

shall endeavor to provide clarifications and such further information as it may, in its sole discretion, consider appropriate for facilitating a fair, transparent and competitive Selection Process.

2.8. PREPARATION AND SUBMISSION OF PROPOSAL

- 2.8.1. The Proposal and all communications including supporting documents should be in English only.
- 2.8.2. The Proposal and its copy shall be signed by the authorized signatory of the applicant who shall sign in each page. In case of printed and published Documents, only the cover shall be signed. All the alterations shall be signed by the person(s) signing the Proposal. The Proposal must be properly signed by the authorized representative.
- 2.8.3. Applicant should note that except as specifically provided in this RFP, no supplementary material will be entertained by the Authority, and the evaluation will be carried out only on the basis of Documents received by the closing time of bid submission.

2.9. PROPOSAL

- 2.9.1. While submitting the Financial Proposal, the Applicant shall in particular, ensure that:
 - (a) All forms are submitted in the prescribed formats and signed by the prescribed signatories.
 - (b) Power of Attorney, if applicable, is executed as specified in this RFP.
- 2.9.2. **Earnest Money Deposit:** 2% of total Bid amount in the form of Demand Draft in favour of State Urban Development Agency is to be submitted by each bidder as earnest money deposit. After selection of final Awardee, it will be returned to other bidders within 2 days (bidders will collect the same from SUDA office) and the same of the Awardee will be retained with SUDA. The EMD of the selected bidder will be converted to Security Deposit and will be retained till the completion of the contract.
- 2.9.3. **Security Deposit:** 10% of total Bid amount. There will be a deduction of 8% from each R/A bill, as Security Deposit and will be retained with SUDA till the completion of the contract.

2.10. FINANCIAL PROPOSAL

- 2.10.1. Applicants shall submit the financial proposal in the formats at Appendix - I (the "Financial Proposal") clearly indicating the total cost of the Consultancy in both figure and words, in Indian Rupees, and signed by the

Applicants Authorized Representative.

- 2.10.2. In the event of any difference between the arithmetic total and the total shown in the Financial Proposal, the lower of the two shall prevail.
- 2.10.3. While submitting the Financial Proposal, the Applicant shall ensure the following:
- (a) All the costs including tax liabilities associated with the assignment shall be included in the Financial Proposal. These shall normally cover remuneration for all the Personnel, accommodation, boarding & lodging, journey expenses including equipment, preparation and printing of documents, internal transport etc. The total amount indicated in the Financial Proposal shall be without any condition attached or subject to any assumption, and shall be final and binding. In case any assumption or condition is indicated in the Financial Proposal, it shall be considered non-responsive and liable to be rejected. The rate quoted shall be valid throughout the period of performance of the assignment up to and including discharge of all obligations of the Transaction Advisor under the agreement.
 - (b) Office Space will be provided by SUDA but administrative expense shall be borne by the Selected Bidder
 - (c) All payments shall be subject to deduction of taxes at source as per Applicable Laws.
 - (d) The Proposal shall be valid for 180 days from the date of submission of bid.

2.11. MANNER OF SUBMISSION OF PROPOSAL

- 2.11.1. The Financial Proposal shall be submitted in a sealed envelope. The envelope should be properly sealed and put in an outer envelope which bears the address of the Authority, RFP Notice number, the name and address of the Applicant.
- 2.11.2. The envelop marked "Financial Proposal" shall contain the financial proposal in the prescribed format (Forms 1 & 2 of Appendix - I)
- 2.11.3. Statement of Legal Capacity (Form 3 of Appendix-I), alongwith Power of Attorney.
- 2.11.4. Declaration for deployment of Team members as detailed in Terms of Reference should be submitted in Form 4 of Appendix-I.
- 2.11.5. Demand Draft of 2% of total Bid Amount in favour of State Urban

Development Agency - SBM as Earnest Money.

- 2.11.6. The completed Proposal must be submitted on or before the specified time on last date for submission of bid.

2.12. MODIFICATION / SUBSTITUTION / WITHDRAWAL OF PROPOSALS

- 2.12.1. The Applicant may modify, substitute, or withdraw its Proposal after submission, provided that written notice of the modification, substitution, or withdrawal is received by the Authority prior to last date for submission of bid. No Proposal shall be modified, substituted, or withdrawn by the Applicant on or after the last date for submission of bid.

- 2.12.2. The modification, substitution, or withdrawal notice shall be prepared, sealed, marked, and delivered with the envelope being additionally marked "MODIFICATION", "SUBSTITUTION", or "WITHDRAWAL", as appropriate.

- 2.12.3. Any alteration / modification in the Proposal or additional information or material supplied subsequent to the last date of submission of bid, unless the same has been expressly sought for by the Authority, shall be disregarded.

2.13. EVALUATION PROCESS

- 2.13.1. The Authority shall open the Proposal on 25.01.2019 at 15:00 hours and in the presence of the Applicants who choose to attend.

- 2.13.2. Proposal for which notice of withdrawal has been submitted shall not be opened.

- 2.13.3. The Authority reserves the right to reject any Proposal which is non-responsive and no request for alteration, modification, substitution or withdrawal shall be entertained by the Authority in respect of such Proposals.

2.14. CLARIFICATIONS

- 2.14.1. To facilitate evaluation of Proposals, the Authority may, at its sole discretion, seek clarification / additional information from any Applicant regarding its Proposal. Such clarification (s) shall be provided in writing within the time specified by the Authority for this purpose, failing which the Proposal shall be liable to be rejected. In case the Proposal is not rejected, the Authority may proceed to evaluate the Proposal by constructing the particulars requiring clarification to the best of its understanding, and the Applicant shall be barred from questioning on such interpretation of the Authority.

2.15. APPOINTMENT OF TRANSACTION ADVISER

- 2.15.1. The Selected Applicant may, if necessary, be invited for negotiations. The negotiations shall generally not be for reducing the price of the Proposal, but will be for re-confirming the obligations of the consultant under this RFP, technology or methodology and quality of the work plan shall be discussed during negotiations. In case the selected applicant fails to re-confirm its commitment, the Authority reserves the right to designate the next applicant as the selected applicant and invite it for negotiations.
- 2.15.2. **AWARD OF CONSULTANCY:** After selection, a Letter of Award (the "LOA") shall be issued in duplicate, by the Authority to the Selected Applicant and the Selected Applicant shall, within 7 (seven) days of the receipt of LOA, sign and return the duplicate copy of the LOA in acknowledgement thereof. In the event the duplicate copy of the LOA duly signed by the Selected Applicant is not received by the stipulated date, the Authority may, unless it agrees to extension of time for submission thereof, cancel the LOA and next Applicant may be considered.
- 2.15.3. After signing of the LOA, the Transaction Advisor will be required to enter into an agreement with SUDA.
- 2.15.4. **COMMENCEMENT OF ASSIGNMENT:** The Transaction Adviser shall commence the work as per the Terms of Reference within 7 (seven) days of the date of acceptance of the LOA or such other date as may be mutually agreed. If the Consultant fails to either acknowledge the LOA or commence the assignment as specified herein, the LOA shall stand automatically terminated, the earnest money of the bidder shall stand forfeited and in such a situation the authority shall be entitled to proceed with the matter as it deemed fit.

2.16. TIME SCHEDULE FOR DELIVERY

Stage	Activity	Time Allocated *
Stage 1	Submission of the Inception Report	7 days from signing date
Stage 2	Submission of Draft Feasibility Report	20 days from the Stage 1
Stage 3	Submission of Final Feasibility Report along with action plan	10 days from approval of Stage 2
Stage 4	Submission of the Draft RFP for selection of Agency	20 days from approval of Stage 3
Stage 5	Submission of the Final RFP for selection of Agency	10 days from approval of Stage 4
Stage 6	Evaluation of the Tender Documents and recommendation for the Selected Agency	5 days from tender closing date
Stage 7	Getting the Concession Agreement signed by the selected Agency	10 days from Stage 6

It is the responsibility of the Transaction Advisor to complete the assignment upto the signing of the agreement with the Agency within the desired period.

* Time allocated given in the table above is indicative. The bidders may provide their assessed time frame during the pre-bid meeting. Following the pre-bid meeting the time frame will be finalized.

2.17. PAYMENT SCHEDULE

The payment schedule for the assignment is as given below. In each stage payment will be made on the acceptance of the relevant document by Director, SUDA.

Stage	Details of Stages	Percentage
Stage 1	Submission and acceptance of Draft Feasibility Report, upon acceptance of the Inception Report by Director, SUDA	20%
Stage 2	Submission of Final Feasibility Report alongwith action plan and acceptance of the same by Director, SUDA	10%
Stage 3	Submission of the Draft RFP for selection of Agency and acceptance of the same by Director, SUDA	20%
Stage 4	Submission of the Final RFP for selection of Agency	10%
Stage 5	Evaluation of the Tender Documents and recommendation for the Selected Agency	20%
Stage 6	Getting the Concession Agreement signed by the selected Agency	20%
	Total	100%

If the project gets shortened, the Transaction Advisor will be paid for the stage of work completed and accepted.

The bidders have to quote lump sum fees in Indian rupees inclusive of all taxes and all expenses, etc. complete in all respect.

2.18. MISCELLANEOUS

2.18.1. In case of any disputes, the matters shall be settled mutually. However, the decision of The Director, SUDA will be final and binding.

2.18.2. The Authority, in its sole discretion and without incurring any obligation or liability, reserves the right, at any time to:

(a) Suspend and / or cancel the Selection Process and / or amend and / or supplement the Selection Process or modify the dates or other terms of conditions relating thereto with intimation to the bidders.

(b) Confer with any Applicant in order to receive clarification or further

information.

- (c) Retain any information and / or evidence submitted to the Authority by, on behalf of and / or in relation to any Applicant; and / or
- (d) Independently verify, disqualify, reject and / or accept any and all submissions or other information and/or evidence submitted by or on behalf of any Applicant.

2.18.3. It shall be deemed that by submitting the Proposal, the Applicant agrees and releases the Authority, its employees, agents and advisers, irrevocably, unconditionally, fully and finally from any and all liability for claims, losses, damages, costs, expenses or liabilities in any way related to or arising from the exercise of any rights and / or performance of any obligations hereunder, pursuant hereto, and / or in connection herewith and waives any and all rights and / or claims it may have in this respect, whether actual or contingent, whether present or in future.

2.18.4. All documents and other information supplied by the Authority or submitted by an Applicant shall remain or become, as the case may be, the property of the Authority. The Authority will not return any submissions made hereunder. Applicants are required to treat all such documents and information as strictly confidential.

2.19. TERMINATION OF THE ENGAGEMENT

If the performance of the Transaction Advisor is not up to the satisfaction of SUDA or the Transaction Advisor fails to perform as per the agreed Terms of Reference (TOR), SUDA reserves the right to terminate the engagement with right to claim damages, loss *etc.* as deemed fit.

In that case a written notice will be served to the agency before terminating the contract.

3. DOCUMENTS

3.1. APPENDIX - I

Documents for Financial Proposal

The Financial Proposal includes the following documents:

Form 1: Covering Letter; Form 2: Financial Proposal; Form-3: Statement of Legal Capacity alongwith the Power of Attorney; Form 4: Declaration on Manpower Support, DD of Earnest Money deposit and the bid document duly signed in all the pages as acceptance of the Bid Clauses and Terms of References.

FINANCIAL PROPOSAL

Form - 1

Letter of Proposal

(On Applicant's letter head)

(Date and Reference)

To: The Director
State Urban Development Authority
ILGUS Bhawan
HC Block, Sector-III
Bidhannagar
Kolkata – 700 106

“APPOINTMENT OF TRANSACTION ADVISOR for Assisting the State Government for Planning of Scientific Solid Waste Management through Cluster Approach and Bid Process Management for selection of O & M Agency/s.”

Ref : Your tender ID no. dated

Dear Sir,

With reference to your RFP Document No. dated, I / We -----, having examined all relevant documents and understood their content, hereby submit our Financial Proposal for selection as Transaction Advisor for Assisting the State Government for Planning of Scientific Solid Waste Management through Cluster Approach and Bid Process Management for selection of O & M Agency/s.

The proposal is unconditional and unqualified.

- (1) I / We acknowledge that the Authority will be relying on the information provided in the Proposal and the documents accompanying the Proposal for selection of the Transaction advisor and we certify that all information provided in the Proposal and in the Appendix is true and correct and documents accompanying such Proposal are true copies of their respective originals.

- (2) I / We acknowledge the right of the Authority to reject our application without assigning any reason or otherwise waive our right to challenge the same on any account whatsoever.
- (3) I / We certify that in the last three years, we or any of our Associates have neither failed to perform any contract as evidenced by imposition of penalty by an arbitral or judicial authority or a judicial pronouncement or arbitration award against the Applicant or by any PSU nor have been expelled from any project or contract by any public authority or have had any contract terminated by any public authority for breach on our part.
- (4) I / We declare that:
 - (a) I / We have not directly or indirectly or through an agent engaged in or indulged in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice, in respect of any tender or request for proposal issued by or any agreement entered into with the Authority or any public sector enterprise or any government, Central or State; and
 - (b) I / We hereby certify that we have taken steps to ensure that in conformity with the provision of the RFP, no person acting for us or on our behalf will engage in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice.
- (5) I / We understand that the Authority may cancel the Selection Process at any time and that the Authority is neither bound to accept any Proposal nor to select the Consultant, [without incurring any liability to the Applicants.
- (6) I / We certify that in regard to matters other than security and integrity of the country, we or any of our Associates have not been convicted by a Court of Law or indicted or adverse order passed by a regulatory authority which would cast a doubt on our ability to undertake the Consultancy for the Project or which relates to a grave offence that outrages the moral sense of the community.
- (7) I / We further certify that in regard to matters relating to security and integrity of the country, we have not been charge-sheeted by any agency of the Government or convicted by a Court of Law for any offence committed by us or by any our Associates.
- (8) I / We further certify that no investigation by a regulatory authority is pending either against us against our CEO or any Directors / Managers / employees.
- (9) I / We hereby irrevocably waive any right or remedy which we may have at any stage under law or howsoever otherwise arising to challenge or question any decision taken by the Authority [and / or the Government of West Bengal] in connection with the selection of Consultant or in connection with the Selection

Process itself in respect of the above-mentioned job of valuation.

