective/measurable/ comparable metrics for the key parameters impacting business climate in order to have a like-to-like comparison among the states.

An illustrative assessment framework to assess the impact of factor inputs on business climate in terms of availability, cost and quality has been presented below.

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Factor Inputs	Key Assessment Areas	Illustrative Metrics
Land/ Factory Plot	Land is a key input for setting up an enterprise/ industry/ manufacturing unit. State has a key role in creating a robust framework for land acquisition which enables a quick access to the investors to a major input factor. **Key assessment areas will include state policy/ act/ regulation for industrial land acquisition & availability of land in land banks, industrial estates, SEZs etc.**	• Presence of a state policy/ act/ regulations for industrial land acquisition • Available land bank as a % of total land of the state • Presence of mapping of available plots in existing food processing clusters / estates and accessibility to the same • Average cost per acre of industrial land
Labor	Labor is a key input and state has a critical role in adopting robust policies and incentives for employment generation and skill building. It ensures easy availability of skilled/ quality work force in the state. **Key assessment area will include state policy on skill development, availability/ supply of skilled manpower, cost of employing labor etc. especially related to Agribusiness sector**	• Presence of skill development policy • Annual ITI/ ITC graduates in a year • No. of farmers trained • Minimum wage levels
Utilities/ Infrastructure	Easy & economical access to quality utilities supplies and basic infrastructure like electricity, water, telecom services etc. is one of the key enablers for new investments and business growth. **Key assessment areas will include access to utilities/ basic infrastructure, cost of availing utilities/ basic infrastructure, quality of supply of utilities etc.**	• Per capita power availability • Demand – supply gap of electricity (%) • Price per unit of industrial power
Logistics	Logistic services are critical to an efficient integration of suppliers, manufacturers, warehouses & stores and customers. **Key assessment areas will include access to logistics services, cost of availing logistics services, quality of logistic services**	• Road/Rail length per capita • Number of major and minor ports in the state • Number of domestic/ international airports • No. of Cold Storages, dry warehouses, pack houses, primary processing centres, etc.

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Next, we will study the impact of policy, legal & regulatory system on investment climate, with specific focus on ease of compliance and impact on processes associated with starting a business, running and expanding a business and closing a business. Based on the above analysis, the sub-sector specific (if applicable) hindering factors will be identified and implementable recommendations to overcome these would be given.

Activity 1.3: Alignment of demand-supply analyses, leading to a prioritized short list of key sub-sectors within agribusiness sector for investment attraction and assessment of potential target volumes.

Post understanding the demand & supply analysis in Assam of the agribusiness subsectors, the state level interventions for promoting investments and the key impediments hampering investment in the sub-sectors, we would develop a prioritization matrix for purpose of prioritizing identified agribusiness sub-sectors in terms of potential for investment proposition, employment generation, income enhancement capacity etc. Based on our experience in similar engagements in the past along with cognizance of issues specific to the current assignment, some of the select metrics/ parameters to be analyzed for prioritizing the identified sub-sectors would include as shown in an illustrative presented below:

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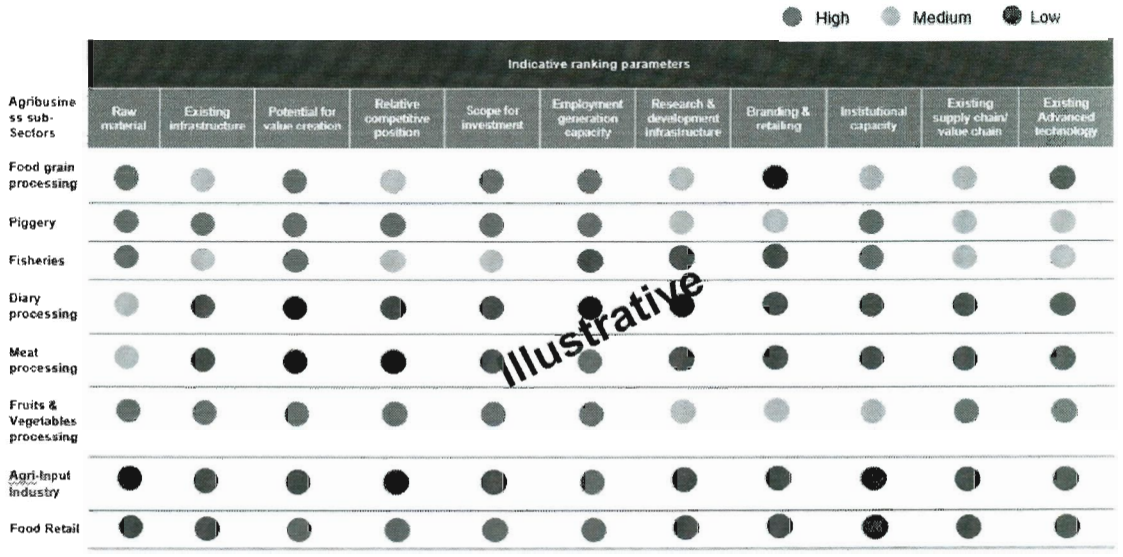

The prioritization matrix encompassing key parameters/ criteria for prioritizing respective sub-sectors will be refined through discussions with the relevant ARIAS Society officials. Further, we would allocate weightages to the respective parameters, forming part of the prioritization matrix, in line with the perceived importance of the same, based on a consultative process involving ARIAS Society officials. An outline of potential target volumes of investment for ABIP in these priority sub-sectors would also be provided. Finally, the list of prioritized sub-sectors would be shared with the ARIAS Society for approval from the State.

Phase 2: Identifying specific investment opportunities in each prioritized sub-sectors of agribusiness sector

The major objective of this module would be to i) Source market analysis of the agreed agribusiness sub-sectors to identify high potential target markets for investment promotion ii) Identify Assam's unique selling proposition message in each of selected priority sub-sector iii) Recommend specific measures for enhancing Assam's competitiveness in each sub-sector. iv) Study of overall investment opportunities in each priority sub-sector

Activity 2.1: Source market analysis of the agreed agribusiness sub-sectors to identify high potential target markets for investment promotion

As part of this activity, we would focus on identifying potential target markets for investment promotion in each of the identified sub-sectors of agribusiness in Assam. This will include a detailed source market analysis of the key players operating in the sub sectors in Assam, India and globally and their present and future strategic / business plans. The potential investors will be identified based on select parameters that will be identified and validated with ARIAS Society. Some of the parameters for identifying potential investors may include:

- ***Geography & Interest*** – Agri-Markets specializing in similar sub sectors nationally or globally and the nature of units/ projects undertaken by them and the scope for replicating the same in Assam will be prioritized
- ***Outreach*** – In order to maximize reach to small manufacturers and other actors in the value chain, companies with significant reach, access and influence over value chain players will be given priority over others. For assessing this, a threshold annual turnover limit may be used along with other parameters such as geographical presence, level of vertical and horizontal integration, linkages with farmers/ FPOs, etc.
- ***Financial Strength*** - Entities with a minimum Net Worth (shareholders' funds) will be considered for investment.
- ***Agro-economic Potential*** – Entities with basic physical potential to convert inputs for profits & generate acceptable level of economic returns for farmers. Demand & price of the output product must be significantly high than the input price.

In-depth stakeholder consultants would be held with the key informants in the source markets. Field visits would be conducted to study those markets and for this purpose, 1-2 markets from each of the

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prioritized sub-sectors would be selected randomly in Assam. Moreover, 1-3 national markets which have good network and connectivity with Assam would also be visited. In case of global markets, stakeholders consultations would be held electronically/ over phone.

We will also take into consideration various agribusiness models that have been in operation at the national & international level for long time & have achieved a considerable amount of success in their operations in different regions. These models will be studied and the potential of these to be approached in the agribusiness sector in Assam will be assessed & also leveraged for finding potential investors in agribusiness space. An illustration of the agribusiness models that are currently operating are mentioned in the following table.

Agribusiness Models	Description of the Model
The AMUL Cooperative Model	A very successful dairy co-operative agribusiness model evolved out of a district cooperative model. In this model, ownership rests with the farmers on a co-operative basis. The model benefits from commitment of the farmers, and cost-efficiency in raw material production as well as procurement which become its major competitive advantage.
The Nestle Model	The company uses the milk district model for its agribusiness activity in India. In the Nestlé or 'Moga model', the job of sourcing milk from farmers is carried out by a private commission agent appointed by the company. Nestlé operates a network of 1100 agents who receive a commission on the value of the milk supplied to the dairy.
Heritage Food Models	Heritage has established a supply chain which procures milk from farmers in rural areas, mainly in Andhra Pradesh and some parts of Karnataka, Maharashtra and Tamil Nadu. The Heritage model involves harnessing the current milk collection centres and rural retail points to penetrate the rural market. Two-way or reverse logistics are used to transfer and sell goods from the urban markets to rural markets, and through this retail presence mobilize milk procurement.
Suguna Poultry Model	Suguna is one of the biggest players in the fragmented poultry sector in India. In Suguna's business model, farmers who own land and have access to resources such as water, electricity and labour can become growers of Suguna's Ross breed of chicks. Suguna takes the responsibility and provides all the other required inputs. Suguna also brings good management practices and technical know-how that lead to higher productivity.
PepsiCo Model	PepsiCo has been working with farmers in Punjab since the 1980s, starting with procuring tomatoes and producing tomato pulp. The model involves backward integration by a private company with strong marketing capabilities and established products and brands. Under this model contracts for production and procurement of tomatoes were made with small farmers.
ITC e-Choupal Model	ITC-IBD has developed a unique IT-enabled procurement, information and marketing model in rural areas, through village centres called e-choupals. The farmer is guided to proceed with his produce to the nearest ITC procurement hub. The model has principally aimed at increasing the efficiency of procurement, resulting in value creation for both the company and the farmer.

Illustrative

The above models have been successfully operating in the agribusiness space and will be studied and thus lead to target markets for identifying potential investors. These models will be compared against each other & their feasibility for operation in Assam will be studied to get an idea of the investors demand & requirements. These demands & requirements of the potential investors will be pitched against the supply side proposition of Assam to get them to successfully operate in Assam.

Activity 2.2: Identify Assam's unique selling proposition message in each of selected priority sub-sector

In this activity, we will identify unique selling proposition of each of the agribusiness sub-sectors in Assam to map their strengths & opportunities and project it as a preferred investment destination to potential target investors. These selected sub-sectors would have their unique selling proposition identified in view of competing investment locations to Assam. An illustrative unique selling proposition for a key agribusiness sub-sector is presented below.

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Food Processing Sector	**Unique Selling Proposition**
Abundance of Raw material	• Assam is an exchequer of the various raw materials required by the food processing industries. • Since the supply of raw material is in abundance the cost of production is also quite low. Moreover due to the availability of raw materials within the state the cost of transportation of bringing the raw materials to the place of production is also quite cheap • Due to abundance of raw material, a variety of products to be manufactured can be chosen.
Suitable Climatic Condition	• The climatic conditions of the state are highly suitable for production of raw materials for food processing products. Diverse agro climatic conditions ranging from temperate to tropical, fertile soils and abundance of rainfall offer immense scope for development of this sector
Availability of low-cost labour	• The industry does not require very high skilled labour, most of the semi-skilled & unskilled labour for the industry are available in the state locally, thus bringing down the cost of labour.
Availability of Water	• Water forms a very important resource for food processing industry. The state has abundant water resources in form of perennial rivers flowing through the state.
Development of complementary industries	• Tourism & Hotel industry has a very important impact on the local demand of food processing industry. The growth of Assam as a tourist destination has led to a readily available local demand for processed food products.
Favorable government policy support	• The state government is committed for developing the food processing industry as it can act as major source of income generation & employment.

The above unique selling proposition for food processing sub-sector will be used as an investment pitch for pulling in potential investors. The same would be developed for all the key sub-sectors & thus will help in developing investments in those sectors.

Activity 2.3: Recommend specific measures for enhancing Assam's competitiveness in each sub-sector

Based on findings that are impeding investment in the agribusiness sector, identified earlier, as part of SWOT analysis of the sub-sector, demand-supply analyses in the state, we would recommend measures with the key objective of enhancing Assam's competitiveness/ attractiveness for each of the agribusiness sub-sector. These recommendations could be divided into two sections, one in terms of bringing investment climate reforms and other for improvement of state's attractiveness for value-addition / processing related investments.

An indicative list of recommendations for bringing investment climate reforms is presented in the table below-

Parameters	Key Recommendations
Policy / Regulations	• Develop Agribusiness development policy for Assam with special focus on- ▪ Formulation of innovative schemes for integrated development of agribusiness sector, including establishment/modernization of food parks, food-processing industries, Agro produce MSMEs. ▪ Establishment of venture capital funds to catalyze investment in the agribusiness sector ▪ Encourage PPP for efficiency & effectiveness through technology, business quality & social standards. • Identify key policy enablers for development of infrastructure for pre/post-harvest management • Develop preferential export promotion policy support for value added products.
Institutional Support	• Organize farmers into growers groups/ commodity groups/ cooperative/ SHGs to ensure participation of diversely located small & marginal farmers and their linkage with the markets • Institutionalize mechanism to impart knowledge & information among farmers about quality, statutory & procedural requirements. • Capacity building of farmers / traders on pre/post-harvest handling, supply chain management, market research & marketing.
Fiscal Incentives	• Abolition of multiple tax regime in the form of commission charges, market fees, Octroi/entry fees, sales tax, weighing charges, labour charges for handling, loading & unloading etc. • Subsidies on agri inputs, farm equipment, food processing machinery equipment etc. for enhancing productivity & marketable surplus • Transport subsidy for enhancing price competitiveness of the value added product. • Rebates in taxes levied for processed food items produced in the state

Illustrative

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	• Reimbursement of patent registration cost, technical know-how, cost & quality certification charges
Market Infrastructure	• Strengthen backward linkages for increasing the supply of raw materials through contract farming & linkages with retail chain • Develop rural primary haats through incentivizing private sector investment & involving Panchayat Raj Institutions. • Develop alternative marketing models & virtual markets like future/spot exchange, warehouse receipt system, ICT based market information, web marketing • Set up trade facilitating centre / hub to enable processors to procure directly from farmers • Develop multi modal transportation to facilitate road/rail/sea transportation.
Export Promotion	• Set up of Agri-export Zone (AEZ) / Export Processing Zone (EPZ) in the state • Strengthening of food testing laboratories / quality assurance / product development centers • Promote quality awareness including adoption of TQM, HACCP, ISO standards, GMP, GHP etc.
Accountability & Transparency	• Designated official at each nodal agency for maintaining accountability, having provisions of penalties. • Forming a Grievance Redressal Cell & fixed time lines for resolving issues. Developing appeal mechanisms with active feedbacks & responses to public. • Online repository of all the Acts/Rules/Forms.