- (10) I / We agree and understand that the proposal is subject to the provision of the RFP document. In no case, shall I / We have any claim or right of whatsoever nature, if the appointment of Transaction Adviser is not awarded to me / us or our proposal is not opened or rejected.
- (11) A Power of Attorney in favour of the authorized signatory to sign and submit this Proposal and documents is attached herewith in Form 3.
- (12) In the event of my / our firm being selected as the Transaction advisor, I / we agree and undertake to provide the services of the Experts in accordance with the provisions of the RFP in the Terms of Reference and that the Experts shall be responsible for providing the agreed services himself and not through any other person or Associate.
- (13) I / We have studied RFP and all other documents carefully. We understand that we shall have no claim, right or title arising out of any documents or information provided to us by the Authority or in respect of any matter arising out of or concerning or relating to Selection Process including the award of the job of Transaction Advisor.
- (14) I / We agree that this offer shall remain valid for a period of 180 days from the date of submission of bid.
- (15) I / We agree and undertake to abide by all the terms and conditions of the RFP Document.
- (16) In witness thereof, I / we submit this Proposal under and in accordance with the terms of the RFP Document.

Yours faithfully,

For and on behalf of

(Signature, name and designation of the authorised signatory)
(Name and seal of the Applicant / Lead Member)

Form - 2

Financial Proposal

(Cluster No. & description: _____)

Name of the Bidder:

Name of Authorized Signatory:

Address:

Email:

Telephone No.:

Mobile No.:

Fax No.:

Total amount offered towards fees inclusive of all taxes and expenses *etc.* for appointment as Transaction Advisor for Assisting the State Government for Planning of Scientific Solid Waste Management through Cluster Approach and Bid Process Management for selection of O & M Agency/s

Amount in figures (including GST) Rs.	Amount in words (including GST)

There will be no other fees or charges other than the above amount and the above costs cover all expenditure including travel, lodging & boarding, transport, setting up office *etc.*

Signature of the Authorized person on behalf of (Name of the Bidder)

Notes:

1. The financial proposal is unconditional.
2. All payments shall be made in Indian Rupees after TDS and subject to deduction of other applicable taxes, if any.

Form-3

Statement of Legal Capacity

(To be forwarded on the letter head of the Applicant)

Ref:

Date:

To: The Director
State Urban Development Authority
ILGUS Bhawan
HC Block, Sector-III,
Bidhannagar
Kolkata – 700106

Sub: Appointment of Transaction Advisor for Assisting the State Government for Planning of Scientific Solid Waste Management through Cluster Approach and Bid Process Management for selection of O & M Agency/s.

Ref : Your tender ID no. SUDA/...../TA dated

Dear Sir,

I / We hereby confirm that I / we, the Applicant satisfy the terms and conditions laid down in the RfP document.

I / We have agreed that (insert individual's name) will act as Authorized Representative on our behalf and has been duly authorized to submit our Proposal. Further, the authorized representative is vested with requisite powers to furnish such proposal and all other documents, information or communication and authenticate the same.

Yours faithfully,

For and on behalf of
(Signature, name and designation of the authorized signatory)

Form-4

Declaration on Manpower Support*(To be forwarded on the letter head of the Applicant)*

Ref:

Date:

To: The Director
State Urban Development Authority
ILGUS Bhawan
HC Block, Sector-III,
Bidhannagar
Kolkata - 700106

Sub: Engagement of key Manpower viz., Team Leader, Solid Waste Management Specialist, PPP Specialist, Financial Analyst and Legal Advisor.

Ref: Your tender ID no. SUDA/...../TA dated

Dear Sir,

I / We hereby confirm that I / we, the Applicant have the following strength of key Personnel, who will be engaged in support of the project and will prepare the Total Bid Document/Request for Proposal/Expression of Interest (EOI) for the clustered Projects as identified, in conformity with the Terms of Reference of the RFP document, as laid down.

Sl. No.	Name of the Key Personnel/Manpower	Designation	Qualification	Experience in the relevant Field	e-mail ID and Contact No.

Yours faithfully,

For and on behalf of

(Signature, name and designation of the authorized signatory)

Power of Attorney

Know all men by these presents, We, _____ (name of Firm and address of the registered office) do hereby constitute, nominate, appoint and authorize Mr. / Ms. _____ Son / daughter / wife and presently residing at _____ who is presently employed with / retained by us and holding the position of _____ as our true and lawful attorney (hereinafter referred to as the "Authorized Representative") to do in our name and on our behalf, all such acts, deeds and things as are necessary or required in connection with or incidental to submission of our Proposal for and selection as the Transaction Adviser for assisting the State Government for Planning of Scientific Solid Waste Management through Cluster Approach and Bid Process Management for selection of O & M Agency/sr for Solid Waste Management Projects, including but not limited to signing and submission of all applications, proposals and other documents and writings, participating in pre-bid and other conference and providing information / responses to the Authority, representing us in all matters before the Authority, signing and execution of all contracts and undertakings consequent to acceptance of our proposal and generally dealing with the Authority in all matters in connection with or relating to or arising out of our Proposal for the said consultancy job and/or upon award thereof to us till the entering into of the Agreement with the Authority.

AND, we do hereby agree to ratify and confirm all acts, deeds and things lawfully done or caused to be done by our said Authorized Representative pursuant to and in exercise of the powers conferred by this Power of Attorney and that all acts, deeds and things done by our said Authorized Representative in exercise of the powers hereby conferred shall and shall always be deemed to have been done by us.

IN WITNESS WHEREOF WE, _____ THE ABOVE NAMED PRINCIPAL HAVE EXECUTED THIS POWER OF ATTORNEY ON THIS DAY OF _____, 2019.

For (Signature, Name, Designation and Address)

Witnesses:

1) _____

2) _____

Notarised

Accepted (Signature, name designation and address of the Attorney)

Notes:

The mode of execution of the Power of Attorney should be in accordance with the procedure, if any, laid down by the applicable law and the charter documents of the

executants (s) and when it is so required the same should be under common seal affixed in accordance with the required procedure. Wherever required, the Applicant should submit for verification the extract of the charter documents and other documents such as a resolution / power of attorney in favour of the person executing this Power of Attorney for the delegation of power hereunder on behalf of the Applicant.

Terms of Reference (TOR) for Transaction Adviser

(1) Introduction

Government of West Bengal has taken several steps/initiatives for making all the cities Clean, Green and Beautiful with special emphasis on management of Solid Wastes in Municipal Towns of the State. One of the obligatory functions of the Municipal Bodies is to remove solid waste from the cities under Sections 63, 95B, 260, 273 of the West Bengal Municipal Act 1993 and corresponding Sections in the Municipal Corporations' Acts. A number of initiatives have been taken by the UD&MA Department to ensure that solid waste are collected by the Municipal Bodies and disposed of scientifically by them. Under Mission Nirmal Bangla, a lot of equipment *e.g.* garbage bins, compactors, hydraulic tippers and other vehicles, community bins to Municipal Bodies to assist them in systematic collection of garbage from individual holdings, their transportation and stacking before disposal. Land has also been provided through inter departmental transfer to municipal bodies to set up dumping ground cum solid waste processing plants. In some cases these bodies have been permitted to purchase private land for setting up these facilities. The municipal bodies are required to collect waste from individual holdings systematically and transport them regularly to the solid waste disposal facility and get them recycled/processed scientifically. There are some sporadic efforts by some municipalities to collect waste and process them to the best of their abilities. It is, however, a fact that most municipal bodies don't have the technical capability, financial muscle and managerial competence to handle solid waste in a scientific manner. As a result, in spite of best intentions and substantial investments, these efforts have not resulted in any significant improvement of situation. In the light of importance given to scientific collection and disposal of solid waste, a large number of legislations and guidelines have been issued by different authorities from time to time. Some of these are:

- 1) Solid Waste Management Rules 2016 of Government of India
- 2) Policy and Strategy on Solid Waste Management for Urban Areas of West Bengal 2017
- 3) Plastics Waste Management Rules 2016 of Government of India
- 4) Policy and Strategy on Plastics Waste Management for Urban Areas of West Bengal 2017
- 5) Amendment of the West Bengal Municipal Act for banning using plastic bags below 50 microns.
- 6) State Government Order to all the ULBs to regularly remove Solid Wastes from all the Hospitals in their jurisdiction and accordingly make special arrangement for Hospital Solid Waste removal.
- 7) State Government declaration of Green Zone from Airport to NABANNA area.
- 8) Guideline of Ministry of Housing & Urban Affairs, Gol on Implementation of SWM by Bulk Solid Waste Generators.

The present state of solid waste disposal in urban areas may be attributed to the model we have been following so far. This model of solid waste collection and

disposal involves awareness generation among the population, expectation of segregation of source, door to door collection by the municipal bodies, intermediate storage of such collected waste, segregation at intermediate storage points, ultimate transportation to the disposal ground and segregation, recycling, processing (Bio-gas, RDF, compost) and finally landfill with the residue. While the municipalities in many cases are able to carry out the first three functions reasonably effectively given appropriate support, it would not be rational to expect that the final steps, viz. those of collection of solid waste from intermediate transit points to their final processing and landfill can be effectively carried out by the municipal bodies at their current level of resources and competence.

The Urban Development & Municipal Affairs (UD&MA) Department through Kolkata Metropolitan Development Authority (KMDA) and Municipal Engineering Directorate (MED) are developing landfill sites and solid waste processing facilities in different municipalities based on this model investing significant amount of money in setting up compost plants and Biogas energy plants in municipalities. The critical gap in these efforts to manage solid waste are in the areas of technical and managerial competence.

Segregation of solid waste, their processing to either to produce compost or Refuse Derived Fuel (RDF) or Bio-gas, their marketing, recycling of waste processing of construction and demolition waste, a remediation of legacy waste, management of landfill site, all of these are technically and managerially complex functions. The experience across cities in India and abroad shows that these functions are best carried out by technically and financially competent agencies. Such agencies are seen to be running successful plants in many Indian cities e.g. Hyderabad, Bangalore, Panaji, Indore, Bhopal, Surat etc.

In this light, State Government has decided to appoint Transaction Advisor for Assisting the State Government for Planning of Scientific Solid Waste Management through Cluster Approach and Bid Process Management for selection of O & M Agency/s.

(2) Objectives

The objective of engaging a Transaction Advisor is for Assisting the State Government for Planning of Scientific Solid Waste Management through Cluster Approach and Bid Process Management for selection of O & M Agency/s.

(3) Scope of Work/Description of Task

The broad responsibilities of the Transaction Adviser are summarized as follows:

- Carry out **feasibility study of the project** in all respect including techno economic viability of existing cluster /proposed cluster of municipal bodies.
- Preparation of **Detailed Project Report** for Integrated Solid Waste Management for the municipal bodies involved in this project.
- Drafting of **Request for Proposal (RFP)** for selection of competent agency for carriage (as required) and processing of waste for the cluster.
- Assisting Solid Waste Management (SWM) Cell in managing the bid process including **evaluation of bids** and for selection of successful agency for the cluster.
- **Drafting of Tripartite Agreement** between Municipal Bodies in the Cluster, the SWM Cell of the Department and the Selected Agency.

The Transaction Advisor shall keep the following in view in the discharge of the above responsibilities:

- a) Consultation with UD & MA Department, SUDA, ULBs, Development Authorities and other stakeholders to identify and conceptualize/develop projects for Solid Waste Management through cluster/standalone approach.
- b) Detailed Project Report should be developed from the primary collection stage up to the final processing and disposal of all types of solid waste.
- c) The Detailed Project Report for all ongoing projects should incorporate all capital investment already made.
- d) The Detailed Project Report should be flexible with regard to technology for processing of waste and sanitary landfill.
- e) Transaction Advisor should set up office for this purpose in a suitable location for ease of interaction.
- f) Projects should be structured under appropriate PPP mode to enable optimum utilization of the investments already made in SWM projects. Innovative business and commercial practices such as commercial sale of products, levy of user charges/ fee etc., as appropriate under the applicable laws should be incorporated in the Detailed Project Report.
- g) Transaction Advisor is advised to undertake visits to acclaimed projects in other states and study best practices.

Note: The Transaction Advisor shall prepare bid documents (RFP, Concession Agreement *etc.*) and manage bid process upto signing of Concession Agreement; while doing so the following objectives shall have to be addressed.

- Optimum utilization of existing infrastructure of Solid Wastes in the ULBs and in conformity with policy of Government of West Bengal.
- Optimum utilization of land for processing plant and sanitary landfill site clubbing ULBs in clusters to make the project financially and technically feasible.
- The existing cluster/proposed clusters may be revisited.
- Collection, segregation and transportation of wastes shall be the responsibility of the ULB or of operating agency and the installation and management of Processing Plant and Sanitary Landfill site will be the responsibility of the operating agency.
- Incentive on performance for all stakeholders.
- A flow chart for all types of wastes from source up to the processing plant/Landfill to be developed.
- Necessary clearances to be obtained from the Department of Environment, West Bengal Pollution Control Board and other regulatory bodies, on behalf of operating agency.
- New technology should be backed by necessary certificate/s from the proper authority.
- Effective Operation & Management System is to be for at least 20 years.
- Processing and disposal of Legacy waste and reclamation of land is to be incorporated.
- Land for processing plant and sanitary landfill site is to be identified.
- Reclamation of existing Dumping Grounds, scientific development, beautification *etc.* of the Dumping Grounds.
- Segregation and processing of recyclable waste, Bio degradable waste, e-waste, all kinds of Solid Waste, Construction & Demolition (C&D) waste and other waste in general is to be ensured effectively and separately.

- Scope of work should be customized on available field data and technology for each cluster/project.
- Implementation of effective and viable model based on national and international best practices.
- Proposal should be inclusive of institutional structures required for implementation of projects and operation & maintenance thereof with private sector financing.
- Key performance indicators to be identified. These are to be linked with schedule of payment to operating agencies.
- Principal objective; achievement of cent percent disposal and processing of waste and to maintain this status.

(4) Assignment for following Proposed Clusters:

Cluster No.	Existing Projects in ULB/s	Proposed Cluster
1	Dum Dum, North Dum Dum, South Dum Dum, Baranagar	Dum Dum, North Dum Dum, South Dum Dum, Baranagar, Kamarhati, New Barrackpore
2		New Town, NDITA, Bidhannagar MC and Adjacent areas of Kolkata MC
3	Ashoknagar-Kalyangarh and Habra	Ashoknagar-Kalyangarh and Habra
4	Baidyabati, Uttarpara-Kotrung, Rishra, Serampore, Champdani and Konnagar	Baidyabati, Uttarpara-Kotrung, Rishra, Serampore, Champdani and Konnagar, Dankuni, Bhadreswar

As per feasibility of the project, may redefine the Clusters.

One Transaction Advisor can Participate for maximum 3 (Three) Clusters. And for each cluster application should be made in separate sealed envelope clearly mentioning name of the cluster on the subject line.

Transaction Advisor should submit proposal for each cluster separately and should mention the name of ULBs of that cluster.

(5) Deliverables

Stage	Stages	Time Allocated
Stage 1	Submission of the Inception Report	7 days from signing date
Stage 2	Submission of Draft Feasibility Report	20days from the Stage 1
Stage 3	Submission of Final Feasibility Report along with action plan	10 days from approval of Stage 2

Stage 4	Submission of the Draft RFP for selection of Agency	20 days from approval of Stage 3
Stage 5	Submission of the Final RFP for selection of Agency	10 days from approval of Stage 4
Stage 6	Evaluation of the Tender Documents and recommendation for the Selected Agency	5 days from tender closing date
Stage 7	Getting the Concession Agreement signed by the selected Agency	10 days from Stage 6

A Fortnightly meeting will be held where the progress of the assignment will be reviewed against the progress submitted by the TA.

(6) Expertise and Inputs:

It is envisaged that the assignment will be undertaken by a team who has adequate experience in the field of Solid Waste Management. The constituents of the team would be provided.

(7) Profile of Key Manpower:

(a) Team leader

- 15 years' experience, Bachelor in Engineering with Post Graduate Degree in Management
- Experience in leading at least 3 projects in the Solid Waste Management on PPP basis

(b) Solid Waste Management Specialist

- 10 years' experience, Bachelor in Engineering with relevant Post Graduate Degree
- Experience in handling at least 3 Solid Waste Management projects involving feasibility assessment, operations, technical aspects *etc.*

(c) PPP specialist

- 10 years' experience, Post Graduate Degree in Management/ Finance/ Economics
- Experience in handling at least 3 transaction projects executed in PPP mode

(d) Financial Analyst

- 8 years' experience, Post Graduate in Management/Finance/Economics
- Experience in at least 3 such projects executed in PPP mode and should have handled at least one project.

(e) Legal Advisor

- should be LLB
- 15 years' experience in High Court.
- Experience in at least 3 projects, preferably similar in nature, executed on PPP mode

The above are the minimum key manpower requirement from the Transaction Advisors and to be submitted at the time of submission of Bid. A declaration is also to be made in this regard in Form 4 of Appendix-

I.

(8) Working arrangement:

The assignment will be contracted by Director, State Urban Development Agency, West Bengal. ULB/s will nominate an officer to liaison with the TA Team.

(9) Items to be provided by the SUDA:

SUDA will provide all the relevant information, documents and data available with them to the TA.

(10) Items to be provided by the TA:

The TA shall organize and provide for:

- Arrange for all transportation and travelling required for the TA
- Accommodation to be provided by SUDA, however Administrative expenses will be borne by the selected bidder as necessary.
- Any other as required for completion of assignment.

(11) Payment Schedule/arrangement:

Stage	Details of Stages	Percentage
Stage 1	Submission and acceptance of Draft Feasibility Report, upon acceptance of the Inception Report by Director, SUDA	20%
Stage 2	Submission of Final Feasibility Report along with action plan and acceptance of the same by Director, SUDA	10%
Stage 3	Submission of the Draft RFP for selection of Agency and acceptance of the same by Director, SUDA	20%
Stage 4	Submission of the Final RFP for selection of Agency	10%
Stage 5	Evaluation of the Tender Documents and recommendation for the Selected Agency	20%
Stage 6	Getting the Concession Agreement signed by the selected Agency	20%
	Total	100%

SUDA shall review and monitor the progress of the assignment. On acceptance of the report against each milestone by the Director, SUDA, payment will be released subject to deduction of taxes, as applicable.

Bid Document for Selection of Transaction Advisor

**Request for Proposal (RFP) from the Empanelled
Transaction Advisors for Assisting the State Government
for Planning of Scientific Solid Waste Management through
Cluster Approach and Bid Process Management selection
of O & M Agency/s**

**State Urban Development Agency,
Urban Development & Municipal Affairs Department
Government of West Bengal
December 2018**

Ref:

Dated:

To: Mr. Suvajit Dey
CRISIL Risk & Infrastructure Solutions Limited (CRISIL)
CRISIL House, Central Avenue Road,
Opposite D'Mart,
Hiranandani Business Park
Powai
Mumbai – 400 076

Mr. Ankur Kathuria, Ernst & Young, LLP
3rd& 4th Floor Worldmark – 1
IGI Airport Hospitality District,
Aerocity
New Delhi – 110 037

Mr. Sumouleendra Ghosh, KPMG Advisory Services Private Limited
Godrej Waterside
Unit #603 & 604, 6th Floor, Tower 1,
Sector V, Salt Lake City, Kolkata – 700 091

Mr. Yogesh Daruka, PricewaterhouseCoopers (PwC) Private Limited
Plot No. DN 56 – 57, Sector V
Salt Lake
Kolkata – 700 091

Sub: Request for Proposal from the Empanelled Transaction Advisors for Assisting the State Government for Planning of Scientific Solid Waste Management through Cluster Approach and Bid Process Management for selection of O & M Agency/s

Sir,

As your firm is an Empanelled Transaction Advisor, enlisted by the Finance Department (PPP Cell), Government of West Bengal, vide no. 3738-F(Y) dated 11-06-2018 you are requested to submit your Bid as per the RFP document enclosed, as Transaction Advisor for Assisting the State Government for Planning of Scientific Solid Waste Management through Cluster Approach and Bid Process Management for selection of O & M Agency/s. **The Bid is due for submission on 18.01.2019 at 15:00 hours.**

This communication is being issued to you at the address provided by you and is also

sent to you through email at the address received from you for this purpose.

Any clarifications or details solicited in this matter will be clarified in the **Pre-Bid Meeting to be held on 03.01.2019 at 15:00 hours** in the office of State Urban Development Agency (SUDA) at ILGUS Bhawan, HC Block, Sector-III, Bidhannagar, Kolkata – 700106.

Kindly acknowledge the receipt of this information over return mail / email.

Yours faithfully,

Director, SUDA

Ref:

Date:

REQUEST FOR PROPOSAL (RFP) FOR APPOINTMENT OF TRANSACTION ADVISER

Proposals in sealed covers are invited from empanelled Transaction Advisors for appointment for Assisting the State Government for Planning of Scientific Solid Waste Management through Cluster Approach and Bid Process Management for selection of O & M Agency/s.

All the correspondences in this context and the Bid shall be submitted to SUDA office at the below mentioned address and shall be clearly marked "**APPOINTMENT OF TRANSACTION ADVISER for Assisting the State Government for Planning of Scientific Solid Waste Management through Cluster Approach and Bid Process Management for selection of O & M Agency/s.**"

Director
State Urban Development Agency.
ILGUS Bhawan, HC Block,
Sector-III, Bidhannagar
Kolkata-700106

SUDA reserves the right to terminate the process or any part thereof, to accept or reject any/all offer(s) at any stage of the process and/or modify the process or any part thereof or to vary any terms without assigning any reasons whatsoever. No financial obligations will accrue to SUDA in such an event.

Yours faithfully,

Director, SUDA

DISCLAIMER

This RFP is not an agreement and is neither an offer nor invitation by the Authority to the prospective Applicants or any other person. The purpose of this RFP is to provide interested parties with information that may be useful to them in the formulation of their Proposals pursuant to this RFP.

Assumptions, assessments and statements do not purport to contain all the information that each Applicant may require and also may not be complete, accurate, adequate or correct. Each Applicant should, therefore, conduct its own investigations and analysis and should check the accuracy, adequacy, correctness, reliability and completeness of the assumptions, assessments and information contained in this RFP and obtain independent advice from appropriate sources. The Authority accepts no responsibility for the accuracy or otherwise for any information, interpretation or opinion of law expressed herein. The Authority and its employees make no representation or warranty and shall have no liability to any person including any Applicant under any law, statute, rules or regulations or tort, principles of restitution or unjust enrichment or otherwise for any loss, damages, cost or expenses which may arise from or be incurred or suffered on account of anything contained in this RFP or otherwise.

The Authority may in its absolute discretion, but without being under any obligation to do so, update, amend or supplement the information, assessment or assumption contained in this RFP.

Director, SUDA

1. INTRODUCTION

1.1. THE PROJECT

Government of West Bengal has taken several initiatives for Solid Waste Management in the Statutory Towns of West Bengal. The present state of solid waste disposal may be attributed to the model being followed so far. This model of solid waste collection and disposal involves awareness generation among the population, expectation of segregation at source, door to door collection by the municipal bodies, intermediate storage of such collected waste, segregation at intermediate storage points, ultimate transportation to the disposal ground and segregation, recycling, processing (Bio Gas, RDF, Compost) and finally landfill with the residue. While the municipalities in many cases are able to carry out the first three functions reasonably effectively, it would not be rational to expect that the final steps, viz. those of collection of solid waste from intermediate transit points to their final processing and landfill can be effectively carried out by the municipal bodies at their current level of resources and competence. In this connection, Transaction Advisors would be appointed for Planning Scientific Solid Waste Management in the Urban Local Bodies of West Bengal in Cluster Approach and for assisting State Government in the bid process management for selection of O & M agencies for solid waste management.

1.2. REQUESTS FOR PROPOSAL (RFP)

SUDA invites proposals from interested firms / companies (the "**Proposals**") for selection of a **Transaction Advisor** as per the terms and conditions of the Terms of Reference (TOR) given in **Annexure - I** to this RFP for Assisting the State Government for Planning of Scientific Solid Waste Management through Cluster Approach and Bid Process Management for selection of O & M Agency/s.

The Sealed Bids have to be submitted along with all the details as mentioned in the RFP Document to:

Director
State Urban Development Agency.
ILGUS Bhawan, HC Block,
Sector-III, Bidhannagar
Kolkata - 700 106

For details / queries, please contact:

Mr. Bijay Krishna Pal
Contact no.- +91 9432378545
E-mail- sbm.wbsuda@gmail.com, bkpal.suda@gmail.com

1.3. BRIEF DESCRIPTION OF THE SELECTION PROCESS

The Bid comprising proposal in the form of financial bids is to be submitted in sealed envelope. The financial evaluation of the applicants will be carried out. The L1 Applicant may be called for negotiation, if necessary, while the L2 Applicant will be kept in reserve. The Authority is, however, not bound to select the Transaction Adviser on least cost basis, alone.

1.4. SCHEDULE OF SELECTION PROCESS

The Authority would endeavor to adhere to the following schedule:

Sl. No.	List of Events	Date & Time
1	Date of notification of tender	___/12/2018
2	Pre Bid Meeting	03/01/2019, @ 15.00 hrs
3	Bid proposal submission last date	18/01/2019, @ 15.00 hrs
4	Financial bid opening date	21/01/2019, @15.00 hrs

2. INSTRUCTIONS TO APPLICANTS

2.1. SUBMISSION OF PROPOSAL

The Applicant shall submit its Proposal in the form and manner specified in this Section of the RFP. The Proposal in the form of Financial Bid shall be submitted in the prescribed Form at Appendix - I.

2.2. CONDITIONS OF ELIGIBILITY OF APPLICANTS

Only the **Empanelled Transaction Advisors / Consultants of Panel B (Urban Municipal Infrastructure)** to the Finance Department, Government of West Bengal can bid for the assignment.

2.3. VISIT TO AUTHORITY AND VERIFICATION OF INFORMATION

Applicants are encouraged to submit their respective unconditional Proposals after visiting the office of the Authority, if necessary, and ascertaining for themselves the availability of documents and other data with the Authority, Applicable Laws and regulations or any other matter considered relevant by them.

Applicants requiring any clarification on the RFP may send their queries to the Authority in writing / email before the date mentioned in the Schedule of Selection Process. The envelopes / email shall clearly bear the following identification and subject:

“Queries / Request for Additional information concerning RFP for appointment of Transaction Adviser for Assisting the State Government for Planning of Scientific Solid Waste Management through Cluster Approach and Bid Process Management for selection of O & M Agency/s.”

Address:

Director
State Urban Development Agency.
ILGUS Bhawan, HC Block,
Sector-III, Bidhannagar
Kolkata-700106
E-mail ID : wbsudadir@gmail.com

The Authority shall endeavor to respond to the queries within a reasonable time. The responses will be sent by fax or e-mail. The Authority will post the reply to all such queries on the Official Website without identifying the source of queries. The Authority reserves the right not to respond to any queries or provide any

clarifications, in its sole discretion, and nothing in the RFP shall be construed as obliging the Authority to respond to any question or to provide any clarification.

2.4. AMENDMENT OF RFP

At any time prior to the deadline for submission of Proposal, the Authority may, for any reason, whether at its own initiative or in response to clarifications requested by an Applicant, modify the RFP document by issuance of Addendum / Amendment, by conveying the same to the applicants by fax or e-mail and by posting on the website and the amendments will be binding on all applicants.

In order to afford the Applicants a reasonable time for taking an amendment into account, or for any other reason, the Authority may, in its sole discretion, extend the date for submission of bid.