Similarly, we will recommend state specific measures for improving state's attractiveness for value-added products / processing related investments.

Activity 2.4: Study of overall investment opportunities in each priority sub-sector including investment size, No. of players that can be supported with available resources, possible average market share of each player etc.

For each identified key priority agribusiness sub-sector we would present the overall investment opportunities which would include details on parameters on each business activity for that sub-sector. The details for each business activity will include following parameters-

- Average Investment size
- Total Investment potential
- Numbers of players that can be supported with the available resources
- Possible average market share of each
- Market size
- Number of jobs that will be created classified by categories like technical/ non-technical, etc.

For the study investment opportunity, we will conduct extensive interviews with industry players, sector experts, key informants, equipment suppliers, etc. Triangulation of the information/ data gathered would be done by conducting interviews with multiple sources.

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Work Plan

Based on our approach & methodology and envisaged timelines for the assignment as per the ToR, our proposed work plan is presented below:

Work Plan		Months					
No.	Activity	M1	M2	M3	M4	M5	M6
Component A- Sector Scan Study							
1	Project Kick-off Meeting						
2	Initial study through secondary research & consultation with key stakeholders						
3	Submission of Inception Report - Component A						
4	Field work for sector scan						
5	Component A-Module 1: Understand the demand-supply considerations						
	Demand analysis to identify main trends of investments into Assam						
	Supply side analysis to understand investment proposition of Assam						
6	Benchmarking of the region within sectors & subsectors against key competitors						
7	Component A-Module 2: Identify the most promising sectors through sector scan study						
	SWOT analysis of key sectors would be carried out						
	Prioritised shortlist of key sectors						
8	Component A-Module 3: Identify the source markets for potential investors						
	Source market analysis for agreed sectors to identify potential investors						
	Identifying Assam's unique selling proposition for each sector against competing regions						
9	Submission of Draft Report - Component A						
10	Submission of Draft Presentation- Component A						
11	Submission of Final Report- Component A						
12	Submission of Final Presentation- Component A						
Component B- Sub-Sector Scan Study							
13	Initial study through secondary research & consultation with key stakeholders						
14	Submission of Inception Report - Component B						
15	Field work for sub-sector scan						
16	Component B-Module 1: Identify priority sub-sectors within agribusiness sector						
	Demand analysis of agribusiness sub-sectors to identify main trends of investments						
	Supply side analysis to understand investment proposition of Assam						
	Prioritised shortlist of key sub-sectors						
17	Component B-Module 2: Identify specific investment opportunities in each prioritized sub-sector						
	Source market analysis of agreed sub-sectors to identify high potential target markets						
	Identifying Assam's unique selling proposition for each sub-sector against competing regions						
	Recommend specific measures for enhancing Assam competitiveness in each sub-sector						
	Detailed study of overall investment opportunities in each priority sub-sector						
18	Submission of Draft Report- Component B						
19	Submission of Draft Presentation- Component B						
20	Submission of Final Report- Component B						
21	Submission of Final Presentation- Component B						

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Legends:

- Kickoff Meeting
- Inception report - Component A
- Priotarised list of key promising sectors
- Draft Report - Component A
- Draft Presentation- Component A
- Final Report- Component A
- Final Presentation- Component A
- Inception Report - Component B
- Prioritised shortlist of key agribusiness sub-sectors
- Investment opportunities in each sub-sector & potentail source markets
- Draft Report- Component B
- Draft Presentation- Component B
- Final Report- Component B
- Final Presentation- Component B

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Organization & Staffing

Deloitte has assembled a group of highly qualified and skilled consultants who would be able to provide broad expertise in conducting the study, should we be selected to carry out this assignment. Further, for this project, we have collaborated with SeSTA, an organization with a focus on designing and implementation of agribusiness development programmes across various states in the Northeast region. The high-level team structure along with associated roles and responsibilities is presented below.

	Role	Responsibilities
Team Leader cum Private sector development specialist **Ranjan Sinha**	Team Leader	• Overall coordination of the project & ensure objectives are met within the stipulated time & scope • Providing inputs on investor expectation from state in terms of procedures for setting up agribusiness, policies, licenses, approvals, certifications • Providing guidance on resource mapping/availability, ease of doing business, sub-sector attractiveness, emerging sub-sectors, strategies for promotion of agribusiness sector investments in the state, particularly in the prioritized subsectors.
Investment Promotion Specialist **Shubham Gupta**	Investment Promotion Specialist	• Overall Providing inputs on return on investments in prioritized subsectors. long term investment promotion vision for the state • Improving the investment climate, investor targeting strategies, marketing collaterals, USP design for each prioritized sub-sector, outreach programs, investor facilitation, aftercare etc., job creation potential of prioritized sub-sectors, investment attractiveness with other states etc.
Market Analyst **Sabyasachi Banerji**	Market Analyst	• Source market analytics- demand supply trends, market potential, investor attractiveness etc. • Investment climate data analysis using statistical/business analysis tools software etc.
Sector Experts **1. Dr. Ravinder Sharma** **2. Paramjyoti Chattopadhyay** **3. Dipankar Saha** **4. Rohit Bhandari** **5. Lutfur Rahman**	Sector Experts	• Technical inputs on value chains in the prioritized sub-sectors, forward & backward linkages to the markets, market share, market size, major players etc.

The detailed CVs of the proposed team members are given in Tech-6.

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FORM TECH-5

Work Schedule and Planning for Deliverables

No.	Deliverables/ Activity	Months					
Component A- Sector Scan Study		M1	M2	M3	M4	M5	M6
D1	Submission of Inception Report - Component A						
	Project Kick-off Meeting						
	Initial study through secondary research & consultation with key stakeholders						
D2	Submission of prioritised shortlist of key sectors						
	Demand analysis to identify main trends of investments into Assam						
	Supply side analysis to understand investment proposition of Assam						
	Benchmarking of the region within sectors & subsectors against key competitors						
	SWOT analysis of key sectors would be carried out						
D3	Submission of Draft Report - Component A						
	Source market analysis for agreed sectors to identify potential investors						
	Identifying Assam's unique selling proposition for each sector against competing regions						
	Feedback from Client						
D4	Submission of Draft Presentation- Component A						
D5	Submission of Final Report- Component A						
D6	Submission of Final Presentation- Component A						
Component B- Sub-Sector Scan Study							
D7	Submission of Inception Report - Component B						
	Initial study through secondary research & consultation with key stakeholders						
D8	Submission of prioritised shortlist of key sub-sectors						
	Demand analysis of agribusiness sub-sectors to identify main trends of investments						
	Supply side analysis to understand investment proposition of Assam						
D9	Submission of Draft Report- Component B						
	Identify specific investment opportunities in each prioritized sub-sector						
	Source market analysis of agreed sub-sectors to identify high potential target markets						
	Identifying Assam's unique selling proposition for each sub-sector against competing regions						
	Recommend specific measures for enhancing Assam competitiveness in each sub-sector						
	Detailed study of overall investment opportunities in each priority sub-sector						
	Feedback from Client						
D10	Submission of Draft Presentation- Component B						
D11	Submission of Final Report- Component B						
D12	Submission of Final Presentation- Component B						

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Legends:

●	Kickoff Meeting
●	Inception report - Component A
●	Priotarised list of key promising sectors
◆	Draft Report - Component A
◆	Draft Presentation- Component A
●	Final Report- Component A
●	Final Presentation- Component A
●	Inception Report - Component B
●	Prioritised shortlist of key agribusiness sub-sectors
◆	Draft Report- Component B
◆	Draft Presentation- Component B
●	Final Report- Component B
●	Final Presentation- Component B

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FORM TECH-6

Team Composition, Assignment & Key Experts' Inputs

Team Composition, Assignment & Key Expert's Inputs																		
Sr. No.	Name	Expert's Input (person / month) per each deliverable														Total Time Input (in Months)		
		Position		D-1	D-2	D-3	D-4	D-5	D-6	D-7	D-8	D-9	D-10	D-11	D-12	Home	Field	Total
Key Experts																		
K 1	Ranjan Sinha	Team Leader	Home	0.2	1	1	1	0.2		0.2	1	1	0.2	0.2		6		
			Field														0	6
K 2	Shubham Gupta	Investment Promotion Specialist	Home		1	1	1	0.2	0.1		1	1	0.4	0.2	0.1	6		
			Field														0	6
K 3	Sabyasachi Banerji	Market Analyst	Home	0.1	1	1	1	0.2	0.1	0.1	1	1	0.2	0.2	0.1	6		
			Field														0	6
K 4	Dr. Ravinder Sharma	Sector Expert	Home		0.5	0.5				0.1	0.5	0.4				2		
			Field														0	2
K 5	Paramjyoti Chattopadhyay	Sector Expert	Home		0.5	0.5				0.1	0.5	0.4				2		
			Field														0	2
K 6	Dipankar Saha	Sector Expert	Home		0.5	0.5				0.1	0.5	0.4				2		
			Field														0	2
K 7	Rohit Bhnadari	Sector Expert	Home		0.5	0.5				0.1	0.5	0.4				2		
			Field														0	2
K 8	Lutfur Rahman	Sector Expert	Home		0.5	0.5				0.1	0.5	0.4				2		
			Field														0	2
															Total	28	0	28

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Curriculum Vitae

K-1: Team Leader

Position Title & No.	Team Leader cum Private Sector Development Specialist, K-1
Name of the Expert	Ranjan Sinha
Date of Birth	2nd October, 1968
Country of Citizenship	India
Brief Profile	Ranjan Sinha has about 25 years of extensive multidisciplinary private sector experience in agribusiness and allied sectors across different functions such as scheme/ program management in agribusiness and allied sectors, investment promotion in agribusiness sector, strategies for promoting agribusiness investments, G2B service delivery, supporting governments in attracting investments through policy & regulations reforms, industrial policy advisory and promotion (particularly in agribusiness sector), value chain mapping & management, sector scanning and preparation of vision documents, action plans, etc. He has in-depth understanding agriculture and food processing sectors and has helped both central and state governments in formulation and implementation of programs/ schemes aimed at attracting private investments in agribusiness and food processing sectors across the country. He is a graduate from G.B Pant University (in Agriculture & Animal Husbandry) & has completed his post PGDRM (equivalent to MBA) from Institute of Rural Management, Anand.

Educational Qualifications:

School, college and/or University Attended	Degree/certificate or other specialized education obtained	Date Obtained
Institute of Rural Management, Anand	Post-graduation Diploma in Rural Management (equivalent to MBA)	1992
G B Pant University of Agriculture & Technology, Pantnagar	Graduation in Agriculture & Animal Husbandry	1989

Employment Record:

Period	Employing Organization & Title, Contact information for reference	Country	Summary of Activities performed relevant to the assignment
June, 2010 – Present	Chief Executive Officer & Director, NAPL Advisors Reference: 711, Nirvana Courtyard Tower - C, 7th Floor, Gurgaon - 122018, Haryana. Tele: 0124-4009414	India	He has been engaged in investment promotion in agribusiness and allied sectors, conducting feasibility studies, leading project management consultant teams for setting up of 4 Mega Food Parks by private players to attract investments in food processing sector. He also prepared feasibility reports and DPRs for several food processing industries and cold chain projects. He has also been involved in preparation of vision documents for agriculture, horticulture, animal husbandry, dairying and fisheries, etc. for several Indian states such as Sikkim, Maharashtra, etc. and also for several African countries. He has also been involved in establishing market linkages, procurement management, identifying potential target markets for business enhancement in relevant sectors.

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Nov, 2006 – June 2009	Vice President, IL&FS Cluster Development Initiative Ltd Reference: NTBCL Building, DND Toll Plaza, Noida-201301. Tele: + 91 -120- 2459200	India	He was involved in promotion of private investments in agriculture and allied sectors (including food processing) as a part of PMA for establishment of 10 Mega Food Parks in India. He was also involved in industrial policy formulation and promotion as different government schemes/ programs. He was a part of the GoI-CII Task Force Report for Development of Cold Chain in India. He was also involved in development of vision documents for Food Processing Industry in Bihar, Jharkhand, Tripura, etc. was engaged in sector scan/ market assessment for Development of Modern Integrated Horticulture Market with Processing Facilities (MIHM), Spices Park, Strategic Distribution Centres, etc. He has in-depth expertise in agriculture infrastructure development as well and has worked with ADB for operationalizing investment programs in Agribusiness Infrastructure.
Jan 2004 – June 2006	Director, Nimble Systems Pvt Ltd. Reference: Shivsagar Estate, Block A A B Road, Mumbai - 400018, Maharashtra, India Tele: 9811431826	India	He was involved in food value chain assessment and promotion, evaluation of the food programs in five countries including Afghanistan, Sri Lanka, Nepal, Cambodia and Lao PDR.
Sep, 1998 – Dec, 2003	Director, Commodities Units CARE India Reference: A-12, Bhilwara Towers, Third Floor, Tower II Sector 1, NOIDA, Uttar Pradesh 201301. Tele: 0120-4048250	India	He was engaged in supply chain management, improving government service delivery, business promotion through market scanning/ assessments, etc.
Oct, 1996 – Sep, 1998	Senior Analyst, Management Analytics Pvt. Ltd	India	He was involved in agriculture value chain development, sector scanning, market demand & supply assessment for various agree commodities and also benchmarking of tomato paste and ice-cream industry on operational parameters, efficiency and efficacy of operations. He also prepared strategic plan for competitive advantage for clients including benchmarking and supply chain management. He was also engaged in sectoral analysis of agricultural and processed food sector.
May, 1992 – Sep, 1996	Kaira District Co-operative Milk Producers Union Ltd (AMUL Dairy) Reference: Gujarat Cooperative Milk Marketing Federation, PO Box 10, Amul Dairy Road, Anand 388 001, Gujarat Tele: 02692-258506	India	He was engaged in management of transportation, distribution and logistics of the entire sales operation of AMUL dairy. He was also involved in Information management and analysis to assist strategic planning and decision making

Language Skills: English, Hindi, Gujarati

Adequacy for the assignment:

Detailed tasks assigned	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
• Oversee overall	**Team Lead for Program Management Agency for establishment of 10 Mega Food Parks in India, Ministry of Food Processing Industries, Government of India** – As a part of Program Management Agency (PMA) to the Ministry, Ranjan led a team for

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State Project Director ARIAS Society

coordination of the project. • Provide inputs on investor expectation from the state government in terms of procedures for setting up of agribusiness units, policies, licenses, approvals, certifications etc. • Assist the state in resource mapping, ease-of-doing business, sub-sector attractiveness, • Identify emerging sub-sectors, and develop strategies for promotion of agribusiness sector investments in the state. • Assist particularly for setting up of investments in prioritised sub-sectors.	appraisal of Detailed Project Reports submitted by the Mega Food Parks in terms of assessment of production clusters, availability of raw material, assessment of backward and forward linkages; development of monitoring indicators for monitoring implementation and periodic progress reporting to Ministry. The objective of the work was to promote investments in agribusiness and food processing sectors across the country. As a part of the engagement, he was also engaged in policy/ scheme formulation and promotion. The setting up of the Mega Food Parks including the common industrial infrastructure were monitored by Ranjan and his team and assisted the Ministry in G2B service delivery in terms of grants and other support. His team was also assisted the Ministry in release of grants to the promoters of Mega Food Parks and streamlining the processes for such implementation.
	Team lead, Operationalising the Agribusiness Infrastructure Development Investment Program Phase II in the states of Maharashtra and Bihar for Asian Development Bank Ranjan lead the team to carry out a detailed sector scan including demand-supply market assessment to identify potential product specific infrastructure and other gaps in agribusiness and food processing sector, with recommendations to add value to the product. Investor pitch for private sector investors in value chain development was developed. Key activities carried out were: • Cluster mapping of the state for availability of raw materials, Assess the market demand and supply for different high value crops to identify location and product-specific infrastructure and facilities gaps that can add value to the product through processing at different levels, increase efficiency, preserve quality and/or reduce wastage/spoilage. • Conduct field surveys of farmers, consumers, traders, agro-enterprises, processors, exporters of raw and value added products, including private sector firms not currently involved but with the potential for participation. • Providing inputs on investor expectations from the state government for development of value chain of agri-products. • Identified project components of each selected value chain to develop strategies for promotion of private sector investment. • Study the structure and effectiveness of farmer organizations in 4 identified value chains, and recommend a suitable farmer organization model, to ensure that small and marginal farmers are included in the value chain. • In cooperation with the strategic advisor, pre-testing project components with potential private sector investors was carried out. • Identify existing value chain operators and finding ways to co-opt them in proposed value chains. • Review the feedback of the private sector and other potential stakeholders likely to invest in the sub-projects along the value chain and incorporate them in the final design
	Team Lead, GOI-CII Task Force Report for Development of Cold Chain in India for CII Ranjan lead the team to carry out assessment and feasibility analysis of existing cold chain infrastructure in Himachal Pradesh, Karnataka, Gujarat and Maharashtra to inform the Task Force of the critical issues and challenges facing the development of the cold chain in the country to inform the development of appropriate policy to support cold chain infrastructure. Key activities carried out by him were: • Sector study including mapping the existing Value Chain from Farm to Market including Current Practices of Collection from Farms; Farm to point of Aggregation and the time elapsed between the travel; detailed study of secondary level transportation and Tertiary Transportation; detailing the trade – transactions, dynamics, role of intermediaries and complete description of the credit cycle, study of percentage wise distribution of product by location and markets etc. • Extensive Trade and Logistics study of Private Players like Adani/ DevBhoomi, Reliance etc. Extensive study of SAFAL as a case study - Procurement to Retail for getting inputs on investors' expectation from the government.

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State Project Director ARIAS Society

	• Assessment of the existing infrastructure and the technology involved and identification of gaps in the current practices w.r.t required or needed systems at each level farmer/ intermediary/ retail or consumer level. • Extensive consultation with industry and industry association to obtain feedback for facilities to be created, their role and participation in the proposed projects and validation of recommendations. • Development of the task force report including policy recommendations and strategy; investment dimensioning, development of road map with milestones and execution timeframe including institutional mechanisms for the same. • Suggesting polices & other reforms to be brought by the governments for improving the participation of private sector players in cold chain infrastructure.
	Team Lead, Feasibility study for Identification of Mega Food Parks in Five Zones of India. Ranjan lead the team to carry out identification of most promising 5 clusters (one each in five zones of the country) of agri /horticultural produce in the country to promote private sector investment in food processing sector on a commercially viable manner. Key activities carried out by were: • Cluster mapping of the different states for the availability of raw material –based on secondary data and validated through primary surveys. • Assessment of marketable surplus/ process-able produce from the identified clusters based on the current marketing systems, processing facilities available; making projections for marketable surplus for identified products; mapping the supply chain in identified clusters in its entirety - beginning from seasonality of production, product mix, on-farm harvest and post-harvest management practices, collection mechanism, trade sorting etc. and institutional arrangements such as farmers organizations, co-operatives, including access to credit etc. • Assessing the existing infrastructure including marketing infrastructure, gaps / requirements and identification of the nature / magnitude of insufficiencies / gaps at each stage of value chain, for regions / clusters/ identified zones. • Identification of the possible locations, within the clusters, for establishment of centralized food processing/facilities and for "Farm Proximate Primary Processing Centres and Collection Centres including mobile collection centres " • Extensive consultation with industry for validation of recommendations and participation in the proposed projects so as to improve the private sector investments in the sector. • Suggesting the strategy for building supply chain to ensure supply of raw materials to the park primarily through involvement of farmer and producer groups and other stakeholders.
	Team Lead, Feasibility study for the Development of Strategic Distribution Centre (SDC), Ministry of Food Processing Industries Ranjan lead the team to carry out Identification and assessment of establishment of viable SDC in the country. Key activities carried out by were: • Sector and value chain assessment for understanding the availability of raw materials/ food products, proximity to market and other requisite physical infrastructure; determination of linkages with consumption markets and the dynamics therein; assessment of existing infrastructure including cold chain, transportation (road, railway, seaports and airports), power supply, marketing infrastructure etc. at the identified location and a detailed need assessment and identification of the required infrastructure for setting up SDC. • Mapping the distribution chain and undertaking a comparative advantage analysis for understanding the efficacy -cost and supply chain efficiency and logistical dynamics- of the proposed SDC with respect to the consumption centres and destination markets both of existing and proposed centres. • Identification of gaps at each stage of value chain and suggesting operational models in PPP mode including linkages for integrated cold chain with SDC. • Consultation with stakeholders including industry retail chains and government to explore opportunities and challenges of establishing SDC at the identified location and Preparation of model projects for the proposed SDC. • Provided recommendations to the government on the private industry players expectations in terms of policies, financial support etc. for setting up of SDC in the state.

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	Team Lead, Development of Vision Document for Food Processing Industry in Bihar, Jharkhand, Tripura Ranjan led the team to carry out the following tasks: • Undertaking sector scan/ diagnostic study for the food processing sector in the states to ascertain status and find out the constraints/barriers in the development of the sector • Identifications of the potential of food processing sector in the states • Identification of potential areas of agro clusters and food clusters that show the maximum potential for intervention • Assessing the infrastructure needs of the food processing sector in the states • Developing the Vision 2015 for food processing industries in Bihar and Vision 2020 for Tripura and Jharkhand along with along with action plan for holistic development of the sector using a cluster approach and focus on increasing the income level of farmers along with increase private sector investments in the sector in the states. • Identification and preparation of feasible 'business models' in context of the available food crops against the state and national backdrop and suggesting strategy for value addition to farm produces through agro- processing and improved post-harvest facilities. • Consultation with industry and other stakeholders for validation of recommendations
	Team lead, Development of business plans for setting up of integrated dairy project for large private sector player for Sahara India Pariwar The project aimed at developing the world's largest Integrated Dairy Project in India with a private sector investment of about USD 5-6 billion. Ranjan led the team to carry out the following tasks- • Advisory services for developing the project and strategizing the post development operations including marketing of the product basket and assist in monitoring the implementation of the project including identification of land, hiring of human resources, procurement of animals, selection of processing equipment etc. • He also developed plans & procedures for getting necessary government approvals, licenses, certifications so as to run the project smoothly.
	Team Lead, Preparation of Vision plan-2020 for Food Processing Sector in Sikkim in association with SIBin Group for Government of Sikkim Ranjan led the team to carry out the following tasks, • Preparation of vision 2020 plan to tap the untapped potential of Sikkim's agriculture sector through accelerated development of the food processing industry. • The vision statement with a time bound action plan was developed focusing to leverage the states' strength in agriculture. • Consultations with industry bodies, private investors & government were carried out to develop policies & plans to support private sector investments in food processing sector.
	Team Lead, Development of poultry & fish productions & processing centres across several location in India for Sahara India Pariwar The client planned to establish poultry and fish production across several locations in India with an investment of around USD 1 billion. Ranjan led the team to carry out the following tasks: • The task involved preparing business plans with detailed investment plans, procurement plans, etc. for setting up of poultry & fish production & processing plants. • Ranjan provided providing advisory services for developing the project and strategizing the post development operations including marketing of the product basket and assist in monitoring the implementation of the project including identification of land, hiring of human resources, procurement of animals, selection of processing equipment etc.

Expert Contact Information: e-mail- ranjansinha@napladvisors.com, phone- +91 9811431826

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

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Ranjan Sinha Name of Expert	Signature	25/11/2017 Date
Aloke Agarwal Name of authorized Representative of the consultant	Signature	25/11/2017 Date

K-2: Investment Promotion Specialist

Position Title & No.	Investment Promotion Specialist, K-2
Name of the Expert	Shubham Gupta
Date of Birth	14th June, 1979
Country of Citizenship	India
Brief Profile	Shubham has more than 14 years of extensive experience in investment promotion and improvement of investment climate through business regulatory streamlining, enhancing ease of doing business environments, design and operationalization of Single window systems, facilitating economic / private sector development, governance and service delivery improvement, public private partnership, transaction advisory, impact & outcome assessment, facilitating economic / private sector development, governance and service delivery improvement, public private partnership, financial management, etc. Shubham has successfully managed and implemented a number of projects funded by various development institutions like ADB, World Bank, DFID etc. and by Central and State governments across multiple service areas. Shubham is currently leading the study, "Investment Climate Improvement of Eastern Economic Corridor of India". As the team leader he is undertaking the study of the business regulatory environment and associated institutional framework and its impact on facilitating ease of doing business for potential and existing entrepreneurs in the zone. He has expertise in improving the investment climate, investor targeting strategies, marketing collaterals, USP design, outreach programs, investor facilitation, assessment of job creation potential, etc.

Educational Qualifications:

School, college and/or University Attended	Degree/certificate or other specialized education obtained	Date Obtained
Indian Institute of Management, Calcutta	Post Graduate Diploma in Computer aided Management (PGDCM)	2003
Indian Institute of Technology, Kharagpur	B. Tech (Hons.) in Mechanical Engineering	2001

Employment Record:

Period	Employing Organization & Title, Contact information for reference	Country	Summary of Activities performed relevant to the assignment

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State Project Director ARIAS Society

2008-Till Date	Director, Deloitte Touche Tohmatsu India LLP Reference: Deloitte Touche Tohmatsu India LLP, 14th floor, Bengal Intelligent Park, Salt lake, Sector V, Kolkata-700091. Tele: 033- 66121000	India	Shubham has worked extensively in investment promotion and improvement of investment climate through business regulatory streamlining, enhancing ease of doing business environments, design and operationalization of Single window systems, facilitating economic / private sector development, governance and service delivery improvement, public private partnership, transaction advisory, impact & outcome assessment, facilitating economic / private sector development, governance and service delivery improvement, public private partnership, financial management, etc.
2005-2007	Business Solution Manager, Keane India	India	Shubham was primarily responsible for focusing on business process reengineering assignments aimed at improving operational efficiency and cost reductions. He also covered order management, sales forecasting, pricing and demand planning. Have also worked in area of application rationalization to ensure optimum utilization of IT assets deployed in an organization.
2003-2005	Consultant, PricewaterhouseCoopers India Reference: 10th floor, Building 10C, Cyber City, Gurgaon Reference: 0124-3306000	India	Shubham was part of the Business Advisory division within the organization focussing on offering management consultancy services to clients in the private and public sector. His areas of focus included business process reengineering and developing corporate strategic plans for assignments involving public sector restructuring, and also facilitating joint venture transformations through divestments by conducting due diligence and developing financial models for ascertaining reserve price.

Language Skills: English, Hindi, Bengali

Adequacy for the assignment:

Detailed tasks assigned	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
• Provide inputs on return on investments in prioritised sub-sector • Develop a long term investment promotion vision for the state • Improve the investment climate, investor targeting strategies, marketing	**Project Manager & Investment Climate Specialist, Survey of Business Regulatory Environment for Manufacturing – A Comparison of all the States in India, 2013-14** **Detailed Tasks carried out:** The Planning Commission had mandated Deloitte to undertake a study to assess the impact of business regulatory environment on performance of the manufacturing sector across Indian states. Key activities carried out by Shubham are: • Reviewing policies, acts, rules governing business regulatory environment in the manufacturing sector across states in order to develop an evaluation framework for evaluating competitiveness of the states with respect to business regulations for manufacturing. • Developing a web based on-line questionnaire and administering the same with support from Planning Commission, GoI and leading industry associations having pan-India presence like FICCI, CII, FISME etc. to understand the investment climate related to manufacturing sector across states, key challenges faced and the scope for further interventions • Developing an understanding of processes associated with business regulations / licenses governing manufacturing sector, especially MSMEs, across 28 states through interactions with private entrepreneurs and associated Government officials. • Assessing processes associated with securing approvals / licenses for business regulatory approvals, finance & tax related regulations, labour related compliances, infrastructure & utilities related regulations, land and building related regulations and environment related compliances, in line with the framework developed. Further, classify states in different stages of development and suggest high-level strategies to improve competitiveness with respect to business regulations for manufacturing.