2.5. RIGHT TO REJECT ANY OR ALL PROPOSALS

The Authority reserves the right to accept or reject any Proposal and to annul the Selection Process at any time without any liability or any obligation for such acceptance, rejection or annulment, and without assigning any reasons thereof.

If such disqualification / rejection occurs after the Proposals have been opened and the L1 Applicant gets disqualified / rejected, then the Authority reserves the right to consider the L2 Applicant, or take any other measure as may be deemed fit in the sole discretion of the Authority, including annulment of the Selection Process.

2.6. DUE DILIGENCE BY APPLICANTS

The objective of the due diligence programme is to provide, eligible and interested party's information on Solid Waste Management Projects, West Bengal to enable them to submit their proposal in the form of Financial Bid. Each applicant would be allowed to conduct due diligence upon receipt of a request letter from them. After due diligence, applicants can ask, in writing, questions to SUDA to clear their doubts, if any. SUDA reserves the right to decline answering any question raised by the applicants.

2.7. PRE-PROPOSAL CONFERENCE

Pre-Proposal Conference of the Applicants shall be convened at the designated date, time and place. A maximum of four representatives on behalf of each Applicant shall be allowed to participate.

During the course of Pre-Proposal Conference, the Applicants will be free to seek clarification and make suggestions for consideration by the Authority. The Authority

shall endeavor to provide clarifications and such further information as it may, in its sole discretion, consider appropriate for facilitating a fair, transparent and competitive Selection Process.

2.8. PREPARATION AND SUBMISSION OF PROPOSAL

- 2.8.1. The Proposal and all communications including supporting documents should be in English only.
- 2.8.2. The Proposal and its copy shall be signed by the authorized signatory of the applicant who shall sign in each page. In case of printed and published Documents, only the cover shall be signed. All the alterations shall be signed by the person(s) signing the Proposal. The Proposal must be properly signed by the authorized representative.
- 2.8.3. Applicant should note that except as specifically provided in this RFP, no supplementary material will be entertained by the Authority, and the evaluation will be carried out only on the basis of Documents received by the closing time of bid submission.

2.9. PROPOSAL

- 2.9.1. While submitting the Financial Proposal, the Applicant shall in particular, ensure that:
 - (a) All forms are submitted in the prescribed formats and signed by the prescribed signatories.
 - (b) Power of Attorney, if applicable, is executed as specified in this RFP.
- 2.9.2. **Earnest Money Deposit:** 2% of total Bid amount in the form of Demand Draft in favour of State Urban Development Agency is to be submitted by each bidder as earnest money deposit. After selection of final Awardee, it will be returned to other bidders within 2 days (bidders will collect the same from SUDA office) and the same of the Awardee will be retained with SUDA. The EMD of the selected bidder will be converted to Security Deposit and will be retained till the completion of the contract.
- 2.9.3. **Security Deposit:** 10% of total Bid amount. There will be a deduction of 8% from each R/A bill, as Security Deposit and will be retained with SUDA till the completion of the contract.

2.10. FINANCIAL PROPOSAL

- 2.10.1. Applicants shall submit the financial proposal in the formats at Appendix - I (the "Financial Proposal") clearly indicating the total cost of the Consultancy in both figure and words, in Indian Rupees, and signed by the

Applicants Authorized Representative.

- 2.10.2. In the event of any difference between the arithmetic total and the total shown in the Financial Proposal, the lower of the two shall prevail.
- 2.10.3. While submitting the Financial Proposal, the Applicant shall ensure the following:
- (a) All the costs including tax liabilities associated with the assignment shall be included in the Financial Proposal. These shall normally cover remuneration for all the Personnel, accommodation, boarding & lodging, journey expenses including equipment, preparation and printing of documents, internal transport etc. The total amount indicated in the Financial Proposal shall be without any condition attached or subject to any assumption, and shall be final and binding. In case any assumption or condition is indicated in the Financial Proposal, it shall be considered non-responsive and liable to be rejected. The rate quoted shall be valid throughout the period of performance of the assignment up to and including discharge of all obligations of the Transaction Advisor under the agreement.
 - (b) Office Space will be provided by SUDA but administrative expense shall be borne by the Selected Bidder
 - (c) All payments shall be subject to deduction of taxes at source as per Applicable Laws.
 - (d) The Proposal shall be valid for 180 days from the date of submission of bid.

2.11. MANNER OF SUBMISSION OF PROPOSAL

- 2.11.1. The Financial Proposal shall be submitted in a sealed envelope. The envelope should be properly sealed and put in an outer envelope which bears the address of the Authority, RFP Notice number, the name and address of the Applicant.
- 2.11.2. The envelop marked "Financial Proposal" shall contain the financial proposal in the prescribed format (Forms 1 & 2 of Appendix - I)
- 2.11.3. Statement of Legal Capacity (Form 3 of Appendix-I).
- 2.11.4. Declaration for deployment of Team members as detailed in Terms of Reference should be submitted in Form 4 of Appendix-I.
- 2.11.5. Demand Draft of 2% of total Bid Amount in favour of State Urban Development Agency –SBM as Earnest Money.

- 2.11.6. The completed Proposal must be submitted on or before the specified time on last date for submission of bid.

2.12. MODIFICATION / SUBSTITUTION / WITHDRAWAL OF PROPOSALS

- 2.12.1. The Applicant may modify, substitute, or withdraw its Proposal after submission, provided that written notice of the modification, substitution, or withdrawal is received by the Authority prior to last date for submission of bid. No Proposal shall be modified, substituted, or withdrawn by the Applicant on or after the last date for submission of bid.
- 2.12.2. The modification, substitution, or withdrawal notice shall be prepared, sealed, marked, and delivered with the envelope being additionally marked "MODIFICATION", "SUBSTITUTION", or "WITHDRAWAL", as appropriate.
- 2.12.3. Any alteration / modification in the Proposal or additional information or material supplied subsequent to the last date of submission of bid, unless the same has been expressly sought for by the Authority, shall be disregarded.

2.13. EVALUATION PROCESS

- 2.13.1. The Authority shall open the Proposal on 18.01.2019 at 15:00 hours and in the presence of the Applicants who choose to attend.
- 2.13.2. Proposal for which notice of withdrawal has been submitted shall not be opened.
- 2.13.3. The Authority reserves the right to reject any Proposal which is non-responsive and no request for alteration, modification, substitution or withdrawal shall be entertained by the Authority in respect of such Proposals.

2.14. CLARIFICATIONS

- 2.14.1. To facilitate evaluation of Proposals, the Authority may, at its sole discretion, seek clarification / additional information from any Applicant regarding its Proposal. Such clarification (s) shall be provided in writing within the time specified by the Authority for this purpose, failing which the Proposal shall be liable to be rejected. In case the Proposal is not rejected, the Authority may proceed to evaluate the Proposal by constructing the particulars requiring clarification to the best of its understanding, and the Applicant shall be barred from questioning on such interpretation of the Authority.

2.15. APPOINTMENT OF TRANSACTION ADVISER

2.15.1. The Selected Applicant may, if necessary, be invited for negotiations. The negotiations shall generally not be for reducing the price of the Proposal, but will be for re-confirming the obligations of the consultant under this RFP, technology or methodology and quality of the work plan shall be discussed during negotiations. In case the selected applicant fails to re-confirm its commitment, the Authority reserves the right to designate the next applicant as the selected applicant and invite it for negotiations.

2.15.2. **AWARD OF CONSULTANCY:** After selection, a Letter of Award (the "LOA") shall be issued in duplicate, by the Authority to the Selected Applicant and the Selected Applicant shall, within 7 (seven) days of the receipt of LOA, sign and return the duplicate copy of the LOA in acknowledgement thereof. In the event the duplicate copy of the LOA duly signed by the Selected Applicant is not received by the stipulated date, the Authority may, unless it agrees to extension of time for submission thereof, cancel the LOA and next Applicant may be considered.

2.15.3. After signing of the LOA, the Transaction Advisor will be required to enter into an agreement with SUDA.

2.15.4. **COMMENCEMENT OF ASSIGNMENT:** The Transaction Adviser shall commence the work as per the Terms of Reference within 7 (seven) days of the date of acceptance of the LOA or such other date as may be mutually agreed. If the Consultant fails to either acknowledge the LOA or commence the assignment as specified herein, the LOA shall stand automatically terminated, the earnest money of the bidder shall stand forfeited and in such a situation the authority shall be entitled to proceed with the matter as it deemed fit.

2.16. TIME SCHEDULE FOR DELIVERY

Stage	Activity	Time Allocated *
Stage 1	Submission of the Inception Report	7 days from signing date
Stage 2	Submission of Draft Feasibility Report	20days from the Stage 1
Stage 3	Submission of Final Feasibility Report along with action plan	10 days from approval of Stage 2
Stage 4	Submission of the Draft RFP for selection of Agency	20 days from approval of Stage 3
Stage 5	Submission of the Final RFP for selection of Agency	10 days from approval of Stage 4
Stage 6	Evaluation of the Tender Documents and recommendation for the Selected Agency	5 days from tender closing date
Stage 7	Getting the Concession Agreement signed by the selected Agency	10 days from Stage 6

It is the responsibility of the Transaction Advisor to complete the assignment upto the signing of the agreement with the Agency within the desired period.

* Time allocated given in the table above is indicative. The bidders may provide their assessed time frame during the pre-bid meeting. Following the pre-bid meeting the time frame will be finalized.

2.17. PAYMENT SCHEDULE

The payment schedule for the assignment is as given below. In each stage payment will be made on the acceptance of the relevant document by Director, SUDA.

Stage	Details of Stages	Percentage
Stage 1	Submission and acceptance of Draft Feasibility Report, upon acceptance of the Inception Report by Director, SUDA	20%
Stage 2	Submission of Final Feasibility Report alongwith action plan and acceptance of the same by Director, SUDA	10%
Stage 3	Submission of the Draft RFP for selection of Agency and acceptance of the same by Director, SUDA	20%
Stage 4	Submission of the Final RFP for selection of Agency	10%
Stage 5	Evaluation of the Tender Documents and recommendation for the Selected Agency	20%
Stage 6	Getting the Concession Agreement signed by the selected Agency	20%
	Total	100%

If the project gets shortened, the Transaction Advisor will be paid for the stage of work completed and accepted.

The bidders have to quote lump sum fees in Indian rupees inclusive of all taxes and all expenses, etc. complete in all respect.

2.18. MISCELLANEOUS

2.18.1. In case of any disputes, the matters shall be settled mutually. However, the decision of The Director, SUDA will be final and binding.

2.18.2. The Authority, in its sole discretion and without incurring any obligation or liability, reserves the right, at any time to:

(a) Suspend and / or cancel the Selection Process and / or amend and / or supplement the Selection Process or modify the dates or other terms of conditions relating thereto with intimation to the bidders.

(b) Confer with any Applicant in order to receive clarification or further

information.

- (c) Retain any information and / or evidence submitted to the Authority by, on behalf of and / or in relation to any Applicant; and / or
- (d) Independently verify, disqualify, reject and / or accept any and all submissions or other information and/or evidence submitted by or on behalf of any Applicant.

2.18.3. It shall be deemed that by submitting the Proposal, the Applicant agrees and releases the Authority, its employees, agents and advisers, irrevocably, unconditionally, fully and finally from any and all liability for claims, losses, damages, costs, expenses or liabilities in any way related to or arising from the exercise of any rights and / or performance of any obligations hereunder, pursuant hereto, and / or in connection herewith and waives any and all rights and / or claims it may have in this respect, whether actual or contingent, whether present or in future.

2.18.4. All documents and other information supplied by the Authority or submitted by an Applicant shall remain or become, as the case may be, the property of the Authority. The Authority will not return any submissions made hereunder. Applicants are required to treat all such documents and information as strictly confidential.

2.19. TERMINATION OF THE ENGAGEMENT

If the performance of the Transaction Adviser is not up to the satisfaction of SUDA or the Transaction Adviser fails to perform as per the agreed Terms of Reference (TOR), SUDA reserves the right to terminate the engagement with right to claim damages, loss *etc.* as deemed fit.

In that case a written notice will be served to the agency before terminating the contract.

3. DOCUMENTS

3.1. APPENDIX - I

Documents for Financial Proposal

The Financial Proposal includes the following documents:

Form 1: Covering Letter; Form 2: Financial Proposal; Form-3: Statement of Legal Capacity; Form 4: Declaration on Manpower Support, Power of Attorney, DD of Earnest Money deposit and, the bid document duly signed in all the pages as acceptance of the Bid Clauses and Terms of References.

FINANCIAL PROPOSAL

Form - 1

Letter of Proposal

(On Applicant's letter head)

(Date and Reference)

To: The Director
State Urban Development Authority
ILGUS Bhawan
HC Block, Sector-III
Bidhannagar
Kolkata - 700 106

“APPOINTMENT OF TRANSACTION ADVISER for Assisting the State Government for Planning of Scientific Solid Waste Management through Cluster Approach and Bid Process Management for selection of O & M Agency/s.”

Ref : Your tender ID no. dated

Dear Sir,

With reference to your RFP Document No. dated, I / We -----, having examined all relevant documents and understood their content, hereby submit our Financial Proposal for selection as Transaction Advisor for Assisting the State Government for Planning of Scientific Solid Waste Management through Cluster Approach and Bid Process Management for selection of O & M Agency/s.

The proposal is unconditional and unqualified.

- (1) I / We acknowledge that the Authority will be relying on the information provided in the Proposal and the documents accompanying the Proposal for selection of the Transaction advisor and we certify that all information provided in the Proposal and in the Appendix is true and correct and documents accompanying such Proposal are true copies of their respective originals.