Deloitte Touche Tohmatsu India LLP Kolkata

State Project Director ARIAS Society

collaterals for sub-sector • Designing of USP for each prioritised sub-sector, outreach programs, investor facilitation etc. • Improving the job creation potential of each prioritised sub-sector, investing attractiveness as compared to other states.	• Identifying best practices (national / international) and the key constraints in doing business in the manufacturing sector and formulate the policy toolkits and guidelines to enable ease of doing business and facilitate private investment in the sector.
	Project Manager, Investment Climate Improvement of Vizag Chennai Industrial Corridor (VCIC) for Asian Development Bank, 2014-Ongoing **Detailed Tasks carried out:** The project aims at developing the VCIC, stretching from Vishakhapatnam in the North to Chennai in the South along the eastern coast. Deloitte has been mandated to study the business regulatory environment and associated institutional framework and its impact on facilitating ease of doing business for potential and existing entrepreneurs. Shubham led the team in performing the following key activities: • Reviewing the existing policy framework governing business regulatory environment in the region by analysing Acts, Rules and processes. Further, an assessment of the existing Single Window mechanism was carried out to gauge the relative ease of securing approvals for starting/ expanding business in the states • Understanding the institutional framework to improve monitoring and tracking of application processing by respective Government departments / authorities / agencies • Supporting the design and implementation of IT-enabled monitoring and tracking system, including design of monitoring dashboards & MIS reports for various hierarchical levels of the State Government, to aid the functioning of the Nodal Agency, with provisions of penalties for respective Government officials / authorities / agencies in case of non-provision or delay in services • Assessing and recommending potential industrial clusters which can be linked to domestic supply chains and global production networks, along with key enablers to be put in place for the same in terms of need for anchor investors and supporting institutional framework for access to finance, markets, technology and skilled labour • Assessing and recommending an approach for infrastructure development focusing on enhancing the competitiveness of the overall corridor through strengthening the existing spines and grid network along with focus on node centric infrastructure development – port, airport, priority road projects and priority rail projects.
	Deputy Project Manager, Technical and Management Support to the Bihar Governance & Administrative Reform Programme (BGARP) for DFID/ GoB, 2008-14 **Detailed Tasks carried out:** As a part of the mandate Deloitte formulated strategies to enhance the business climate in the state and promote investment along with reform of the tax regime and institutional strengthening of the Industry Department, Commercial Tax Department and Registration & Excise Department. As the Deputy Project Manager of the Project Management Unit of BGARP, Shubham guided the team in undertaking the following key tasks: • Initiatives were recommended that could be undertaken by Industries Department for investment promotion & facilitation in the region including assessing the effectiveness of the single window mechanism in the state based on interaction with various stakeholders namely officials of Industry Department, officials of Pollution Control Board, State Electricity Board and by benchmarking with better performing states and suggesting methods of enhancing the capability of District Industries Centres (DIC) in facilitating investment. Recommendations were also made for the development of the "Integrated web-based application for online filling and tracking of State Industrial Promotion Board (SIPB) approved investment proposals". An MIS application was developed for facilitating reporting and monitoring of activities at the field level. • Designing and implementing various service delivery and governance improvement mechanism across the state, so that requisite quality of services can be delivered efficiently and effectively particularly to the poor and marginalized. Some of the major interventions undertaken involved, developing MIS for tracking of letters at District Collectorate with an aim to streamline the existing process of receipt of letter as well as monitoring the status of interventions taken by concerned departments in response to the letters received leading to greater accountability towards the citizens. • Under tax reforms, strategies were proposed for process improvement and improving the accountability, transparency and fairness of the tax administration system to build confidence about the system leading to a positive investment climate in the region. Also

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State Project Director ARIAS Society

	redesigned the VAT MIS system for enhanced efficiency, ease of operation for the department staff & user friendliness along with facilitating the establishment of a Tax Research Unit for augmenting tax revenue & improving tax administration.
	Project Manager & Policy Analysis Expert, Assessment of Best Practices in Policy, Institutional Framework and Processes for making Land Available for Industrial and Infrastructure Development in Key Indian States for World Bank, 2010 **Detailed Tasks carried out:** The project involved analysing and reviewing the overall investment climate and business opportunities in each state with a detailed study on the state level regulations and institutional framework for creation of land banks/ integrated area development including role of various state level nodal agencies in land acquisition and industrial infrastructure development. Shubham led the team in performing the following key activities: • Analysing the state-wise (West Bengal, Haryana, Gujarat & Andhra Pradesh) business environment with emphasis on policy, institutional and regulatory framework including requirement of approvals from multiple departments affecting availability of land for industrial and infrastructure development • Assessing the key bottlenecks in each state with respect to land availability for doing business in the state and conducting an inter-state benchmarking to identify potential solutions to remove/reduce bottlenecks based on discussion with industry experts. • Examining the impact on land prices due to change in land related state laws and identify the various issues faced by private sector players for land end use change with respect to doing business in the states • Developing detailed project report on business opportunities and regulatory reforms in the states and the way forward.
	Project Manager, Assessment of potential for Doing Business in the North Eastern states of India for ADB, 2011 **Detailed Tasks carried out:** The study aimed at promoting investment and local economic development in the North Eastern States of India while addressing concerns of industry on infrastructure, skill availability and business regulatory framework. The focus was on identifying potential projects in the region which would involve SME businesses leading to their overall growth and development. Shubham led the team in carrying out the following key activities: • Assessing the business environment in the North Eastern region in terms of regulatory framework associated with business setup & operations and current government policies & incentives (State and Central) provided for promotion of industrial investments in the region • Assessing the availability of key factor inputs like land, industrial infrastructure, utilities like power, water etc., road connectivity and skill availability in the North Eastern region and the impact of the same on extent of industrialization • Examining the key bottlenecks pertaining to doing business in the region with specific focus on obtaining approvals/ licenses from various departments, infrastructure & utilities, incentive disbursements, single window facilitation etc. and recommending possible mitigation measures based on discussion with state/central agencies and industry leaders/ industry associations • Conducting best practices study in other states of the country and internationally • Developing project reports identifying key policy/ regulatory initiatives to augment promotion of key industries in the region with potential for SME participation, based on discussions with industry leaders in the region.
	Team Leader, Development of Strategy for Development of Textile / Handloom Sector in West Bengal for DFID / Government of West Bengal, 2009 **Detailed Tasks carried out:** The study involved examining the policy and regulatory framework impacting manufacturing competitiveness of the MSMEs engaged in textile / handloom sector and recommending strategies to enhance the performance of the sector in West Bengal. Shubham led the team in conducting following activities: • Identifying and mapping the key MSME clusters in the state associated with textile / handloom value chain, including those focused primarily on exports

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State Project Director ARIAS Society

	• Conducting interactions with the weavers and textile unit owners in select identified clusters to understand the key business and regulatory issues faced which is affecting their business performance, growth opportunities, business expansion etc. This included issues related to availability of raw materials, designs, working capital, technology and capital investment outlays, market linkages etc. • Recommending changes in policies and regulations to support the overall growth & development of MSMEs engaged in textile / handloom sector in the state including initiatives to be undertaken through the state owned apex handloom cooperative - Tantuja, with specific focus on developing linkages with the export markets using a cluster-based approach. This included strategies for augmentation of design skills and investment in technology upgradation with support from local network of business development service providers.
	Team Leader, Identification of New Business Opportunities through Private Sector Investment in Eastern Bhutan, 2011-12 **Detailed Tasks carried out:** This project involved assessment of the business environment for investment generation and identification of business opportunities in Eastern Bhutan as part of its initiative for ensuring equitable regional development through involvement of private sector investments. As a Team Leader, Shubham was responsible for the following activities: • Assessing the availability of raw materials with scope for value-addition, potential for market linkages in the domestic and export markets, and presence of logistics-related infrastructure for last-mile connectivity to markets in order to identify potential opportunities where private sector investments could be facilitated • Assessing the existing policies and business regulatory framework of Bhutan in promoting industrial development, investment facilitation & trade • Assessing the key processes involved in securing approvals, ease of doing business, etc. for attracting and facilitating industrial investment both at the local and regional levels • Study the investment generation opportunities related to manufacturing sector across multiple sectors like food processing, mineral processing etc. • Formulating policy toolkits and guidelines for recommendations on policy reforms and incentives, regulatory framework streamlining, governance & institutional structure changes etc. required for encouraging private sector investments in identified sectors.

Expert Contact Information: e-mail- shugupta@deloitte.com, phone- +91 9330096540

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Shubham Gupta Name of Expert	Signature	25/11/2017 Date
Aloke Agarwal Name of authorized Representative of the consultant	Signature	25/11/2017 Date

K-3: Market Analyst

Position Title & No.	Market Analyst, K-3
Name of the Expert	Sabyasachi Banerji

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State Project Director ARIAS Society

Date of Birth	9th November, 1979
Country of Citizenship	India
Brief Profile	Sabyasachi is a Manager with Deloitte's Consulting practice with more than 11 years of professional experience. Sabyasachi is an Economist and has worked extensively in the area of agriculture growth and development with focus on research and analytics, agriculture value chain analysis, agriculture trade & export, food security, development of market infrastructure, techno-economic feasibility of agro based industries, policy and regulatory reforms to facilitate private sector investment and promotion of agriculture trade and exports. He has worked with several Central and State government agencies/ departments as well as multilateral agencies including World Bank, DFID, IFC, Bill & Melinda Gates Foundation, etc. in delivering projects related to agribusiness/ agriculture development.

Educational Qualifications:

School, college and/or University Attended	Degree/certificate or other specialized education obtained	Date Obtained
Jawaharlal Nehru University, New Delhi	M. Phil in Economics	2005
University of Calcutta	M.Sc. in Economics	2002

Employment Record:

Period	Employing Organization & Title, Contact information for reference	Country	Summary of Activities performed relevant to the assignment
2008-Till date	Manager, Deloitte Touche Tohmatsu India LLP Reference: Deloitte Touche Tohmatsu India LLP, 14th floor, Bengal Intelligent Park, Salt lake, Sector V, Kolkata-700091. Tele: 033- 66121000	India	Sabyasachi has been worked extensively in the area of agriculture growth and development with focus on agriculture value chain analysis, agriculture trade & export, food security, development of market infrastructure, techno-economic feasibility of agro based industries, policy and regulatory reforms to facilitate private sector investment and promotion of agriculture trade and exports.
2005-2007	Research Associate, The Energy and Resources Institute (TERI), New Delhi Reference- Darbari Seth Block, IHC Complex, Lodhi Road, New Delhi - 110 003, INDIA. Tele: 011-24682100	India	Sabyasachi worked as research associate conducting market study for assessing the demand & supply gap in non-conventional energy resources.

Language Skills: English, Hindi, Bengali

Adequacy for the assignment:

Detailed tasks assigned	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
• Conducting source market analytics, studying	**Market Analyst, South Asia Agribusiness Mapping/ Analysis for IFC, 2012** **Detailed Tasks carried out:** As an analyst, Sabyasachi was involved in the following activities: • Understanding IFC's investment and advisory strategies for supporting the development of agri-business in South Asia, • Assessment of food security situation in South Asia, including in India

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State Project Director ARIAS Society

demand-supply trends. • Assessing market potential, investor attractiveness of the market etc. • Analyse the investment market climate data using statistical / business analytics tools & software etc.	• Understanding the agribusiness sector of India in terms of key players, their strengths and opportunities, • Developing sector profiling of agri-business in terms of key macro-economic indicators and investment & regulatory climate in India, • Preparing sector paper highlighting overall scenario of agriculture sector of the country with primary focus on the same for the low-income states, which became the basis for identifying potential areas of intervention for agribusiness companies.
	Market Analyst, Dairy Multi-State Scoping Assessment Study for Bill & Melinda Gates Foundation/ IFC, 2013 **Detailed Tasks carried out:** With the objective of understanding the challenges/issues in dairy sector in the states of Andhra Pradesh, Maharashtra, Uttar Pradesh, Bihar, West Bengal and Odisha, Deloitte was engaged by IFC and Bill & Melinda Gates Foundation to undertake a dairy scoping study to understand the scale and scope of the issues with a view to identify opportunities for on-ground implementable pilot projects to address some of these issues. Sabyasachi was involved in performing the following key activities: • Profiling of dairy farmers and documenting key dairy production practices of smallholder farmers based on Focus Group Discussions and survey of 1500 farmers • Assessment of current & projected demand-supply dynamics for milk and milk products in the six states for the next five years • Identification of constraints faced by small holder farmers in terms of milk productivity, food safety and access to finance • Mapping of the dairy value chain in the states and identification of all players along the value chain (from input providers through to output and markets) including government, cooperatives, private sector players, NGOs, other donors, etc.) • Mapping of existing initiatives / investments by the Government, private sector players and other bilateral and multi-lateral donor agencies • Assessment of water footprint and GHG emission from dairy sector and identifying measures for enhancing water use efficiency and reduction in GHG emission from dairy farms • Organizing two multi-stakeholder dissemination events to disseminate the findings.
	Market Analyst, Identification of Agro Based products and Investment partners in Eastern Bhutan, 2011 **Detailed Tasks carried out:** Druk Holding and Investments (DHI), the investment arm of the Royal Government of Bhutan (RGoB), mandated Deloitte to undertake an economic opportunity scanning and identify business opportunities in Eastern Bhutan with focus on the agribusiness sector as part of its initiative for ensuring equitable regional development through investment by DHI either on its own or in partnership with the private sector under the DHI-Private Sector Partnership (DPP) Framework. Sabyasachi was involved in undertaking following activities: • Examination of business environment in Bhutan with focus on eastern region to assess i) the relative status of the economy in the eastern region as compared to the overall country, ii) key policy and regulatory issues impacting private sector investment, iii) key competitive advantages offered including key enablers/initiatives by the Government for encouraging investments in the region • Conducting a high-level scanning of business opportunities in Eastern Bhutan & identifying potential opportunities in the agri-business sector based on i) competitive advantages in terms of factors of production and ii) having potential to contribute significantly to the output, socio-economic development, etc. • Formulating a selection framework for identification of high potential business opportunities for purpose of preparation of project profiles • Preparing project profiles for food processing units including maize starch and orange processing in terms of plant capacity, raw material sourcing, manpower requirement, plant location, estimation of investment requirement along with financial viability and critical success factors for successful implementation of the project • Developing an implementation roadmap for the envisaged project highlighting the key initiatives.