- (2) I / We acknowledge the right of the Authority to reject our application without assigning any reason or otherwise waive our right to challenge the same on any account whatsoever.
- (3) I / We certify that in the last three years, we or any of our Associates have neither failed to perform any contract as evidenced by imposition of penalty by an arbitral or judicial authority or a judicial pronouncement or arbitration award against the Applicant or by any PSU nor have been expelled from any project or contract by any public authority or have had any contract terminated by any public authority for breach on our part.
- (4) I / We declare that:
 - (a) I / We have not directly or indirectly or through an agent engaged in or indulged in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice, in respect of any tender or request for proposal issued by or any agreement entered into with the Authority or any public sector enterprise or any government, Central or State; and
 - (b) I / We hereby certify that we have taken steps to ensure that in conformity with the provision of the RFP, no person acting for us or on our behalf will engage in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice.
- (5) I / We understand that the Authority may cancel the Selection Process at any time and that the Authority is neither bound to accept any Proposal nor to select the Consultant, [without incurring any liability to the Applicants.
- (6) I / We certify that in regard to matters other than security and integrity of the country, we or any of our Associates have not been convicted by a Court of Law or indicted or adverse order passed by a regulatory authority which would cast a doubt on our ability to undertake the Consultancy for the Project or which relates to a grave offence that outrages the moral sense of the community.
- (7) I / We further certify that in regard to matters relating to security and integrity of the country, we have not been charge-sheeted by any agency of the Government or convicted by a Court of Law for any offence committed by us or by any our Associates.
- (8) I / We further certify that no investigation by a regulatory authority is pending either against us against our CEO or any Directors / Managers / employees.
- (9) I / We hereby irrevocably waive any right or remedy which we may have at any stage under law or howsoever otherwise arising to challenge or question any decision taken by the Authority [and / or the Government of West Bengal] in connection with the selection of Consultant or in connection with the Selection

Process itself in respect of the above-mentioned job of valuation.

- (10) I / We agree and understand that the proposal is subject to the provision of the RFP document. In no case, shall I / We have any claim or right of whatsoever nature, if the appointment of Transaction Adviser is not awarded to me / us or our proposal is not opened or rejected.
- (11) A Power of Attorney in favour of the authorized signatory to sign and submit this Proposal and documents is attached herewith in Form 3.
- (12) In the event of my / our firm being selected as the Transaction advisor, I / we agree and undertake to provide the services of the Experts in accordance with the provisions of the RFP in the Terms of Reference and that the Experts shall be responsible for providing the agreed services himself and not through any other person or Associate.
- (13) I / We have studied RFP and all other documents carefully. We understand that we shall have no claim, right or title arising out of any documents or information provided to us by the Authority or in respect of any matter arising out of or concerning or relating to Selection Process including the award of the job of Transaction Advisor.
- (14) I / We agree that this offer shall remain valid for a period of 180 days from the date of submission of bid.
- (15) I / We agree and undertake to abide by all the terms and conditions of the RFP Document.
- (16) In witness thereof, I / we submit this Proposal under and in accordance with the terms of the RFP Document.

Yours faithfully,

For and on behalf of

(Signature, name and designation of the authorised signatory)
(Name and seal of the Applicant / Lead Member)

Form - 2

Financial Proposal

Name of the Bidder:
 Name of Authorized Signatory:
 Address:
 Email:
 Telephone No.:
 Mobile No.:
 Fax No.:

Total amount offered towards fees inclusive of all taxes and expenses *etc.* for appointment as Transaction Advisor for Assisting the State Government for Planning of Scientific Solid Waste Management through Cluster Approach and Bid Process Management for selection of O & M Agency/s

Amount in figures (including GST) Rs.	Amount in words(including GST)

There will be no other fees or charges other than the above amount and the above costs cover all expenditure including travel, lodging & boarding, transport, setting up office *etc.*

Signature of the Authorized person on behalf of (Name of the Bidder)

Notes:

1. The financial proposal is unconditional.
2. All payments shall be made in Indian Rupees after TDS and subject to deduction of other applicable taxes, if any.

Form-3

Statement of Legal Capacity*(To be forwarded on the letter head of the Applicant)*

Ref:

Date:

To: The Director
 State Urban Development Authority
 ILGUS Bhawan
 HC Block, Sector-III,
 Bidhannagar
 Kolkata – 700106

Sub: Appointment of Transaction Advisor for Assisting the State Government for Planning of Scientific Solid Waste Management through Cluster Approach and Bid Process Management for selection of O & M Agency/s.

Ref : Your tender ID no. SUDA/...../TA dated

Dear Sir,

I / We hereby confirm that I / we, the Applicant satisfy the terms and conditions laid down in the RfP document.

I / We have agreed that (insert individual's name) will act as Authorized Representative on our behalf and has been duly authorized to submit our Proposal. Further, the authorized representative is vested with requisite powers to furnish such proposal and all other documents, information or communication and authenticate the same.

Yours faithfully,

For and on behalf of
 (Signature, name and designation of the authorized signatory)

Form-4

Declaration on Manpower Support*(To be forwarded on the letter head of the Applicant)*

Ref:

Date:

To: The Director
State Urban Development Authority
ILGUS Bhawan
HC Block, Sector-III,
Bidhannagar
Kolkata – 700106

Sub: Engagement of key Manpower viz., Team Leader, Solid Waste Management Specialist, PPP Specialist, Financial Analyst and Legal Advisor.

Ref: Your tender ID no. SUDA/...../TA dated

Dear Sir,

I / We hereby confirm that I / we, the Applicant have the following strength of key Personnel, who will be engaged in support of the project and will prepare the Total Bid Document/Request for Proposal/Expression of Interest (EOI) for the clustered Projects as identified, in conformity with the Terms of Reference of the RFP document, as laid down.

Sl. No.	Name of the Key Personnel/Manpower	Designation	Qualification	Experience in the relevant Field	e-mail ID and Contact No.

Yours faithfully,

For and on behalf of

(Signature, name and designation of the authorized signatory)

Power of Attorney

Know all men by these presents, We, _____ (name of Firm and address of the registered office) do hereby constitute, nominate, appoint and authorize Mr. / Ms. _____ Son / daughter / wife and presently residing at _____ who is presently employed with / retained by us and holding the position of _____ as our true and lawful attorney (hereinafter referred to as the "Authorized Representative") to do in our name and on our behalf, all such acts, deeds and things as are necessary or required in connection with or incidental to submission of our Proposal for and selection as the Transaction Adviser for assisting the State Government for Planning of Scientific Solid Waste Management through Cluster Approach and Bid Process Management for selection of O & M Agency/sr for Solid Waste Management Projects, including but not limited to signing and submission of all applications, proposals and other documents and writings, participating in pre-bid and other conference and providing information / responses to the Authority, representing us in all matters before the Authority, signing and execution of all contracts and undertakings consequent to acceptance of our proposal and generally dealing with the Authority in all matters in connection with or relating to or arising out of our Proposal for the said consultancy job and/or upon award thereof to us till the entering into of the Agreement with the Authority.

AND, we do hereby agree to ratify and confirm all acts, deeds and things lawfully done or caused to be done by our said Authorized Representative pursuant to and in exercise of the powers conferred by this Power of Attorney and that all acts, deeds and things done by our said Authorized Representative in exercise of the powers hereby conferred shall and shall always be deemed to have been done by us.

IN WITNESS WHEREOF WE, _____ THE ABOVE NAMED PRINCIPAL
HAVE EXECUTED THIS POWER OF ATTORNEY ON THIS DAY OF _____, 2019.

For (Signature, Name, Designation and Address)

Witnesses:

1) _____

2) _____

Notarised

Accepted (Signature, name designation and address of the Attorney)

Notes:

The mode of execution of the Power of Attorney should be in accordance with the procedure, if any, laid down by the applicable law and the charter documents of the

executants (s) and when it is so required the same should be under common seal affixed in accordance with the required procedure. Wherever required, the Applicant should submit for verification the extract of the charter documents and other documents such as a resolution / power of attorney in favour of the person executing this Power of Attorney for the delegation of power hereunder on behalf of the Applicant.

Terms of Reference (TOR) for Transaction Adviser

(1) Introduction

Government of West Bengal has taken several steps/initiatives for making all the cities Clean, Green and Beautiful with special emphasis on management of Solid Wastes in Municipal Towns of the State. One of the obligatory functions of the Municipal Bodies is to remove solid waste from the cities under Sections 63, 95B, 260, 273 of the West Bengal Municipal Act 1993 and corresponding Sections in the Municipal Corporations' Acts. A number of initiatives have been taken by the UD&MA Department to ensure that solid waste are collected by the Municipal Bodies and disposed of scientifically by them. Under Mission Nirmal Bangla, a lot of equipment *e.g.* garbage bins, compactors, hydraulic tippers and other vehicles, community bins to Municipal Bodies to assist them in systematic collection of garbage from individual holdings, their transportation and stacking before disposal. Land has also been provided through inter departmental transfer to municipal bodies to set up dumping ground cum solid waste processing plants. In some cases these bodies have been permitted to purchase private land for setting up these facilities. The municipal bodies are required to collect waste from individual holdings systematically and transport them regularly to the solid waste disposal facility and get them recycled/processed scientifically. There are some sporadic efforts by some municipalities to collect waste and process them to the best of their abilities. It is, however, a fact that most municipal bodies don't have the technical capability, financial muscle and managerial competence to handle solid waste in a scientific manner. As a result, in spite of best intentions and substantial investments, these efforts have not resulted in any significant improvement of situation. In the light of importance given to scientific collection and disposal of solid waste, a large number of legislations and guidelines have been issued by different authorities from time to time. Some of these are:

- 1) Solid Waste Management Rules 2016 of Government of India
- 2) Policy and Strategy on Solid Waste Management for Urban Areas of West Bengal 2017
- 3) Plastics Waste Management Rules 2016 of Government of India
- 4) Policy and Strategy on Plastics Waste Management for Urban Areas of West Bengal 2017
- 5) Amendment of the West Bengal Municipal Act for banning using plastic bags below 50 microns.
- 6) State Government Order to all the ULBs to regularly remove Solid Wastes from all the Hospitals in their jurisdiction and accordingly make special arrangement for Hospital Solid Waste removal.
- 7) State Government declaration of Green Zone from Airport to NABANNA area.
- 8) Guideline of Ministry of Housing & Urban Affairs, Gol on Implementation of SWM by Bulk Solid Waste Generators.

The present state of solid waste disposal in urban areas may be attributed to the model we have been following so far. This model of solid waste collection and

disposal involves awareness generation among the population, expectation of segregation of source, door to door collection by the municipal bodies, intermediate storage of such collected waste, segregation at intermediate storage points, ultimate transportation to the disposal ground and segregation, recycling, processing (Bio-gas, RDF, compost) and finally landfill with the residue. While the municipalities in many cases are able to carry out the first three functions reasonably effectively given appropriate support, it would not be rational to expect that the final steps, viz. those of collection of solid waste from intermediate transit points to their final processing and landfill can be effectively carried out by the municipal bodies at their current level of resources and competence.

The Urban Development & Municipal Affairs (UD&MA) Department through Kolkata Metropolitan Development Authority (KMDA) and Municipal Engineering Directorate (MED) has been developing landfill sites and solid waste processing facilities in different municipalities based on this model investing significant amount of money in setting up compost plants and Biogas energy plants in municipalities. The critical gap in these efforts to manage solid waste are in the areas of technical and managerial competence.

Segregation of solid waste, their processing to either to produce compost or Refuse Derived Fuel (RDF) or Bio-gas, their marketing, recycling of waste processing of construction and demolition waste, a remediation of legacy waste, management of landfill site, all of these are technically and managerially complex functions. The experience across cities in India and abroad shows that these functions are best carried out by technically and financially competent agencies. Such agencies are seen to be running successful plants in many Indian cities e.g. Hyderabad, Bangalore, Panaji, Indore, Bhopal, Surat etc.

In this light, State Government has decided to appoint Transaction Adviser for Assisting the State Government for Planning of Scientific Solid Waste Management through Cluster Approach and Bid Process Management for selection of O & M Agency/s.

(2) Objectives

The objective of engaging a Transaction Advisor is for Assisting the State Government for Planning of Scientific Solid Waste Management through Cluster Approach and Bid Process Management for selection of O & M Agency/s.

Preparation of Detailed Project Report for Integrated Solid Waste Management for the municipal bodies involved in this project.

- Drafting of Request for Proposal (RFP) for selection of competent agency for carriage (as required) and processing of waste for the cluster.

(3) Scope of Work/Description of Task

• Assisting Solid Waste Management (SWM) Cell in managing the bid

The broad responsibilities of the Transaction Adviser are summarized as follows:

- Carry out **feasibility study of the project** in all respect including techno-economic viability of existing cluster/proposed cluster of municipal bodies.

The Transaction Advisor shall keep the following in view in the discharge of

- the **Preparation of Detailed Project Report** for Integrated Solid Waste Management for the municipal bodies involved in this project.

• Consultation with UD & MA Department, SUDA, ULBs, Development

- **Drafting of Request for Proposal (RFP)** for selection of competent agency for carriage (as required) and processing of waste for the cluster.

• Assisting Solid Waste Management (SWM) Cell in managing the bid

- process including **evaluation of bids** and for selection of successful agency for the cluster.

• the final processing and disposal of all types of solid waste.

- **Drafting of Tripartite Agreement** between Municipal Bodies in the Cluster, the SWM Cell of the Department and the Selected Agency.

The Transaction Advisor shall keep the following in view in the discharge of the above responsibilities:

- a) Consultation with UD & MA Department, SUDA, ULBs, Development Authorities and other stakeholders to identify and conceptualize/develop projects for Solid Waste Management through cluster/standalone approach.

- b) Detailed Project Report should be developed from the primary collection stage up to the final processing and disposal of all types of solid waste.

- c) The Detailed Project Report for all ongoing projects should incorporate all capital investment already made.

- d) The Detailed Project Report should be flexible with regard to technology for processing of waste and sanitary landfill.

- e) Transaction Advisor should set up office for this purpose in a suitable location for ease of interaction.

- f) Projects should be structured under appropriate PPP mode to enable optimum utilization of the investments already made in SWM projects. Innovative business and commercial practices such as commercial sale of products, levy of user charges/ fee etc., as appropriate under the applicable laws should be incorporated in the Detailed Project Report.

- g) Transaction Advisor is advised to undertake visits to acclaimed projects in other states and study best practices.

Note: The Transaction Advisor shall prepare bid documents (RFP, Concession Agreement etc.) and manage bid process upto signing of Concession Agreement; while doing so the following objectives shall have to be addressed.

- Optimum utilization of existing infrastructure of Solid Wastes in the ULBs and in conformity with policy of Government of West Bengal.
- Optimum utilization of land for processing plant and sanitary landfill site clubbing ULBs in clusters to make the project financially and technically feasible.
- The existing cluster/proposed clusters may be revisited.
- Collection, segregation and transportation of wastes shall be the responsibility of the ULB or of operating agency and the installation and management of Processing Plant and Sanitary Landfill site will be the responsibility of the operating agency.
- Incentive on performance for all stakeholders.
- A flow chart for all types of wastes from source up to the processing plant/Landfill to be developed.
- Necessary clearances to be obtained from the Department of Environment, West Bengal Pollution Control Board and other regulatory bodies, on behalf of operating agency.
- New technology should be backed by necessary certificate/s from the proper authority.
- Effective Operation & Management System is to be for at least 20 years.
- Processing and disposal of Legacy waste and reclamation of land is to be incorporated.
- Land for processing plant and sanitary landfill site is to be identified.
- Reclamation of existing Dumping Grounds, scientific development, beautification etc. of the Dumping Grounds.
- Segregation and processing of recyclable waste, Bio degradable waste, e-waste, all kinds of Solid Waste, Construction & Demolition (C&D) waste and other waste in general is to be ensured effectively and separately.

- Scope of work should be customized on available field data and technology for each cluster/project.
- Implementation of effective and viable model based on national and international best practices.
- Proposal should be inclusive of institutional structures required for implementation of projects and operation & maintenance thereof with private sector financing.
- Key performance indicators to be identified. These are to be linked with schedule of payment to operating agencies.
- Principal objective; achievement of cent percent disposal and processing of waste and to maintain this status.

(4) Assignment for following Proposed Clusters:

Cluster No.	Existing Projects in ULB/s	Proposed Cluster
1	Dum Dum, North Dum Dum, South Dum Dum, Baranagar	Dum Dum, North Dum Dum, South Dum Dum, Baranagar, Kamarhati, New Barrackpore
2		New Town, NDITA, Bidhannagar MC and Adjacent areas of Kolkata MC
3	Ashoknagar-Kalyangarh and Habra	Ashoknagar-Kalyangarh and Habra
4	Baidyabati, Uttarpara-Kotrung, Rishra, Serampore, Champdani and Konnagar	Baidyabati, Uttarpara-Kotrung, Rishra, Serampore, Champdani and Konnagar, Dankuni, Bhadreswar

As per feasibility of the project, may redefine the Clusters.

One Transaction Advisor Can Participate for maximum 3 (Three) Clusters.

(5) Deliverables

Stage	Stages	Time Allocated
Stage 1	Submission of the Inception Report	7 days from signing date
Stage 2	Submission of Draft Feasibility Report	20days from the Stage 1
Stage 3	Submission of Final Feasibility Report along with action plan	10 days from approval of Stage 2
Stage 4	Submission of the Draft RFP for selection of Agency	20 days from approval of Stage 3
Stage 5	Submission of the Final RFP for selection of Agency	10 days from approval of Stage 4

Stage	Stages	Time Allocated
Stage 6	Evaluation of the Tender Documents and recommendation for the Selected Agency	5 days from tender closing date
Stage 7	Getting the Concession Agreement signed by the selected Agency	10 days from Stage 6

A Fortnightly meeting will be held where the progress of the assignment will be reviewed against the progress submitted by the TA.

(6) Expertise and Inputs:

It is envisaged that the assignment will be undertaken by a team who has adequate experience in the field of Solid Waste Management. The constituents of the team would be provided.

(7) Profile of Key Manpower:

(a) Team leader

- 15 years' experience, Bachelor in Engineering with Post Graduate Degree in Management
- Experience in leading at least 3 projects in the Solid Waste Management on PPP basis

(b) Solid Waste Management Specialist

- 10 years' experience, Bachelor in Engineering with relevant Post Graduate Degree
- Experience in handling at least 3 Solid Waste Management projects involving feasibility assessment, operations, technical aspects *etc.*

(c) PPP specialist

- 10 years' experience, Post Graduate Degree in Management/ Finance/ Economics
- Experience in handling at least 3 transaction projects executed in PPP mode

(d) Financial Analyst

- 8 years' experience, Post Graduate in Management/Finance/Economics
- Experience in at least 3 such projects executed in PPP mode and should have handled at least one project.

(e) Legal Advisor

- should be LLB
- 15 years' experience in High Court.
- Experience in at least 3 projects, preferably similar in nature, executed on PPP mode

The above are the minimum key manpower requirement from the Transaction Advisors and to be submitted at the time of submission of Bid. A declaration is also to be made in this regard in Form 4 of Appendix-I.

(8) Working arrangement:

The assignment will be contracted by Director, State Urban Development Agency, West Bengal. ULB/s will nominate an officer to liaison with the TA Team.

(9) Items to be provided by the SUDA:

SUDA will provide all the relevant information, documents and data available with them to the TA.

(10) Items to be provided by the TA:

The TA shall organize and provide for:

- Arrange for all transportation and travelling required for the TA
- Accommodation to be provided by SUDA, however Administrative expenses will be borne by the selected bidder as necessary.
- Any other as required for completion of assignment.

(11) Payment Schedule/arrangement:

Stage	Details of Stages	Percentage
Stage 1	Submission and acceptance of Draft Feasibility Report, upon acceptance of the Inception Report by Director, SUDA	20%
Stage 2	Submission of Final Feasibility Report along with action plan and acceptance of the same by Director, SUDA	10%
Stage 3	Submission of the Draft RFP for selection of Agency and acceptance of the same by Director, SUDA	20%
Stage 4	Submission of the Final RFP for selection of Agency	10%
Stage 5	Evaluation of the Tender Documents and recommendation for the Selected Agency	20%
Stage 6	Getting the Concession Agreement signed by the selected Agency	20%
	Total	100%

SUDA shall review and monitor the progress of the assignment. On acceptance of the report against each milestone by the Director, SUDA, payment will be released subject to deduction of taxes, as applicable.

Revised Draft dt 20/12/18

Bid document for selection of Transaction Advisor

**for selection of Agency/s
for assisting State Government for Planning Scientific Solid
Waste Management in the Urban Local Bodies of West Bengal
through Cluster Approach**

**State Urban Development Agency,
Urban Development & Municipal Affairs Department
Government of West Bengal**

December 2018

Ref:

Date:

To:

- 1) **Mr. Suvajit Dey, CRISIL Risk & Infrastructure Solutions Limited (CRISIL)**
CRISIL House, Central Avenue Road, Opposite D'Mart,
Hiranandani Business Park, Powai,
Mumbai – 400 076
- 2) **Mr. Ankur Kathuria, Ernst & Young, LLP**
3rd & 4th Floor Worldmark – 1, IGI Airport Hospitality District,
Aerocity, New Delhi – 110 037
- 3) **Mr. Sumouleendra Ghosh, KPMG Advisory Services Private Limited**
Godrej Waterside, Unit #603 & 604, 6th Floor, Tower 1,
Sector V, Salt Lake City, Kolkata – 700 091
- 4) **Mr. Yogesh Daruka, PricewaterhouseCoopers (PwC) Private Limited**
Plot No. DN 56 – 57, Sector V, Salt Lake, Kolkata – 700 091

Sub: Request for Proposal from the Empanelled Transaction Advisors for selection of Agency/s for assisting State Government for Planning Scientific Solid Waste Management in the Urban Local Bodies of West Bengal in Cluster Approach

Sir,

As your firm is an Empanelled Transaction Advisor, enlisted by the Finance Department (PPP Cell), Government of West Bengal, vide no. 3738-F(Y) dated 11-06-20118 you are requested to submit your Bid as per the RFP document enclosed, as Transaction Advisors for Selection of Agency for assisting State Government for Planning Scientific Solid Waste Management in the Urban Local Bodies of West Bengal in Cluster Approach. The Bid is due for submission on 07.01.2019 at 15:00 hours.

This communication is being issued to you at the address provided by you and is also sent to you through email at the address received from you for this purpose.

Any clarifications or details solicited in this matter will be clarified in the Pre Bid Meeting to be held on 03.01.2019 at 15:00 hours in the office of State Urban Development Agency (SUDA) at ILGUS Bhawan, HC Block, Sector-III, Bidhannagar, Kolkata-700106.

Kindly acknowledge the receipt of this information over return mail / email.

Yours faithfully,

Director, SUDA

Ref:

Date:

REQUEST FOR PROPOSAL (RFP) FOR APPOINTMENT OF TRANSACTION ADVISER

Proposals in sealed covers are invited from empanelled Transaction Advisors for appointment of Transaction Adviser to advise on the process and selection of Agency/s for assisting State Government for Planning Scientific Solid Waste Management in the Urban Local Bodies of West Bengal in Cluster Approach.

All the correspondence in this context and the Bid shall be submitted to SUDA office at the below mentioned address and shall be clearly marked "**APPOINTMENT OF TRANSACTION ADVISER for selection of Agency/s for assisting State Government for Planning Scientific Solid Waste Management in the Urban Local Bodies of West Bengal in Cluster Approach.**"

Address :
Director
State Urban Development Agency.
ILGUS Bhawan, HC Block,
Sector-III, Bidhannagar
Kolkata-700106

SUDA reserves the right to withdraw the process or any part thereof, to accept or reject any/all offer(s) at any stage of the process and/or modify the process or any part thereof or to vary any terms without assigning any reasons whatsoever. No financial obligations will accrue to SUDA in such an event.

Yours faithfully,

Director, SUDA

DISCLAIMER

The information contained in this Request for Proposal ("RFP") document or subsequently provided to Applicants, whether verbally or documentary or any other form by or on behalf of or any of its employees or advisers on the terms and conditions set out in this RFP and such other terms and conditions subject to which such information is provided.

This RFP is not an agreement and is neither an offer nor invitation by the Authority to the prospective Applicants or any other person. The purpose of this RFP is to provide interested parties with information that may be useful to them in the formulation of their Proposals pursuant to this RFP.

Assumptions, assessments and statements do not purport to contain all the information that each Applicant may require and also may not be complete, accurate, adequate or correct. Each Applicant should, therefore, conduct its own investigations and analysis and should check the accuracy, adequacy, correctness, reliability and completeness of the assumptions, assessments and information contained in this RFP and obtain independent advice from appropriate sources. The Authority accepts no responsibility for the accuracy or otherwise for any information, interpretation or opinion of law expressed herein. The Authority and its employees make no representation or warranty and shall have no liability to any person including any Applicant under any law, statute, rules or regulations or tort, principles of restitution or unjust enrichment or otherwise for any loss, damages, cost or expenses which may arise from or be incurred or suffered on account of anything contained in this RFP or otherwise.

The Authority may in its absolute discretion, but without being under any obligation to do so, update, amend or supplement the information, assessment or assumption contained in this RFP.

Director, SUDA

1. INTRODUCTION

1.1. THE PROJECT

Government of West Bengal has taken several initiatives for Solid Waste Management in the Statutory Towns of West Bengal. The present state of solid waste disposal may be attributed to the model being followed so far. This model of solid waste collection and disposal involves awareness generation among the population, expectation of segregation at source, door to door collection by the municipal bodies, intermediate storage of such collected waste, segregation at intermediate storage points, ultimate transportation to the disposal ground and segregation, recycling, processing (Bio Gas, RDF, Compost) and finally landfill with the residue. While the municipalities in many cases are able to carry out the first three functions reasonably effectively, it would not be rational to expect that the final steps, viz, those of collection of solid waste from immediate transit points to their final processing and landfill can be effectively carried out by the municipal bodies at their current level of resources and competence. In this connection, Private Partner/s will be appointed for assisting State Government for Planning Scientific Solid Waste Management in the Urban Local Bodies of West Bengal in Cluster Approach.

1.2. REQUESTS FOR PROPOSAL (RFP)

SUDA invites proposals from interested firms / companies (the "**Proposals**") for selection of a **Transaction Advisor** as per the terms and conditions of the Terms of Reference (TOR) given in **Annexure - I** to this RFP to advise on the process and selection of Agency/s to be appointed for assisting State Government for Planning Scientific Solid Waste Management in the Urban Local Bodies of West Bengal in Cluster Approach.

1.3. SUBMISSION OF BIDS

The Sealed Bids have to be submitted along with all the details as mentioned in the RFP Document to :

Director
State Urban Development Agency.
ILGUS Bhawan, HC Block,
Sector-III, Bkidhannagar
Kolkata-700106

For details / queries, please contact :

Mr. Bijay Krishna Pal
Contact no.- +91 9432378545
E-mail- sbm.wbsuda@gmail.com, bkpal.suda@gmail.com

1.4. BRIEF DESCRIPTION OF THE SELECTION PROCESS

The Bid comprising proposal in the form of financial bids is to be submitted in sealed envelope. The financial evaluation of the applicants will be carried out. The L1 Applicant shall be called for negotiation, if necessary, while the L2 Applicant will be kept in reserve. The Authority is, however, not bound to select the Transaction Adviser on least cost basis, alone.

1.5. SCHEDULE OF SELECTION PROCESS

The Authority would endeavour to adhere to the following schedule :

Sl. No.	List of Events	Date & Time
1	Date of notification of tender	24/12/2018
2	Pre Bid Meeting	03/01/2019, @ 15.00 hrs
3	Bid proposal submission last date	07/01/2019, @ 15.00 hrs
4	Financial bid opening date	09/01/2019, @15.00 hrs

2. INSTRUCTIONS TO APPLICANTS

2.1. SUBMISSION OF PROPOSAL

The Applicant shall submit its Proposal in the form and manner specified in this Section of the RFP. The Proposal in the form of Financial Bid shall be submitted in the prescribed Form at Appendix - I.