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State Project Director ARIAS Society

	Team Leader, Strengthening of women FPOs in mushroom sub sector under Functional Review of Agriculture Department of Bihar as part of Bihar Governance & Administrative Reform Programme (BGARP) for DFID, 2008-14 **Detailed Tasks carried out:** The Deloitte team conducted functional review of the Agriculture Department, Government of Bihar with an objective to strengthen institutional framework and service delivery capacity of the Department for the purpose of implementation of existing reform programs in the state. This included providing support to women FPOs in the mushroom sub sector in Nalanda district. Sabyasachi led the team in performing the following key activities: • Conducting field visits to the mushroom clusters in the district to undertake baseline assessment in terms of access to technology and access to markets • Assessment FPOs' maturity using appropriate indicators such as Size of FPOs, Constitution, Economic status of members, Meetings, Attendance of members in meetings, Participation of members in decision making, etc. • Preparing concept note recommending measures to establish an efficient interface between the agri industry & the women FPOs to support the mushroom value chain • Identifying potential investors/ buyers in terms of their requirement based on quality considerations • Interact with the investors/ buyers to understand their requirement and analyse the selling proposition to best fit the buyers requirement and facilitating interaction between buyers and sellers • Facilitate interface & negotiations between buyers, farmers and the Agriculture Department.
	Key Expert, Study of Existing Minor Irrigation Schemes in West Bengal for Government of West Bengal, 2014-15 **Detailed Tasks carried out:** Sabyasachi guided the team in carrying out the activities namely: • Preparation of a sampling plan comprising a sample of operational and defunct Minor Irrigation (MI) schemes (handed over to WUAs) to be studied • Preparation of data collection tools including structured questionnaire and FGD checklist for collecting relevant information from the target respondents as part of the field survey • Conduct field survey to collect information from the WUA representatives and beneficiary farmer members • High level performance assessment of schemes and identifying key technical, social and institutional constraints as well as enablers resulting in defunct/ unsuccessful or successful operation of MI schemes • Develop recommendations for ensuring successful operation of the MI schemes post-handover by the Department to the WUAs.

Expert Contact Information: e-mail- sbanerji@deloitte.com, phone- +91 9830864190

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Sabyasachi Banerji

Sabyasachi Banerji		25/11/2017
Name of Expert	Signature	Date
Aloke Agarwal		25/11/2017
Name of authorized Representative of the consultant	Signature	Date

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K-4: Horticulture/ Agriculture Sector Expert

Position Title & No.	Agribusiness & Horticulture Sector Expert, K-4
Name of the Expert	Dr. Ravinder Kumar Sharma
Date of Birth	30th March, 1954
Country of Citizenship	India
Brief Profile	Dr. Sharma has over 35 years of experience in agriculture & horticulture sector. He has held several high level positions with National Horticulture Board, several government committees, private sector, agricultural institutions, etc. in different capacities related to horticulture, pre / post-harvest value chains, cold chains, agricultural marketing, etc. He retired as the Director of National Horticulture Board, GoI and Secretary (Additional Charge) of National Oil Seeds and Vegetable Oils Development Board, Ministry of Agriculture, GoI in 2014. He has been working since as independent consultant providing technical guidance on developing forward & backward linkages, value chain analysis, farmer's access to finance & markets etc. He has a Ph.D. and a M.Sc. in Horticulture from H.P. Krishi Vishvidyala, Palampur

Educational Qualifications:

School, college and/or University Attended	Degree/certificate or other specialized education obtained	Date Obtained
H.P. Krishi Vishvidyala, Palampur	Ph.D. in Horticulture	1983
H.P. University, Solan	Master of Sciences in Agriculture (Horticulture as Major)	1978
H.P. University, Palampur	Bachelor of Sciences in Agriculture	1975

Trainings in relevant field:

Sl. No.	Degree/Certificate	Year of Passing	University/Institute	Subjects
1	Course on "Plastics in Minor Irrigation and Water Management"	1982	Indian Agricultural Research Institute, ICAR, New Delhi.	Technologies on Plasticulture & moisture conservation
2	Post-Harvest Technology of fruits & Vegetable	August 1998	University of California, Davis (USA) at PAU, Ludhiana, India	Costs & benefits of Post-Harvest Technology
3	UN training under FAO Program	2003	UN System	Development atmosphere in difficult area
4	GCCA Institute	2009	Georgia-Tech University, Atlanta, USA	Cold Chain Technology

Employment Record:

Period	Employing Organization & Title, Contact information for reference	Country	Summary of Activities performed relevant to the assignment
July 2014-Present	Independent Consultant	India	Dr. Sharma was involved with conducting value chain analysis & market assessment for major horticulture products in five states, establishing

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State Project Director ARIAS Society

			forward & backward linkages, developing pre / post-harvest market infrastructure. He also worked on developing & commissioning food processing projects in Assam on PPP basis. He assisted in the promotion new agribusiness projects developing entrepreneurships.
June 2013-Mar 2014	Secretary (Additional Charge), National Oil Seeds and Vegetable Oils Development Board, Ministry of Agric., Govt. of India Reference: NOVAD board, Krishi Bhavan, New Delhi-110001. Tele: 011-23382021	India	Dr. Sharma led the formulation & implementation of policies relating to Horticulture & agribusiness development, financial planning for implementation of projects, leading negotiations with private sector players for investment promotion in horticulture sector.
Jan 2005 – Mar 2014 & Nov,1988 – Oct, 1999	Director (retired), National Horticulture Board, Ministry of Agric., Govt. of India Reference: National Horticulture Board, Ministry of Agriculture & Farmer welfare, Gurgaon-122015 Tele: 0124-2342992.	India	Dr. Sharma led formulation & implementation of various policies & technical statutory matters, policy formulation & project implementation for development of cold chain infrastructure in India. He was also involved in developing capacity building & training of National Resource Persons who in-turn trained entrepreneurs in the field. He was in-charge of Planning, Implementation, Monitoring and Evaluation of all the Horticulture projects being implemented by the Board at National level
Oct 1999-Dec 2004	Mission Leader and Core Expert (Horticulture, Post-harvest & Marketing), South–South Cooperation of FA of United Nations. Reference: United Nations Office for South-South Cooperation.	India	Dr. Sharma was responsible for building institutional linkages between teaching, research & development; He undertook Research & Development activities for promotion of post-harvest activities, training staff & faculties for building their capacities.
Nov, 1988 – Oct, 1999	Deputy Director, National Horticulture Board, Ministry of Agric., Govt. of India Reference: National Horticulture Board, Ministry of Agriculture & Farmer welfare, Gurgaon-122015 Tele: 0124-2342992.	India	Dr. Sharma led formulation & implementation of various policies & technical statutory matters, policy formulation & project implementation for development of cold chain infrastructure in India. He was also involved in developing capacity building & training of National Resource Persons who in-turn trained entrepreneurs in the field.

Membership in Professional Associations:

- Indian Society of Horticulture Services
- Technical Committee, Agricultural & Processed Food Products Export Development Authority
- Technical Committee, Ministry of Food Processing Industries
- Standing Committee on Application of Non-Conventional Energy Sources in Cold Chain Infrastructure

Publications:

- Technical Standards for Cold Storage for Fresh Horticulture Produce requiring Pre-cooling before storage (Technical Standards Number NHB-CS-Type 02-2010)
- "Compendium of Technical Papers on Production and Post-Harvest Management of Vegetables". National Symposium NHB, New Delhi (1989)
- "Compendium of technical papers on Production & Post Harvest-Management of Fruits". National Symposium, NHB, Bangalore (May, 1990)

Language Skills: English - Excellent, Hindi – Excellent

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State Project Director ARIAS Society

Adequacy for the assignment:

Detailed tasks assigned	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
• Technical inputs on value chain in the prioritised sub-sectors • Forward & backward linkages to the market • Assessment of market share, market size, major players operating in the market	**Team Lead, Value Chain Analysis and Market Assessment of Selected Commodities (Apple, Kiwifruit, Litchi and Pineapple) for CCS National Institute of Agricultural Marketing (NIAM), 2017-Ongoing.** As a part of this project, Dr. Sharma was leading the sector scan/ value chain analysis of the selected commodities in Tripura, Arunachal Pradesh, Manipur, Bihar and Uttarakhand. Key tasks performed were- • Study of complete ecosystem covering different value chains operating for identified commodities including market assessment, marketable surplus, etc. • Identification of key players in the value chains & value Chain mapping as per key players, commodity flow, information flow etc. • Analysis of dynamics of processing and value creation, reward distribution, value chain governance and power relation structures. • Suggest improvements in the value chain system for ensuring direct linkages of the farmers with the major markets and increased incomes from their produces • Recommending ways to establish forward & backward linkages for agricultural produces, supporting farmers to get access to credit & finance along with promoting investments in the value chains.
	Agribusiness Specialist, Onoma Group companies, 2016-2017. As a part of this project, Dr. Sharma performed the below mentioned key tasks- • Developed and assisted commissioning of Food processing projects at Guwahati, Assam and Dehradun, financially assisted by Ministry of Food Processing, Govt of India. • Overviewed the design, construction, quality enforcement as per product specific storage conditions, and running on successful business model etc. in PPP mode. • Assessment of forward backward linkages for the projects along with overall market assessment for size, players etc.
	Agribusiness Specialist at HP Horticulture Development Project for HP Govt under World Bank funding, 2015-2016 As a part of this project, Dr.Sharma performed the following key tasks- • Horticulture Development through promotion of Farmer Producer Organizations and Common Service Centres to reduce marketing inefficiencies and outreach. • Development of modern and need based post-harvest infrastructure through up-gradation of exiting units and promoting new green field projects. • Promoting new agribusiness projects including engaging, contracting and processing through Agribusiness Promotion Facility
	Consultant Advisor, National Institute of Food Technology Entrepreneurship & Management, Ministry of Food processing, Govt of India, Kundli, 2014-2015 As a part of this engagement, Dr. Sharma performed the following key tasks- • He was involved in imparting trainings, lecturing and field demonstrations on production, processing including PHM and cold chain, projects for funding • He guided students for entrepreneurship development under Village Adoption Program
	Secretary (Additional Charge), National Oil Seeds and Vegetable Oils Development Board, Ministry of Agriculture, Govt. of India, 2013-14. As a part of this engagement, Dr. Sharma lead the team in following tasks: • Being Secretary of National Oil Seeds and Vegetable Oils Development Board, the major responsibilities were to formulate and implement various policies, financial policy matters, statutory matters, coordinating meetings of Board of Directors headed by Union Agriculture Minister and meetings of Managing Committee headed by Secretary, Govt. of India, etc.
	Director (Retired) (position last held), National Horticulture Board, Ministry of Agric., Govt. of India,1988-1999 and 2005-2014 As a part of this engagement, Dr. Sharma was engaged in following activities- • In charge of Planning, Implementation, Monitoring and Evaluation of all the Horticulture projects being implemented by the Board at National level.

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State Project Director ARIAS Society

	• Formulate and implement administrative policies, various technical policies, training & development programmes. • Dovetailing innovative projects of Agri Universities/ NRCs/KVKs etc. for demonstration/ teaching, assisted by the Board. • Significant contribution is the 8th & 9th plan making for the development of commercial horticulture through the Board Schemes. • Review of financial policies, providing inputs for the cold chain development cell. • Inputs in innovative projects of different Agriculture Universities, under Board's scheme "Introduction of New Technology & Concepts in Horticulture" to shape the academic expertise for field applications. • Setting up fruit ripening training centre at NHB HQ Gurgaon jointly with the private sector investment. • Helped the formulation of Project Preparation Technical Assistance Team for the development of Agri-business in Horticulture in India under Asian Development Bank Project.
	Mission Leader & Core expert (Horticulture, Post-harvest & Marketing) South-South Cooperation of FA of United Nations, 1999-2004. As a part of this project, Dr. Sharma was involved in following key tasks- • Built institutional linkages between teaching, research & development; curriculum development.
	Horticulturist, Australian High Commission, New Delhi, 1983-1988 As a part of this engagement, Dr. Sharma performed the following key tasks- • Coordinating and advising for the implementation of Horticulture Development as well as maintenance and future planning of Horticulture. • Also advised on nursery techniques and practices, in liaison with Government agencies etc.

Expert Contact Information: e-mail- sharmark54@yahoo.com, phone- +91 9818776262

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Dr. Ravinder Sharma Name of Expert	Signature	25/11/2017 Date
Aloke Agarwal Name of authorized Representative of the consultant	Signature	25/11/2017 Date

K-5: Fisheries Sector Expert

Position Title & No.	Fisheries Sector Expert, K-4
Name of the Expert	Dr. Dipankar Saha
Date of Birth	1st January, 1956
Country of Citizenship	India
Brief Profile	Dipankar Saha has over 35 years of field experience in developing value chains for fisheries, establishing forward & backward linkages for fisheries sub-sector, providing handholding support to farmers, undertaking capacity building, conducting value chain analysis of fisheries for strengthening the sector, establishing market linkages, etc. He has developed strategies for promoting

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	scientific breeding of extinct fishes having high economic value thus getting the private sector participation. He has a Ph.D. in Fisheries sciences from the University of Calcutta and M.Sc. (Specialization in Fisheries) from University of Calcutta.

Educational Qualifications:

School, college and/or University Attended	Degree/certificate or other specialized education obtained	Date Obtained
University of Calcutta	Ph.D. in Fisheries Science	1996
University of Calcutta	Master of Sciences (Zoology) (Specialization in Fisheries)	1977
University of Calcutta	Bachelor of Sciences (Botany and Physiology)	1975

Employment Record:

Period	Employing Organization & Title, Contact information for reference	Country	Summary of Activities performed relevant to the assignment
Dec, 2007-Present	Independent Consultant	India	He led the team in conducting fishery value chain analysis to identify potential areas for growth of livelihoods, establishing forward & backward linkages to the market, formulating fisheries sub-sector strategies for clearly delineating the key requirements in terms of skills, credit and market access etc., Developed training modules for capacity building of farmers
Oct, 2004 – Nov, 2007	Director, Eco Dev Consultancy Pvt Ltd., Kolkata Reference – Mr. Nanda Gopal Bera, Eco Dev Consultancy. Tel: +91 94334 17343	India	He conducted environment impact assessment for fish lending centres across several locations in India, conducted value chain analysis for fishery and agriculture sector to identify constraints to be addressed in select states, analysed the impact on income and access to technology for farmers on account of strengthening of the value chain.
Jan,1980 – Sep, 2004	Sr. Scientist, Nimpith, Ramkrishna Ashram Krishi Vigyan Kendra, Indian Council of Agricultural Research, Sundarbans Reference- Dr. N.J. Maitra, Programme Coordinator Tel: 03218.226002(O).	India	He led development of Agro-based technology focusing resource poor farmers, led the development of training modules focusing on agriculture & fisheries. He has developed strategies for promoting scientific breeding of extinct fishes having high economic value thus getting the private sector participation in fish breeding activities & investment if the fisheries sector.