2.2. CONDITIONS OF ELIGIBILITY OF APPLICANTS

Only the **Empanelled Transaction Advisors / Consultants of Panel B (Urban Municipal Infrastructure)** to the Finance Department, Government of West Bengal can bid for the assignment.

2.3. VISIT TO AUTHORITY AND VERIFICATION OF INFORMATION

Applicants are encouraged to submit their respective unconditional Proposals after visiting the office of the Authority, if necessary, and ascertaining for themselves the availability of documents and other data with the Authority, Applicable Laws and regulations or any other matter considered relevant by them.

Applicants requiring any clarification on the RFP may send their queries to the Authority in writing / email before the date mentioned in the Schedule of Selection Process. The envelopes / email shall clearly bear the following identification and subject :

“Queries / Request for Additional information concerning RFP for appointment of Transaction Adviser for selection of Agency/s for assisting State Government for Planning Scientific Solid Waste Management in the Urban Local Bodies of West Bengal in Cluster Approach”.

Address :
Director
State Urban Development Agency.
ILGUS Bhawan, HC Block,
Sector-III, Bkidhannagar
Kolkata-700106
E-mail ID : wbsudadir@gmail.com

The Authority shall endeavour to respond to the queries within a reasonable time. The responses will be sent by fax or e-mail. The Authority will post the reply to all such queries on the Official Website without identifying the source of queries. The Authority reserves the right not to respond to any queries or provide any clarifications, in its sole discretion, and nothing in the RFP shall be construed as obliging the Authority to respond to any question or to provide any clarification.

2.4. AMENDMENT OF RFP

At any time prior to the deadline for submission of Proposal, the Authority may, for any reason, whether at its own initiative or in response to clarifications requested by an Applicant, modify the RFP document by issuance of Addendum / Amendment, by conveying the same to the applicants by fax or e-mail or by posting on the website and the amendments will be binding on all applications.

In order to afford the Applicants a reasonable time for taking an amendment into account, or for any other reason, the Authority may, in its sole discretion, extend the date for submission of bid.

2.5. RIGHT TO REJECT ANY OR ALL PROPOSALS

The Authority reserves the right to accept or reject any Proposal and to annul the Selection Process at any time without any liability or any obligation for such acceptance, rejection or annulment, and without assigning any reasons thereof.

If such disqualification / rejection occurs after the Proposals have been opened and the L1 Applicant gets disqualified / rejected, then the Authority reserves the right to consider the L2 Applicant, or take any other measure as may be deemed fit in the sole discretion of the Authority, including annulment of the Selection Process.

2.6. DUE DILIGENCE BY APPLICANTS

The objective of the due diligence programme is to provide, eligible and interested parties information on Solid Waste Management Projects, West Bengal to enable them to submit their proposal in the form of Financial Bid. Each applicant would be allowed to conduct due diligence upon receipt of a request letter from them. After due diligence, applicants can ask, in writing, questions to SUDA to clear their doubts, if any. SUDA reserves the right to decline answering any question raised by the applicants.

2.7. PRE-PROPOSAL CONFERENCE

Pre-Proposal Conference of the Applicants shall be convened at the designated date, time and place. A maximum of four representatives of each Applicant shall be allowed to participate.

During the course of Pre-Proposal Conference, the Applicants will be free to seek clarification and make suggestions for consideration of the Authority. The Authority shall endeavour to provide clarifications and such further information as it may, in its sole discretion, consider appropriate for facilitating a fair, transparent and competitive Selection Process.

2.8. PREPARATION AND SUBMISSION OF PROPOSAL

2.8.1. The Proposal and all communications including supporting documents should be in

English only.

- 2.8.2. The Proposal and its copy, shall be signed by the authorized signatory of the applicant who shall sign in each page. In case of printed and published Documents, only the cover shall be signed. All the alterations shall be signed by the person(s) signing the Proposal. The Proposal must be properly signed by the authorized representative.
- 2.8.3. Applicant should note that except as specifically provided in this RFP, no supplementary material will be entertained by the Authority, and the evaluation will be carried out only on the basis of Documents received by the closing time of bid submission.

2.9. PROPOSAL

- 2.9.1. While submitting the Financial Proposal, the Applicant shall in particular, ensure that :
- (a) All forms are submitted in the prescribed formats and signed by the prescribed signatories.
 - (b) Power of Attorney, if applicable, is executed as specified in this RFP.
- 2.9.2. The bidder may bid independently or form a consortium / joint venture. The joint venture / consortium agreement to be furnished along with the bid.
- 2.9.3. **Earnest Money Deposit:** 2% of total Bid amount in the form of Demand Draft in favour of State Urban Development Agency to be submitted by each bidder as earnest money deposit. After selection of final Awardee, it will be returned to other bidders within 7 days (bidders will collect the same from SUDA office) and the same of the Awardee will be retained with SUDA. After Signing the Contract it would be returned to the Awarded firm within 3 days (Awardee will collect it from SUDA Office).

2.10. FINANCIAL PROPOSAL

- 2.10.1. Applicants shall submit the financial proposal in the formats at Appendix - I (the "Financial Proposal") clearly indicating the total cost of the Consultancy in both figure and words, in Indian Rupees, and signed by the Applicants Authorized Representative.
- 2.10.2. In the event of any difference between the arithmetic total and the total shown in the Financial Proposal, the lower of the two shall prevail.
- 2.10.3. While submitting the Financial Proposal, the Applicant shall ensure the following :
- (a) All the costs including tax liabilities associated with the assignment shall be included in the financial Proposal. These shall normally cover remuneration for all the Personnel, accommodation, boarding & lodging, journey expenses including equipment, printing of documents, internal transport etc. The total amount indicated in the Financial Proposal shall be without any condition attached or

subject to any assumption, and shall be final and binding. In case any assumption or condition is indicated in the Financial Proposal, it shall be considered non-responsive and liable to be rejected. The rate quoted shall be throughout the period of performance of the assignment up to and including discharge of all obligations of the Transaction Advisor under the agreement.

- (b) Office Space and administrative expense shall be borne by the Selected Bidder
- (c) All payments shall be subject to deduction of taxes at source as per Applicable Laws.
- (d) The Proposal shall be valid for six months from the date of submission of bid.

2.11. MANNER OF SUBMISSION OF PROPOSAL

- 2.11.1. An envelope should contain the Financial proposal. The envelope should be properly sealed and put in an outer envelope which bears the address of the Authority, RFP Notice number, the name and address of the Applicant.
- 2.11.2. The envelop marked "Financial Proposal" shall contain the financial proposal in the prescribed format (Forms 1 & 2 of Appendix - I)
- 2.11.3. Copy of Agreement with Joint Venture/Consortium Company
- 2.11.4. Statement of Legal Capacity (Form 3 of Appendix-I)
- 2.11.5. Declaration for deployment of Team members as detailed in Terms of Reference should be submitted in Form 4 of Appendix-I
- 2.11.6. Demand Draft of 2% of total Bid Amount in favour of State Urban Development Agency as Earnest Money
- 2.11.7. The completed Proposal must be submitted on or before the specified time on last date for submission of bid.

2.12. MODIFICATION / SUBSTITUTION / WITHDRAWAL OF PROPOSALS

- 2.12.1. The Applicant may modify, substitute, or withdraw its Proposal after submission, provided that written notice of the modification, substitution, or withdrawal is received by the Authority prior to last date for submission of bid. No Proposal shall be modified, substituted, or withdrawn by the Applicant on or after the last date for submission of bid.
- 2.12.2. The modification, substitution, or withdrawal notice shall be prepared, sealed, marked, and delivered with the envelope being additionally marked "MODIFICATION", "SUBSTITUTION", or "WITHDRAWAL", as appropriate.

2.12.3. Any alteration / modification in the Proposal or additional information or material supplied subsequent to the last date of submission of bid, unless the same has been expressly sought for by the Authority, shall be disregarded.

2.13. EVALUATION PROCESS

2.13.1. The Authority shall open the Proposal on at 16:00 hours and in the presence of the Applicants who choose to attend.

2.13.2. Proposal for which notice of withdrawal has been submitted shall not be opened.

2.13.3. The Authority reserves the right to reject any Proposal which is non-responsive and no request for alteration, modification, substitution or withdrawal shall be entertained by the Authority in respect of such Proposals.

2.14. CLARIFICATIONS

2.14.1. To facilitate evaluation of Proposals, the Authority may, at its sole discretion, seek clarification / additional information from any Applicant regarding its Proposal. Such clarification (s) shall be provided in writing within the time specified by the Authority for this purpose failing its Proposal shall be liable to be rejected. In case the Proposal is not rejected, the Authority may proceed to evaluate the Proposal by constructing the particulars requiring clarification to the best of its understanding, and the Applicant shall be barred from questioning on such interpretation of the Authority.

2.15. APPOINTMENT OF TRANSACTION ADVISER

2.15.1. The Selected Applicant may, if necessary, be invited for negotiations. The negotiations shall generally not be for reducing the price of the Proposal, but will be for re-confirming the obligations of the consultant under this RFP, technology or methodology and quality of the work plan shall be discussed during negotiations. In case the selected applicant fails to re-confirm its commitment, the Authority reserves the right to designate the next applicant as the selected applicant and invite it for negotiations.

2.15.2. AWARD OF CONSULTANCY : After selection, a Letter of Award (the "LOA") shall be issued in duplicate, by the Authority to the Selected Applicant and the Selected Applicant shall, within 7 (seven) days of the receipt of LOA, sign and return the duplicate copy of the LOA in acknowledgement thereof. In the event the duplicate copy of the LOA duly signed by the Selected Applicant is not received by the stipulated date, the Authority may, unless it consents to extension of time submission thereof, cancel the LOA and next Applicant may be considered.

2.15.3. After signing of the LOA, the Transaction Advisor will have to enter into an agreement with SUDA.

2.15.4. COMMENCEMENT OF ASSIGNMENT: The Transaction Adviser shall commence the work as per the Terms of Reference within Five days of the date of acceptance of the

LOA or such other date as may be mutually agreed. If the Consultant fails to either acknowledge the LOA or commence the assignment as specified herein, the Authority may invite the next Applicant for negotiations. In such an event, the LOA as the case may be shall stand cancelled / terminated.

2.16. TIME SCHEDULE FOR DELIVERY

Stage	Stages	Time Allocated *
Stage 1	Submission of the Inception Report	7 days from signing date
Stage 2	Submission of Draft Feasibility Report	20.days from the Stage 1
Stage 3	Submission of Final Feasibility Report alongwith action plan	10 days from approval of Stage 2
Stage 4	Submission of the Draft RfP for selection of Agency	20 days from approval of Stage 3
Stage 5	Submission of the Final RfP for selection of Agency	10 days from approval of Stage 4
Stage 6	Evaluation of the Tender Documents and recommendation for the Selected Agency	5 days from tender closing date
Stage 7	Getting the Concession Agreement signed by the selected Agency	10 days from Stage 6

It is the responsibility of the Transaction Advisor to complete the assignment upto the signing of the agreement with the Agency within the desired period.

* Time allocated given in the table above is indicative. The bidders may provide their realistic time frame against the above. The time frame may be suggested by the bidders during the pre-bid meeting wherein after the time frame will be finalised.

2.17. PAYMENT SCHEDULE

The payment schedule for the assignment is as given below: In each stage payment will be made not only on submission of the document. After satisfactory acceptance of the document and satisfactory report of Director, SUDA payment will be made.

Stage	Details of Stages	Percentage
Stage 1	Submission and acceptance of Draft Feasibility Report, upon acceptance of the Inception Report by Director, SUDA	20%
Stage 2	Submission of Final Feasibility Report alongwith action plan and acceptance of the same by Director, SUDA	10%
Stage 3	Submission of the Draft RfP for selection of Agency and acceptance of the same by Director, SUDA	20%
Stage 4	Submission of the Final RfP for selection of Agency	10%
Stage 5	Evaluation of the Tender Documents and recommendation for the Selected Agency	20%
Stage 6	Getting the Concession Agreement signed by the selected Agency	20%
	Total	100%

If the project gets truncated, the Transaction Advisor will be paid for the stage of work completed and approved.

The bidders have to quote lump sum fees in Indian rupees inclusive of all taxes and all expenses, etc. complete in all respect. Only service tax as applicable will be payable extra.

2.18. MISCELLANEOUS

2.18.1. In Case of any disputes, the matters shall be settled mutually. However the decision of The Director, SUDA will be final and binding.

2.18.2. The Authority, in its sole discretion and without incurring any obligation or liability, reserves the right, at any time to:

(a) Suspend and / or cancel the Selection Process and / or amend and / or supplement the Selection Process or modify the dates or other terms of conditions relating thereto.

(b) Consult with any Applicant in order to receive clarification or further information.

(c) Retain any information and / or evidence submitted to the Authority by, on behalf of and / or in relation to any Applicant; and / or

(d) Independently verify, disqualify, reject and / or accept any and all submissions or other information and/or evidence submitted by or on behalf of any Applicant.

2.18.3. It shall be deemed that by submitting the Proposal, the Applicant agrees and releases the Authority, its employees, agents and advisers, irrevocably, unconditionally, fully and finally from any and all liability for claims, losses, damages, costs, expenses or liabilities in any way related to or arising from the exercise of any rights and / or performance of any obligations hereunder, pursuant hereto, and / or in connection herewith and waives any and all rights and / or claims it may have in this respect, whether actual or contingent, whether present or future.

2.18.4. All documents and other information supplied by the Authority or submitted by an Applicant shall remain or become, as the case may be, the property of the Authority. The Authority will not return any submissions made hereunder. Applicants are required to treat all such documents and information as strictly confidential.

2.19. Termination of the Engagement

If the performance of the Transaction Advisor is not up to the satisfaction of SUDA or the Transaction Advisor fails to perform as per the agreed Terms of Reference (TOR), SUDA reserves the right to terminate the engagement with right to claim damages, loss etc. as deemed fit.

The Transaction Advisor may terminate the agreement if SUDA fails to pay the Transaction

Advisor.