Membership in Professional Associations:

- Indian Science Congress Association
- The Zoological Society, Kolkata
- Inland Fisheries Society of India, Barrackpore, India
- Agricultural Economics Research Association (India), New Delhi
- The Indian Society of Coastal Agricultural Research, Canning, West Bengal, India

Publications:

- Conserving fish Biodiversity in Sundarban Village of India, 2003
- Farmer - led extension, its strength and weakness with special reference to coastal Bengal
- Participatory Methods in Community based Coastal Resource Management.

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- Development of "Training Resource Book on Collection, Documentation & Validation of indigenous Technical Knowledge (ITK)".

Language Skills: English - Excellent, Bengali – Excellent, Hindi - Fair

Adequacy for the assignment:

Detailed tasks assigned	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
• Technical inputs on value chain in the fisheries sub-sectors • Assist in establishing forward & backward linkages to the market from fish processing centres • Assessment of market share, market size, major players operating in the market	**Project Lead, Formation of Farmer Producer Organizations (FPOs) in partnership with Small Farmers Agribusiness Consortium (SFAC)** As part of this project, Dipankar lead the team for formation of Farmer Producer Organizations (FPOs). Key task carried out are mentioned below, • Conducting baseline survey & farmer survey with help of PRA tools & identifying technological gaps in relation to coastal fisheries development. • Conducting skill gap assessment of project beneficiaries belonging to different Farmer Interest Group (FIGs); • Providing assistance in formation, registration and governance of the FPOs; • Preparing feasibility reports / bankable proposals for the fish based value added projects which may be undertaken by the individual organization.
	Consultant (IFAD Mission), Value Chain Analysis for Coastal Fisheries development in West Bengal (funded by the International Fund for Agriculture Development and Govt. of West Bengal). As a part of this assignment, Dipankar was involved in conducting detailed consultations with all the stakeholders of identified value chain. Key activities that were carried out are given, • Conducting detailed interviews of all the stakeholders of the value chain to understand the operation process at each level. • Identifying critical success factors for value chains, providing handholding support for the farmer groups in order to help them manage the business on a commercially viable basis. • Identifying areas of interventions for developing inclusive value chains & documenting case studies on emerging modern value chain for fish produce in the state. • Documenting case studies on emerging modern value chains for fish produce in the State
	Project Lead, Development of Community Based Fishery Management in the Wetlands of Manipur River Basin (MRB) As a part of this engagement, Dipankar was involved in following activities- • Creating sustainable community institutions around women Self-Help Groups (SHGs), Youth Groups of men and women (YG) and Community Development Groups (CDG); • Building capacity of community institutions for self-governance, bottom up planning and managing the day to day functioning with transparency and accountability. • Developing partnership of community institutions for natural resource management, market linkages, and sectoral economic services especially in fishery sector • Establishing backward and forward linkages for efficient marketing of fish based value added products produced by the community
	Team Lead, National Fishery Sector Overview (funded by FAO) The objective of the study was to provide a comprehensive overview of the fisheries and aquaculture sector including economic and demographic information, structure of the industry, development prospects, sector management, status and trends along with identifying the constraints faced in developing inclusive value chains for fish based produce. As team leader, Dipankar was involved in- • Assessing the macro environment which involved stakeholder interaction with various user groups across India & conducting baseline survey in order to identify potential areas for developing & strengthening the value chain. • Assessing the constraints to growth at all levels in the value chain – input, production, post-harvest, processing and marketing; • Assessing the performance of the existing infrastructure with specific focus on Public-Private-Partnerships. • Identifying models of inclusive value chains as examples of best practice with specific focus on gender issues.

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	Wetland Manager and Fish Breeding Expert, Strengthening Community based Wetland Management & Fisheries programmes for the Wetlands in Manipur As part of this project, Dipankar was involved in- • Creating sustainable community institutions around farmers involved in fish farming; Building capacity of community institutions for self-governance, bottom up planning, democratic functioning with transparency and accountability. • Developing partnership of community institutions for wetland management, microfinance, market linkages, and producing value added products. • Establishing backward and forward linkages for efficient marketing of fish based value added products produced by the community
	Consultant and Capacity Development Expert (Bay of Bengal Programme-BOBP-UN) As part of this project, Dipankar was involved in- • Orientation and capacity building of the State Fisheries Officers of West Bengal, Orissa and Andhra Pradesh in separate phases; • Analysing the fishery value chain and identify areas of strengthening • Facilitate in establishing forward linkages to ensure effective marketing of fish based value added products produced by community.
	Project Lead, Development of Fisheries as a Sustainable Livelihood option for BPL families in Sundarbans , West Bengal under Spl. SGSY programme As a part of this project, Dipankar was involved in carrying out the following activities- • Analysing the fishery value chain including fish feed/ fingerling suppliers and other intermediaries, etc.; • Formulating fishery sub-sector strategy clearly delineating the key requirements in terms of skills, credit and market access; • Conducting village survey using PRA tools and identifying key technological gaps. • Organizing training for the fishermen, rural youth, policy personnel on fish culture, project planning etc.

Expert Contact Information: e-mail- Dipankar.saha.consultant@gmail.com, phone- +91 9830110781

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Dipankar Saha Name of Expert	Signature	25/11/2017 Date
Aloke Agarwal Name of authorized Representative of the consultant	Signature	25/11/2017 Date

K-6: Agribusiness Value Chain/ Logistics Expert

Position Title & No.	Agribusiness Value Chain/ Logistics Sector Expert, K-6
Name of the Expert	Paramjyoti Chattopadhyay
Date of Birth	13.10.1979
Country of Citizenship	India

Educational Qualifications:

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School, college and/or University Attended	Degree/certificate or other specialized education obtained	Date Obtained
Saïd Business School, University of Oxford	Chevening Scholar, Chevening Rolls-Royce Science and Innovation Leadership Programme	2015
Indian Institute of Forest Management, Bhopal	PGDFM (equivalent to MBA)	2006
Sikkim Manipal University of Health, Medical & Technological Sciences	Master of Science	2004

Employment Record:

Period	Employing Organization & Title, Contact information for reference	Country	Summary of Activities performed relevant to the assignment
May, 2017 – Till date	Manager, Deloitte Touche Tohmatsu India LLP Reference: Deloitte Touche Tohmatsu India LLP, 14th floor, Bengal Intelligent Park, Salt lake, Sector V, Kolkata-700091. Tele: 033- 66121000	India	He is leading a team to deliver high quality outputs in different projects in agribusiness and allied sectors such as complete value chain analysis and market assessment of high value horticulture crops in five states in India along with the complete ecosystem study for such crops. He is also engaged in preparation of Vision, Mission and Long and Short Term Perspective Plans for agriculture and allied sectors for the State of West Bengal (as a part of a larger project).
August 2016 – May 2017	INVENT Program Leader, Villgro Innovations Foundation Reference: 3rd Floor, IIT Madras Research Park, Kanagam Road, Taramani,(Behind Tidel Park, on Old Mahabalipuram Road), Chennai – 600113. Tele: +91-44-66630400	India	He led the INVENT program, a DFID funded program (through Technology Development Board, GoI), which aims to create a viable social enterprise pipeline (including projects working on agricultural value chains) for impact investments in the 8 low income states of India (UP, MP, Bihar, Chhattisgarh, Jharkhand, Rajasthan, Orissa and West Bengal). Under this program, my team is supporting shortlisted incubators (IIM Calcutta Innovation Park, IIT Kanpur, Startup Oasis and KIIT) in the low income states to handhold Innovative businesses at seed or early stages of enterprise development that benefit the poor in the LIS of India while being commercially successful.
May 2008 to August 2016	Senior Manager, IL&FS Cluster Development Initiative Ltd. Reference: NTBCL Building, DND Toll Plaza, Noida-201301. Tele: + 91 -120- 2459200	India	He led a multidisciplinary team to deliver high quality outputs in large agribusiness projects, such as assisting MoFPI, GoI in successful implementation of Cold Chain Scheme (since 2010) having more than 100 projects across the country including cold chain logistics and also implementation of innovative dairy value chain development programme targeting small and micro dairy enterprises/ farmers in Kenya for USAID. He work on several agribusiness value chain/ supply chain development projects including logistics across India and several African countries.
Dec 2006 - April 2008	Research Analyst, Centre for Development Finance (CDF), IFMR	India	He was engaged in research on projects related to rural development and infrastructure which

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	Reference: 2nd Floor, Buhari Towers, No.4, Moores Road, Near Asan Memorial Sr. Sec. School, Chennai – 600 006. Tele: +91 (44) 40101308, 40101331		included components on studying the ecosystems of rural infrastructure projects.
April 2006 to November 2006	Divisional Manager, Grameen Koota (now Grameen Financial Services Pvt. Ltd. Reference: #49, 46th Cross, 8th Block, Jayanagar, Bengaluru, Karnataka 560071 Tele: 080 3041 2000	India	He was leading a team in operations for expansion of microfinance services in new areas. He was responsible for the operations in 3 districts.

Language Skills: English, Hindi, Bengali

Adequacy for the assignment:

Detailed tasks assigned	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
• Technical inputs on value chain in the agribusiness sub-sectors • Assist in establishing forward & backward linkages to the market • Assessment of market share, market size, major players operating in the market • Assist in establishing logistics supply chain for agribusiness units.	**Team Leader, Project Management Agency (PMA) for implementation and concurrent evaluation of the projects under the Scheme for Cold Chain, Value Addition and Preservation Infrastructure for Ministry of Food Processing Industries, GoI, 2010-16** MoFPI launched the Scheme of Cold Chain, Value Addition and Preservation Infrastructure with an objective to provide integrated cold chain and preservation infrastructure facilities in the agricultural value chains without any break from the farm gate to the consumer. It covers pre-cooling facilities at production sites, logistics support such as reefer vans, mobile cooling units as well as value addition centres which include infrastructural facilities like Processing/Multi-line Processing/ Collection Centres, etc. for horticulture, marine, dairy, meat and poultry etc. Presently, more than 150 projects have been approved by the Ministry under this Scheme and are under various stages of implementation. Paramjyoti led the PMA team and the activities performed by him were: • Overall responsibility of the PMA role for coordination and implementation of the Central Government Capital Subsidy Scheme • Assisted MoFPI in conducting value chain and market assessment • Assisted MoFPI in developing and streamlining processes for smooth implementation of the Scheme • Assisted MoFPI in selection of projects to be provided subsidy under the Scheme • Complete monitoring and evaluation of the projects assisted under the Scheme • Assisted MoFPI in releasing of funds to the Cold Chain Projects for establishment of the cold chain infrastructure as a part of agricultural value chains • Evaluation of the completed projects and assessing the impacts of the projects in reducing wastages, increasing farmers' income, creation of forward linkages with the consumption markets, etc.
	Technical Expert, Value Chain Analysis and Market Assessment of Selected Commodities (Apple, Kiwifruit, Litchi and Pineapple) for CCS National Institute of Agricultural Marketing, 2017-Ongoing As a part of this project, Paramjyoti conducted the sector scan/ value chain analysis of the selected commodities in Tripura, Arunachal Pradesh, Manipur, Bihar and Uttarakhand. Key tasks performed were- • Study of complete ecosystem covering different value chains operating for identified commodities including market assessment, marketable surplus, etc. • Identification of key players in the value chains & value Chain mapping as per key players, commodity flow, information flow etc. • Analysis of dynamics of processing and value creation, reward distribution, value chain governance and power relation structures.

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	• Suggest improvements in the value chain system for ensuring direct linkages of the farmers with the major markets and increased incomes from their produces • Recommending ways to establish forward & backward linkages for agricultural produces, supporting farmers to get access to credit & finance along with promoting investments in the value chains.
	Technical Expert, Ministry of Food Processing Industries (MoFPI), Government of India: Feasibility study for development of Strategic Distribution Centre (SDC) for Ministry of Food Processing Industries, GoI, 2008-09 The study entailed identification and assessment of a potential viable location for establishment of SDC in the country based on availability of raw materials/ food products, proximity to market and other requisite physical infrastructure as part of advance action, mapping of the catchments areas, opportunities and challenges of establishing SDC, determination of linkages with consumption markets and the dynamics therein, assessment of existing infrastructure including marketing infrastructure etc. at the identified location. It also included a detailed need assessment of the required infrastructure for setting up SDC, different business models, mapping the distribution chain, requirement of government subsidy and undertaking a comparative advantage analysis for understanding the efficacy of SDC. As a team member, Paramjyoti contributed in the following activities: • Identification and assessment of three potential viable locations for SDC in the country. • Assessment of marketable surplus/ processable produce from the identified locations and projections for marketable surplus for identified agricultural products. • Assessment of infrastructure including cold chain, transportation, loading/unloading points, marketing infrastructure, warehouse and other linkages etc. • Identification of gaps at each stage of value chain and suggesting operational models in PPP mode and develop business plans for integrated cold chain with SDC for value addition. • Develop project models for the proposed cold chain and SDC providing concrete suggestion regarding financing pattern including requirement of government subsidy, technical and project management, regulatory aspects etc.
	Project Manager, Formation of small farmer producer groups in the dairy sub sector under India-Kenya Dairy Innovation Bridge Program for USAID, 2014-15 **Detailed Tasks carried out:** The project aimed at replicating Indian dairy innovations in Kenya with suitable modifications as per the Kenyan conditions. It focused improving the income of smallholder farmers in rural areas through increased milk productivity and reduced wastages along the dairy value chain and promoting value addition. Paramjyoti worked as the Project Manager and coordinated the following activities: • Assisted in planning for infrastructure development in the targeted clusters, contributing to the growth of dairy sector • Planned trainings on shed development, feed & fodder management, livestock husbandry, good production practices and specialized programmes for enhancing entrepreneurial and managerial qualities of the dairy farmers • Share expertise on proper handling of milk and improved collection systems • Assisting in planning for innovative ways to transport the milk from inaccessible areas, such as facilitation of milk collection mechanism in rural areas with better market access.
	Technical Expert, Expanded agricultural value chains and better integration of small scale farmers into IVCs through formation of FPOs under Agribusiness Infrastructure Development Investment Program for ADB, 2009 Asian Development Bank proposed the Agribusiness Infrastructure Development Investment Program (AIDIP) in India which aims to addresses three main constraints to agriculture growth: (i) out-of-date technologies; (ii) lack of public investment in basic infrastructure; and (iii) limited diversification in the states of Bihar & Maharashtra. The project involved preparation of detailed project report for 2 end-to-end value chains per state. As Agribusiness Consultant, Paramjyoti was responsible for undertaking the following key activities: • Value Chain Analysis of horticultural value chains in Maharashtra with respect to physical and institutional links

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	• Recommending infrastructure links to ensure connectivity and basic services across the value chain • Suggesting ways for backward linkages to the production areas through contract farming and producer companies • Preparation of Business Plan, financial model, economic analysis of project at various locations.
	Team Member, Promotion Implementation of Cotton Technical Assistance Programme for Development of Cotton Sector in Benin, Chad and Nigeria, 2013 The Cotton Technical Assistance Programme (TAP) has been designed keeping in view what the Cotton-4 countries (Benin, Burkina Faso, Chad and Mali), Nigeria, Malawi and Uganda need and what best India can offer considering its strengths and experience. As a team member, Paramjyoti was involved in: • Value chain analysis of cotton sector in 2 countries in Africa • Conducted multiple stakeholders' discussions with government officials, farmers, traders, entrepreneurs, experts etc., • Undertaking field level surveys for baseline assessment • The gaps in the value chain were identified and recommendations were made on the interventions.
	Agribusiness Consultant, Preparation of Vision Document for Development of Food Processing Sector in Tripura for Department of Industries and Commerce, Government of Tripura, 2009 **Detailed Tasks carried out:** The project involved developing a holistic vision for the development of food processing industries in the state, which is catalyzing a robust agriculture industry in the state including addressing the issues of development of infrastructure for post-harvest, handling/food processing for facilitating value addition to the agriculture production in the state. Paramjyoti was involved in Value Chain Analysis, Preparation of Business Plan, financial model, economic analysis of project at various locations.

Expert Contact Information: e-mail- cparamjyoti@deloitte.com, phone- +91 9810305699

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Paramjyoti Chattopadhyay		25/11/2017
Name of Expert	Signature	Date
Aloke Agarwal		25/11/2017
Name of authorized Representative of the consultant	Signature	Date

K-7: Food Processing / Agribusiness Sector Expert

Position Title & No.	Food Processing & Agribusiness Expert
Name of the Expert	Rohit Bhandari
Date of Birth	25th October, 1953

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Country of Citizenship	India
Brief Profile	Rohit Bhandari has 41 years of experience in agribusiness and food processing in reputed organizations such as NDDB, Reliance Retail, Mott MacDonald, etc. in wide range of functions. He has been engaged in advisory services, preparation of feasibility studies on variety of food/agro products, agri-export zones, agri-infrastructures, scanning of business opportunities in food/ agro processing sectors, development and marketing of agri-infrastructure for various states, attracting investments in food/agro-processing in the states through search & selection of appropriate partners, etc. He has assisted in implementation of various food processing industries. He has completed his MBA and has completed his B.Sc. (Agriculture) from Punjab Agriculture University.

Educational Qualifications:

School, college and/or University Attended	Degree/certificate or other specialized education obtained	Date Obtained
Punjab Agricultural University	Master of Business Administration	1976
Punjab Agricultural University	Bachelor of Sciences in Agriculture	1974

Employment Record:

Period	Employing Organization & Title, Contact information for reference	Country	Summary of Activities performed relevant to the assignment
Sep, 2011 – Present	Promoter Director, Dynamic Agri & Foodbiz Consultants Pvt. Ltd. Reference: 18 - Dev Kutir Bunglows - I Ambli Ahmedabad Gujarat 380058 Tele: 9724501953	India	He led the team for conducting value chain analysis of food & agribusiness projects, assessed raw material availability, market potential, project viability for projects related to agri-infrastructure like Mega food parks, cold chains etc., He also conducted pre-investment studies like feasibility studies, DPR project appraisals, etc. for agri-infrastructure projects, processing units, etc. During last 6 years he has advised more than 50 projects related to processing of fruits and vegetables, ready-to-eat snacks/meals, Mega food parks, cold chains, many projects are running successfully.
Sep, 2009 – march, 2014	Promoter Director, Competent Agri Solutions Pvt. Ltd. Reference: 74, Vidya Vihar, Sector-9, Rohini, New Delhi – 110 085. Tele: 9724501953	India	He led the team for conducting value chain analysis for fresh produce sourcing and marketing assistance for agri produces. He also led the preparation of DPRs on high-tech potato cold storage, potato flakes, & tomato pastes etc.
June 2006-March, 2009	General Manager, Manager (Fresh Fruits and Vegetable Operations) - with Reliance Retail Reference: 3rd Floor, Court House, Lokmanya Tilak Marg, Dhobi Talao, Mumbai-400 002. Tele: 022-67673800	India	He was a key member of the team for planning pan-India operations for the supplies of Fruits and Vegetables to various formats of Reliance Retail like Hyper Markets, Super Markets and Reliance Fresh stores.
Sep 2004-May 2006	Head Project Planning, Safal Market Bangaore, Unit of NDDB Reference: National Dairy Development Board PB No. 40 Anand - 388 001.	India	His responsibilities included monitoring the progress of the Safal Market, policy formulation, networking to accelerate the growth of the project. Planned projects for the states of AP, West Bengal, Punjab, Orissa, North Karnataka, Chandigarh and Delhi. He carried out extensive field surveys related to production of fruit

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	Tele: 02692-260148		and vegetables, marketing system, functioning of the APMCs (mandies) consumption pattern and movement of fruit and vegetables in the different regions of the country.
July 2002 – Sep, 2004	Head, Agri-Infrastructure, Global Agri Systems Pvt. Ltd. Reference: J-10, Green Park Main,, New Delhi, Delhi 110016 Tele: 011 4636 0000	India	He was associated with business advisory services, preparation of feasibility studies on variety of food/agro products, agri-export zones, agri-infrastructures, scanning of business opportunities in food/ agro processing sectors. He also led development and marketing of agri-infrastructure for various states like Gujarat, Rajasthan, Kerala, UP and Punjab, attracting investments in food/agro-processing in the states through search & selection of appropriate partners. He carried out feasibility studies of processing horticulture products into value added products.
Dec 1994 – June 2004	Principal Consultant, Agri Business, Dalal Consultants & Engineers Ltd. Reference: 4, Khanna Constr House, Dr R G Thadani Marg, Sea Face Road, Worli, Near Podar Hospital, Worli, Mumbai. Tele: 022-25810649	India	He was associated in assignments on market Studies, business plan preparations, studies in agro/food processing sectors, monitoring & evaluation studies, project financing, securing government subsidies, availability studies on raw materials etc. in food/agro-processing sectors.
Mar, 1988 – Nov, 1994	He worked with various organizations such as NDDB, Creata Ice Cream Ltd, Sone Vanaspati, etc. in various food processing and agribusiness projects.		

Membership in Professional Associations:

- Member of Committee on Agriculture of Gujarat Chamber of Commerce and Industries
- Former member CII Ahmedabad Task force on Food and Agriculture
- Former member of Food and Agri Committee of ASSOCHAM Gujarat

Language Skills: English - Excellent, Hindi – Excellent, Punjabi- Fair, Gujarati- Fair

Adequacy for the assignment:

Detailed tasks assigned	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
• Technical inputs on value chain in the agribusiness sub-sectors • Assist in establishing forward & backward linkages to the market • Assessment of market share,	**Principal Consultant, A study of Fruits and vegetables business in Ahmedabad for Gujarat Co-operative Milk Marketing Federation Ltd, Anand.** As a part of this project, Rohit was involved in following key activities- • Study of current scenario of fruits & vegetables supply system in Ahmedabad. • Value chain analysis of different supply channels to analyze market equations, study different components of the value chain • Developed market entry strategy for GCMMF, suggesting ways for developing forward & backward linkages. • Specific recommendation on developing retailing system for fruits & vegetables.
	Principal Consultant, Detailed Project Reports and Advisory services for IQF & Freeze Dried F&V processing project for HMP Agro Green Private Limited. As a part of this project, Rohit performed the following key tasks- • Review of raw material availability & market study to access the size of market, potential of growth, review of competition etc. • Finalization of product mix and plant & machinery procurement process design, • Estimation of project cost and preparation of budget, identifying means of finance and preparing financial viability report for the project.

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market size, major players operating in the market.	**Principal Consultant, Detailed Project Report for Ministry of Food Processing Industries sponsored cold chain project on frozen ready to eat meals & snacks.** As a part of this engagement, Rohit performed the following key tasks- • Market Assessment for Frozen Paratha, Samosa and other snacks to study the supply chain, capacity of market, no. of players, production capacity etc. • Assessment of raw material availability in the market, technology penetration in the production capacities. • Feasibility study of the new & emerging projects as per requirement of MOFPI
	Team Lead – Agri Supply Chain, Preparation of DPRs for identified horticultural produce for developmental of integrated value chain in PPP model like onion cold store, pack houses for grapes / pomegranate, raisin processing for Maharashtra State Agricultural Marketing Board (MSAMB) Jointly with KPMG As a part of this engagement, Rohit lead the team in following tasks: • Availability study of processable agri produce in South Gujarat • Development of Mega Food Park concept • Conducting feasibility study as per the requirements of MOFPI.
	Principal Consultant, DPR on Potato Flakes for Gujarat Agro Industries Corporation, Gujarat As a part of this engagement, Rohit was engaged in following activities- • Identification of important horticultural produce • Conducting value chain analysis of the identified horticulture produces • Providing recommendations on technology, facilities, capacity, etc. • Complete financial analysis including viability assessment, etc. • Meeting with stake holders
	Principal Consultant, Pre-feasibility study on Mega food parks for Adani Group, Gujarat As a part of this project, Rohit was involved in following key tasks- • Study of availability of agri produce in Kutch region for raw material, transport infrastructure, storage capacities etc. • Advisory support for development of Mega Food Park concept and feasibility study as per the requirements of MOFPI.
	Team Leader, Preparation of DPR for Mega Food Park near Surat, Jointly with MITCON for Gujarat Agro Infrastructure Mega Food Park Private Limited As a part of this project, Rohit was involved in following key tasks- • Study of availability of agri produce in Kutch region for raw material, transport infrastructure, storage capacities etc. • Advisory support for development of Mega Food Park concept and feasibility study as per the requirements of MOFPI.

Expert Contact Information: e-mail- rohit@food&agri.com, phone- +91 9724501953

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Dr. Rohit Bhandari — 25/11/2017

Name of Expert — Signature — Date

Aloke Agarwal — 25/11/2017

Name of authorized Representative of the consultant — Signature — Date

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K-8: Agribusiness Sector Expert

Position Title & No.	Sector Expert, K-5
Name of the Expert	Lutfur Rahman
Date of Birth	1st July, 1984
Country of Citizenship	India

Educational Qualifications:

School, college and/or University Attended	Degree/certificate or other specialized education obtained	Date Obtained
Assam Agricultural University	B.Sc. in Agriculture	2006

Employment Record:

Period	Employing Organization & Title, Contact information for reference	Country	Summary of Activities performed relevant to the assignment
Feb, 2013 – Till date	Project Manager, Seven Sisters Development Assistance (SeSTA) Reference: Sesta Development Services (SDS), Kamrup, Assam-781014. Tele: 9706375837	India	Lutfur has extensive experience in formation of producer organizations, agribusiness management, agri commodities (markets, value addition, quality specification, key issues, opportunities etc.), value chain analysis, soil literacy and plant nutrient management, emerging SA practices (SRI, SWI, WADI, nutrition garden etc.), pest management including non-pesticides measures etc.
July, 2006 – Jan, 2013	Project Associate, PRADAN,	India	Luftur had extensively worked for development of livelihood of tribal communities in Jharkhand. He had successfully demonstrated agri-based livelihoods models for small & marginal farmers through accessing market led opportunities & intensifying crop production.

Language Skills: English, Hindi, Assamese

Adequacy for the assignment:

Detailed tasks assigned	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
• Technical inputs on value chain in the agribusiness sub-sectors • Assist in establishing forward & backward linkages to the market • Assessment of market	**Agribusiness and Livelihood Promotion Specialist, Capacity building of state rural livelihood mission staff in livelihood promotion in N-E states for World Bank, 2016-Ongoing** **Detailed Tasks carried out:** Under National Rural Livelihood Mission (NRLM) all the states have started implementing State Rural Livelihood projects, Lutfur has been selected as a National Resource Person (NRP) by NIRD,Hyd to support capacity building of staffs from state rural livelihood promotion societies across North Eastern states. Lutfur has been supporting the states in following ways- • Scoping study in Myrang block (Meghalaya) to identify potential on farm and off farm livelihood activities- Meghalaya State Rural Livelihood Mission- 7 Days • Taken up a series of training for staffs of Tripura, Meghalaya, Mizoram & Nagaland- Conducting trainings of staff in "basics of livelihood", "Understanding value chains", " basics of crop production technology", " Production cluster development" • On Field technical support to project staff on cultivation of large scale vegetable, mushroom cultivation

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State Project Director ARIAS Society

share, market size, major players operating in the market • Assist in establishing logistics supply chain for agribusiness units.	**Agribusiness and Livelihood Promotion Specialist, Livelihood Promotion of farmers through formation of farmer collectives in Jharkhand for PRADAN, 2010-12** **Detailed Tasks carried out:** In the uplands of Gumla district in Jharkhand, the possibility of vegetable farming at scale is immense but it lacks in knowledge of farmer, market linkage for sell, services and infrastructures. The assignment aimed at developing a vision for sustainable vegetable production with small & marginal farmers. Lutfur was involved in undertaking the following key activities: •Demonstration of intensive vegetable farming with 1500 farmers •Formation and grooming of farmer collectives, train local youths for input output market linkage, upgrade technical knowhow of farmers •Ensure sustainability through land productivity enhancement through soil quality improvement. •This effort led to improvement in income for small farmer by an addition of INR 15,000 annum as compared to INR 5000 per annum.
	Agribusiness Expert, Value chain improvement in vegetable crops for PRADAN **Detailed Tasks carried out:** Lutfur was responsible for performing the following tasks: •Visiting different markets and analyzing the value chains of different vegetables as well as fruits & based on the analysis figure out opportunities for small holders in the value chain •Promoting two new varieties of mangoes (Amrapalli and Mallika) among farmers based on assessment of best profitable crop choices •Understand the problems and opportunities of vegetable & fruit market for small farmers •Develop new marketing channels such as aggregation and sale through local youth.
	Agricultural Specialist , Productivity enhancement of different crops in Jharkhand for ICRISAT, 2008-Ongoing **Detailed Tasks carried out:** Lutfur has been responsible for performing the following tasks: • Conduct field trials of different crop varieties, tracking yields, and analyze results • Technology demonstration and crop planning • Encourage the use of micronutrients (Zinc Sulphate, Boron, Dolomite) which increases crop yields by 5%-40% among almost 3000 farmers in Gumla District • Affect increase in net sown area under good variety pulses with yield improvement by 20% as compared to traditional seeds of pulses and oilseeds.
	Agribusiness Expert, Promoting System of Rice Intensification (SRI) for increasing food sufficiency for PRADAN, 2006-16 **Detailed Tasks carried out:** Lutfur was responsible for performing the following tasks: •Collecting and documenting baseline values on productivity and cost of existing system of rice cultivation based on official sources and through primary interaction •Leveraging existing data on productivity, cost and sustainability from SRI cultivation in other parts of the countries to provide evidences for creating awareness on SRI methods of crop cultivation •Identifying a pool of community resource persons to extensive implementation of SRI in large community •Introduction of System of Rice Intensification, which results in yield improvement from 1.5MT/Ha to 5MT/Ha •Developing training manual to SRI promotion and develop Internal Control System for large scale promotion of SRI method of paddy cultivation leading to training & capacity building of community resource persons with purpose of enhancing knowledge of SRI practices

Expert Contact Information: e-mail- rahman.sesta@gmail.com, phone- +91 8724039486

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

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State Project Director ARIAS Society

Lutfur Rahman		25/11/2017
Name of Expert	Signature	Date
Aloke Agarwal		25/11/2017
Name of authorized Representative of the consultant	Signature	Date

Deloitte Touche Tohmatsu India LLP Kolkata

State Project Director ARIAS Society

Annexure -1: CERTIFICATION OF INCORPORATION

प्राप्प० आई० आर०
Form I. R.

निगमन का प्रमाण-पत्र
CERTIFICATE OF INCORPORATION

सं० ..... की सं० .....
No. 11-93339 ..... of Date 1995

मैं एतद्द्वारा प्रमाणित करता हूं कि आज .....

कम्पनी अधिनियम 1956 (1956 का सं० 1) के अधीन निगमित की गई है और यह कम्पनी परिसीमित है।

I hereby certify that DELOITTE TOUCHE TOHMATSU INDIA PRIVATE LIMITED

is this day incorporated under the Companies Act, 1956 (No. 1 of 1956) and that the Company is limited.

मेरे हस्ताक्षर से आज ता० ..... को दिया गया।

Given under my hand at BOMBAY this SIXTH day of OCTOBER One thousand nine hundred and NINETYFIVE

(Y.M.DEOLIKAR)
कम्पनियों का रजिस्ट्रार
Addl. Registrar of Companies

रजिस्ट्रार की मोहर
Seal of the Registrar of Companies
Maharashtra

जे० एस० सी० 1
J. S. C. 1

79/एम०एफ०एस०/सिविल/कलकत्ता/91—20,000—15-1-92—भासमुगा
79 MFS Civil/Cal./91—20,000—15-1-92—GIPG

Deloitte Touche Tohmatsu India LLP
Kolkata

State Project Director
ARIAS Society

Annexure -1: CERTIFICATION OF REGISTRATION

GOVERNMENT OF INDIA

MINISTRY OF CORPORATE AFFAIRS

Registrar ,RoC-Mumbai
Everest , 100 , Marine Drive , Mumbai - 400002, Maharashtra, INDIA

FORM 19

[Refer Rule 32(1) of the LLP Rules, 2009]

CERTIFICATE OF REGISTRATION ON CONVERSION

OF

DELOITTE TOUCHE TOHMATSU INDIA PRIVATE LIMITED

TO

DELOITTE TOUCHE TOHMATSU INDIA LLP

LLP Identification Number: AAE-8458

It is hereby certified that DELOITTE TOUCHE TOHMATSU INDIA LLP is this day registered pursuant to section 58(1) of the LLP Act 2008.

Given at Maharashtra this First day of October Two Thousand Fifteen

Signature invalid

Registrar ,Maharashtra, Mumbai

Note: The corresponding form has been approved by Arya Jayant Pyarelal,Assistant Registrar and this certificate has been digitally signed by the Registrar through a system generated digital signature under rule 36(3)(ii) of the Limited Liability Partnership Rules, 2009
The digitally signed certificate can be verified at the Ministry website (www.mca.gov.in).

Mailing Address as per record available in Registrar office:
DELOITTE TOUCHE TOHMATSU INDIA LLP
12, Dr. Annie Besant Road, Opp. Shivsagar Estate, Worli,
Mumbai - 400018,
Maharashtra, INDIA

Deloitte Touche Tohmatsu India LLP
Kolkata

State Project Director
ARIAS Society

Annexure -2: Letters of Association of SeSTA with Deloitte

SDS
Sesta Development Services

Sesta Development Services (SDS)
Rupalim Nagar, Survey School
Jalukbari West, Kamrup(M), Assam-781014
Contact Number: (+91)9706375837
Email: sdsnortheastindia@gmail.com

To,
State Project Director,
ARIAS Society, Project Coordination Unit,
Agriculture Complex, Khanapara, G.S. Road,
Guwahati-781022; (Assam, India)

November 30, 2017

Assignment: Conducting a Sector Scan Study and a Sub-sector Scan Study of Agribusiness Sector for Assam Bureau of Investment Promotion (ABIP)

RFP No.: ARIAS/APART/156/2016

Dear Madam/Sir,

I the undersigned, confirm the agreement of Sesta Development Services (SDS) to associate on an exclusive basis with Deloitte Touche Tohmatsu India LLP (DTTILLP), in order to submit a joint Request for Proposal(RFP) for the above captioned project.

We agree that we will be available for executing the project for such duration as specified in the RFP notice, should the project be awarded to DTTILLP.

Thanking you,

Yours faithfully,

Authorised Signatory
Sesta Development Services (SDS)

Signature and seal
Name of Authorized Signatory: Parag Boruah
Designation of Authorized Signatory: Managing Trustee

Deloitte Touche Tohmatsu India LLP
Kolkata

State Project Director
ARIAS Society

Annexure -2: Letters of Association of Ranjan Sinha with Deloitte

November 29, 2017

To,
The State Project Director
ARIAS Society, Project Coordination Unit,
Agriculture Complex, Khanapara, G.S. Road,
Guwahati-781022 (Assam, India);

Project: Conducting a Sector Scan Study and a Sub-sector Scan Study of Agribusiness Sector for Assam Bureau of Investment Promotion (ABIP).

RFP Reference no.: ARIASS/APART/156/2016/38.

I would like to inform you that I have agreed to join the team/ consortium led by Deloitte Touche Tohmatsu India LLP (DTTILLP) for the above mentioned project should it be awarded to them.

I agree that I will be available for executing the engagement for such duration as specified in the proposal.

Thanking you,

Sincerely,

Ranjan Sinha

Deloitte Touche Tohmatsu India LLP
Kolkata

State Project Director
ARIAS Society

Annexure -2: Letters of Association of Dr. Ravinder Sharma with Deloitte

To,
The State Project Director
ARIAS Society, Project Coordination Unit,
Agriculture Complex, Khanapara, G.S. Road,
Guwahati-781022 (Assam, India);

November 29, 2017

Project: Conducting a Sector Scan Study and a Sub-sector Scan Study of Agribusiness Sector for Assam Bureau of Investment Promotion (ABIP).

RFP Reference no.: ARIASS/APART/156/2016/38.

I would like to inform you that I have agreed to join the team/ consortium led by Deloitte Touche Tohmatsu India LLP (DTTILLP) for the above mentioned project should it be awarded to them.

I agree that I will be available for executing the engagement for such duration as specified in the proposal.

Thanking you,

Sincerely,

Name & Signature of the Consultant

(Dr Ravinder Kumar Sharma)

Deloitte Touche Tohmatsu India LLP
Kolkata

State Project Director
ARIAS Society

Annexure -2: Letters of Association of Dipankar Saha with Deloitte

To,
The State Project Director
ARIAS Society, Project Coordination Unit,
Agriculture Complex, Khanapara, G.S. Road,
Guwahati-781022 (Assam, India);

November 29, 2017

Project: Conducting a Sector Scan Study and a Sub-sector Scan Study of Agribusiness Sector for Assam Bureau of Investment Promotion (ABIP).

RFP Reference no.: ARIASS/APART/156/2016/38.

I would like to inform you that I have agreed to join the consortium led by Deloitte Touche Tohmatsu India LLP (DTTILLP) for the above project should it be awarded to them.

I agree that I will be available for executing the engagement for such duration as specified in the proposal.

Thanking you,

Sincerely,

Dipankar Saha
Name & Signature of the Consultant

Deloitte Touche Tohmatsu India LLP
Kolkata

State Project Director
ARIAS Society

Annexure -2: Letters of Association of Rohit Bhandari with Deloitte

To,
The State Project Director
ARIAS Society, Project Coordination Unit,
Agriculture Complex, Khanapara, G.S. Road,
Guwahati-781022 (Assam, India);

November 29, 2017

Project: Conducting a Sector Scan Study and a Sub-sector Scan Study of Agribusiness Sector for Assam Bureau of Investment Promotion (ABIP).

RFP Reference no.: ARIASS/APART/156/2016/38.

I would like to inform you that I have agreed to join the team/ consortium led by Deloitte Touche Tohmatsu India LLP (DTTILLP) for the above mentioned project should it be awarded to them.

I agree that I will be available for executing the engagement for such duration as specified in the proposal.

Thanking you,
Sincerely,

Rohit Bhandari
18- Dev Kutir Bungalows-1
Ambli, Ahmedabad-380058
Cell No-97245 01953

Deloitte Touche Tohmatsu India LLP
Kolkata

State Project Director
ARIAS Society

Deloitte.

Consultancy Services to conduct a Sector Scan Study and a Sub-sector Scan Study of Agribusiness Sector for Assam Bureau of Investment Promotion (ABIP)

Government of Assam

Financial Proposal

RFP Reference no.: ARIASS/APART/156/2016

December 2017

In association with

SeSTA

Deloitte Touche Tohmatsu India LLP
Kolkata

State Project Director
ARIAS Society

1. FORM FIN-1

Financial Proposal Submission Form

Kolkata, 13/12/2017

To,
The State Project Director
ARIAS Society, Project Coordination Unit,
Agriculture Complex, Khanapara, G.S. Road,
Guwahati-781022 (Assam, India);

Dear Sir,

We, the undersigned, offer to provide the consulting services for Conducting a Sector Scan Study and a Sub-sector Scan Study of Agribusiness Sector for Assam Bureau of Investment Promotion (ABIP)] in accordance with your Request for Proposal dated 1st November, 2017 and our Technical Proposal.

Our attached Financial Proposal is for the amount of Rs. 47,06,000 (Rs. Forty Seven Lakh and Six Thousand Only) excluding of all indirect local taxes (GST) in accordance with ITC 25.1 in the Data Sheet. The estimated amount of local indirect taxes (GST) is Rs. 8,47,080 (Rs. Eight Lakh Forty Seven Thousand and Eighty Only) which shall be confirmed or adjusted, if needed, during negotiations.

Our Financial Proposal shall be valid and remain binding upon us, subject to the modifications resulting from Contract negotiations, for the period of time specified in the Data Sheet, ITC 12.1.

No commissions or gratuities have been or are to be paid by us to agents or any third party relating to this Proposal and Contract execution.

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely,

Signature
[Consultant's Authorized Representative]

Full Name & Title: Aloke Agarwal, Partner
Name of Consultant: Deloitte Touche Tohmatsu India LLP
Capacity: Authorized Signatory
Address:
Regd. Office: 12, Dr. Annie Besant Road, Opp. Shivsagar Estate, Worli, Mumbai – 400018
Corresponding Address: 14th floor, Building Omega, Bengal Intelligent Park, Block EP & GP, Sector-V, Kolkata-700091
Phone / Fax: +91 (33) 66121000/ 66121266 (D),
Mobile: +91 9830277090
Email: aloagarwal@deloitte.com

Deloitte Touche Tohmatsu India LLP Kolkata

State Project Director ARIAS Society

2. FORM FIN-2

Summary of Costs

Item	Cost (Indian Rupees)
Cost of the Financial Proposal including:	
(1) Remuneration	**4320000**
(2) Reimbursables	**386000**
Total Cost of the Financial Proposal:	**4706000**
Indirect Local Tax Estimates	
(i) GST (@ 18%)	**847080**
(ii) Any other applicable Taxes etc.	**0**
Total Estimate for Indirect Local Tax:	**847080**

Deloitte Touche Tohmatsu India LLP Kolkata

State Project Director ARIAS Society

3. FORM FIN-3

Breakdown of Remuneration

Breakdown of Remuneration						
No.	Name	Position (as in Tech -6)	Person-month remuneration rate		Time input in person/month	Indian Rupees
	Key Experts					
K 1	Ranjan Sinha	Team Leader	Home	175000	6	1050000
			Field		0	0
K 2	Shubham Gupta	Investment Promotion Specialist	Home	175000	6	1050000
			Field		0	0
K 3	Sabyasachi Banerji	Market Analyst	Home	150000	6	900000
			Field		0	0
K 4	Dr. Ravinder Sharma	Sector Expert	Home	175000	2	350000
			Field		0	0
K 5	Paramjyoti Chattopadhyay	Sector Expert	Home	150000	2	300000
			Field		0	0
K 6	Dipankar Saha	Sector Expert	Home	160000	2	320000
			Field		0	0
K 7	Rohit Bhandari	Sector Expert	Home	175000	2	350000
			Field		0	0
					Total	4320000

Note: Since this is a selection based on QCBS method (as per Datasheet 2.1 in the RFP document), 'Appendix A. Financial Negotiations - Breakdown of Remuneration Rates' including Sample Form and Model Form-I are not applicable, as these are required only in case of QBS method as mentioned in page 38 of the RPF document.

Deloitte Touche Tohmatsu India LLP Kolkata

State Project Director ARIAS Society

4. FORM FIN-4

Breakdown of Reimbursable Expenses

No.	Type of Reimbursable Expenses	Unit	Unit cost	Quantity	Indian Rupees
1	Boarding & Lodging	Day	4000	45	180000
2	Flights Tickets	Tickets	7000	18	126000
3	Local Travel	Day	1500	40	60000
4	Miscellaneous	NA	NA	NA	20000
				Total	386000

Deloitte Touche Tohmatsu India LLP Kolkata

State Project Director ARIAS Society