In both the cases 30 days written notice to be served.

3. DOCUMENTS

3.1. APPENDIX - I

Documents for Financial Proposal

The Financial Proposal includes the following documents :

Form 1 : Covering Letter, Form 2 : Financial Proposal, ; Form-3
Statement of Legal Capacity, Form 4: Declaration on Manpower
Support, Power of Attorney

DD of Earnest Money deposit and if applicable then agreement with
Joint Venture Company/Consortium Partner

FINANCIAL PROPOSAL

APPENDIX - I

Form - 1

Letter of Proposal

(On Applicant's letter head)

(Date and Reference)

To,

The Director

State Urban Development Authority

ILGUS Bhawan

HC Block, Sector-III

Bidhannagar, Kolkata - 700 106

Sub: APPOINTMENT OF TRANSACTION ADVISER for selection of **Agency/s** for assisting **State Government for Planning Scientific Solid Waste Management in the Urban Local Bodies of West Bengal in Cluster Approach.**

Ref : Your tender ID no. dated

Dear Sir,

With reference to your RFP Documents No. dated, I / We -----, having examined all relevant documents and understood their content, hereby submit our Financial Proposal for selection as Transaction Advisor to advise on the process and selection of Agency/s for assisting State Government for Planning Scientific Solid Waste Management in the Urban Local Bodies of West Bengal in Cluster Approach.

The proposal is unconditional and unqualified.

- (1) I / We acknowledge that the Authority will be relying on the information provided in the Proposal and the documents accompanying the Proposal for selection of the Transaction advisor and we certify that all information provided in the Proposal and in the Appendix is true and correct and documents accompanying such Proposal are true copies of their respective originals.
- (2) I / We acknowledge the right of the Authority to reject our application without assigning any reason or otherwise waive our right to challenge the same on any account whatsoever.

- (3) I / We certify that in the last three years, we or any of our Associates have neither failed to perform any contract as evidenced by imposition of penalty or by an arbitral or judicial authority or a judicial pronouncement or arbitration award against the Applicant or by any PSU nor been expelled from any project or contract by any public authority or have had any contract terminated by any public authority for breach on our part.
- (4) I / We declare that :
 - (a) I / We have not directly or indirectly or through an agent engaged or indulged in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice, in respect of any tender or request for proposal issued by or any agreement entered into with the Authority or any public sector enterprise or any government, central or State; and
 - (b) I / We hereby certify that we have taken steps to ensure that in conformity with the provision of the RFP, no person acting for us or on our behalf will engage in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice.
- (5) I / We understand that the Authority may cancel the Selection Process at any time and that the Authority is neither bound to accept any Proposal nor to select the Consultant, without incurring any liability to the Applicants.
- (6) I / We certify that in regard to matters other than security and integrity of the country, we or any of our Associates have not been convicted by a Court of Law or indicted or adverse order passed by a regulatory authority which would cast a doubt on our ability to undertake the Consultancy for the Project or which relates to a grave offence that outrages the moral sense of the community.
- (7) I / We further certify that in regard to matters relating to security and integrity of the country, we have not been charge-sheeted by any agency of the Government or convicted by a Court of Law for any offence committed by us or by any our Associates.
- (8) I / We further certify that no investigation by a regulatory authority is pending either against us or against our Associates or against our CEO or any Directors / Managers / employees.
- (9) I / We hereby irrevocably waive any right or remedy which we may have at any stage under law or howsoever otherwise arising to challenge or question any decision taken by the Authority [and / or the Government of West Bengal] in connection with the selection of Consultant or in connection with the Selection Process itself in respect of the above mentioned job of valuation.
- (10) I / We agree and understand that the proposal is subject to the provision of the RFP document. In no case, shall I / We have any claim or right of whatsoever nature, if the appointment of Transaction Adviser is not awarded to me / us or our proposal is not opened or rejected.

- (11) I / We agree to keep this offer valid for one year from the Proposal Due Date specified in the RFP.
- (12) A Power of Attorney in favour of the authorized signatory to sign and submit this Proposal and documents is attached herewith in Form 3.
- (13) In the event of my / our firm being selected as the Transaction advisor, I / we agree and undertake to provide the services of the Experts in accordance with the provision of the RFP in the Terms of Reference and that the Experts shall be responsible for providing the agreed services himself and not through any other person or Associate.
- (14) I / We have studied RFP and all other documents carefully. We understand that we shall have no claim, right or title arising out of any documents or information provided to us by the Authority or in respect of any matter arising out of or concerning or relating to Selection Process including the award of the job of Transaction Advisor.
- (15) I / We agree that this offer shall remain valid for a period of 6 months from the date of submission of bid or such further period as may be mutually agreed upon.
- (16) I / We agree and undertake to abide by all the terms and conditions of the RFP Document.
- (17) In witness thereof, I / we submit this Proposal under and in accordance with the terms of the RFP Document.

Yours faithfully,

For and on behalf of

(Signature, name and designation of the authorised signatory)
(Name and seal of the Applicant / Lead Member)

Form - 2

Financial Proposal

Name of the Bidder :

Address :

Email :

Telephone No. :

Mobile No. :

Fax No. :

Total amount offered towards fees inclusive of all taxes and expenses etc. for appointment as Transaction Advisor to advise on the process and selection of Agency/s for assisting State Government for Planning Scientific Solid Waste Management in the Urban Local Bodies of West Bengal in Cluster Approach.

Name of the Project	Amount in Rs.(including GST)	Amount in Words.(including GST)

There will be no other fees or charges other than the above amount and the above costs cover all expenditure including travel, lodging & boarding, transport, Setting up office etc.

Signature of the Authorized person

For (Name of the Bidder)

Notes :

1. The financial proposal is unconditional.
2. All payments shall be made in Indian Rupees after TDS and subject to deduction of other applicable taxes, if any.

Form-3

Statement of Legal Capacity

(To be forwarded on the letter head of the Applicant) Ref

Date :

To,

The Director

State Urban Development Authority

ILGUS Bhawan

HC Block, Sector-III,

Bidhannagar, Kolkata-700106

Sub : Appointment of Transaction Adviser for Selection of Agency/s for assisting State Government for Planning Scientific Solid Waste Management in the Urban Local Bodies of West Bengal in Cluster Approach.

Ref : Your tender ID no. SUDA/...../TA dated

Dear Sir,

I / We hereby confirm that I / we, the Applicant satisfy the terms and conditions laid down in the RFP document.

I / We have agreed that (insert individual's name) will act as our Authorized Representative on our behalf and has been duly authorized to submit our Proposal. Further, the authorized signatory is vested with requisite powers to furnish such proposal and all other documents, information or communication and authenticate the same.

Yours faithfully,

For and on behalf of (Signature, name and designation of the authorized signatory)

Form-4

Declaration on Manpower Support*(To be forwarded on the letter head of the Applicant) Ref*

:

Date :

To,
The Director
 State Urban Development Authority
 ILGUS Bhawan
 HC Block, Sector-III,
 Bidhannagar, Kolkata-700106

Sub : Engagement of key Manpower with regards to Team Leader, Solid Waste Management Specialist, PPP Specialist, Financial Analyst and Legal Advisor.

Ref : Your tender ID no. SUDA/...../TA dated

Dear Sir,

I / We hereby confirm that I / we, the Applicant have the following strength of key Personnel, who will be engaged in support of the project and will prepare the Total Bid Document/Request for Proposal/Expression of Interest (EoI) for the clustered Projects as identified, in conformity with the Terms of Reference of the RFP document, as laid down.

Sl. No.	Name of the Key Personnel/Manpower	Designation	Qualification	Experience in the relevant Field	e-mail ID and Contact No.

Yours faithfully,

For and on behalf of (Signature, name and designation of the authorized signatory)

Power of Attorney

Know all men by these presents, We, (name of Firm and address of the registered office) do hereby constitute, nominate, appoint and authorize Mr. / Ms. Son / daughter / wife and presently residing at who is presently employed with / retained by us and holding the position of as our true and lawful attorney (hereinafter referred to as the "Authorised Representative") to do in our name and on our behalf, all such acts, deeds and things as are necessary or required in connection with or incidental to submission of our Proposal for and selection as the Transaction Adviser to advise on the process and selection of a Private Partner & Independent Engineer for Solid Waste Management Projects, West Bengal including but not limited to signing and submission of all applications, proposals and other documents and writings, participating in pre-bid and other conference and providing information / responses to the Authority, representing us in all matters before the Authority, signing and execution of all contracts and undertakings consequent to acceptance of our proposal and generally dealing with the Authority in all matters in connection with or relating to or arising out of our Proposal for the said consultancy job and/or upon award thereof to us till the entering into of the Agreement with the Authority.

AND, we do hereby agree to ratify and confirm all acts, deeds and things lawfully done or caused to be done by our said Authorised Representative pursuant to and in exercise of the powers conferred by this Power of Attorney and that all acts, deeds and things done by our said Authorised Representative in exercise of the powers hereby conferred shall and shall always be deemed to have been done by us.

IN WITNESS WHEREOF WE, THE ABOVE NAMED PRINCIPAL HAVE EXECUTED THIS POWER OF ATTORNEY ON THIS DAY OF, 2015.

For (Signature, Name, Designation and Address)

Witnesses :

- 1.
- 2.

APPENDIX - I

Notarised

Accepted (Signature, name designation and address of the Attorney)

Notes:

The mode of execution of the Power of Attorney should be in accordance with the procedure, if any, laid down by the applicable law and the charter documents of the executant (s) and when it is so required the same should be under common seal affixed in accordance with the required procedure. Wherever required, the Applicant should submit for verification the extract of the charter documents and other documents such as a resolution / power of attorney in favour of the person executing this Power of Attorney for the delegation of power hereunder on behalf of the Applicant.

Terms of Reference (TOR) for Transaction Adviser

(1) Introduction

Government of West Bengal has taken several steps/initiatives for making all the cities Clean, Green and Beautiful with special emphasis on management of Solid Wastes in Municipal Towns of the State. One of the obligatory functions of the Municipal Bodies is to remove solid waste from the cities under Sections 63, 95B, 260, 273 of the West Bengal Municipal Act 1993 and corresponding Sections in the Municipal Corporations' Acts. A number of efforts have been made by the UD&MA Department to ensure that the solid waste are collected by the Municipal Bodies and disposed of scientifically by them. Under the Mission Nirmal Bangla, a lot of equipment e.g. garbage bins, compactors, hydraulic tippers and other vehicles, community bins to Municipal Bodies to assist them in systematic collection of garbage from individual holdings, their transportation and stacking before disposal. Land has also been provided through inter departmental transfer to municipal bodies to set up dumping ground cum solid waste processing plants. In some cases these bodies have been permitted to purchase private land for setting up these facilities. The municipal bodies are required to collect waste from individual holdings systematically and transport them regularly in the solid waste disposal facility and get them recycled/processed scientifically. While many municipal bodies have made some effort to collect waste, the picture is not at all happy with practically no scientific disposal of solid waste at any of the facilities. There are some sporadic efforts by some municipalities to collect waste and process them to the best of their abilities. It is, however, a fact that most municipal bodies don't have the technical capability, financial muscle and managerial competence to handle solid waste in a scientific manner. As a result, in spite of best intentions and substantial investments, these efforts have not resulted in any significant improvement of situation. The Hon'ble National Green Tribunal(NGT), Hon'ble High Court and the Hon'ble Supreme Court have been repeatedly pulling up different agencies for failure to process waste and reduce pollution. In the light of importance given to scientific collection and disposal of solid waste, a large number of legislations and guidelines have been issued by different authorities from time to time. Some of these are :

- 1) Solid Waste Management Rules 2016 of Government of India
- 2) Policy and Strategy on Solid Waste Management for Urban Areas of West Bengal 2017
- 3) Plastics Waste Management Rules 2016 of Government of India
- 4) Policy and Strategy on Plastics Waste Management for Urban Areas of West Bengal 2017
- 5) Amendment of the West Bengal Municipal Act for banning using plastic bags below 50 micron.
- 6) State Government Order to all the ULBs to regularly remove Solid Wastes from all the Hospitals in their jurisdiction and accordingly make special arrangement for Hospital Solid Waste removal.
- 7) State Government declaration of Green Zone from Airport to NABANNA area.
- 8) Guideline of Ministry of Housing & Urban Affairs, GoI on Implementation of SWM by Bulk Solid Waste Generators.

The present state of solid waste disposal in urban areas may be attributed to the model we have been following so far. This model of solid waste collection and disposal involves awareness generation among the population, expectation of segregation of source, door to door collection by the municipal bodies, intermediate storage of such collected waste, segregation at intermediate storage points, ultimate transportation to the disposal ground and

segregation, recycling, processing (Bio-gas, RDF, compost) and finally landfill with the residue. While the municipalities in many cases are able to carry out the first three functions reasonably effectively given appropriate support, it would not be rational to expect that the final steps, viz. those of collection of solid waste from intermediate transit points to their final processing and landfill can be effectively carried out by the municipal bodies at their current level of resources and competence.

The Urban Development & Municipal Affairs (UD&MA) Department through Kolkata Metropolitan Development Authority (KMDA) and Municipal Engineering Directorate (MED) has been developing landfill sites and solid waste processing facilities in different municipalities based on this model investing significant amount of money in setting up compost plants and Biogas energy plants in municipalities. However, there has been no thought as regards how and who would operate these plants. The critical gap in these efforts to manage solid waste are in the areas of technical and managerial competence.

Segregation of solid waste, their processing to either to produce compost or Refuse Derived Fuel(RDF) or Bio-gas, their marketing, recycling of waste processing of construction and demolition waste, a remediation of legacy waste, management of landfill site, all of these are technically and managerially complex functions. The experience across cities in India and abroad shows that these functions are best carried out by technically and financially competent agencies. Such agencies are seen to be running successful plants in many Indian cities e.g. Hyderabad, Bangalore, Panaji, Indore, Bhopal, Surat etc.

In this light, State Government has decided to appoint TRANSACTION ADVISER for selection of Agency/s for assisting State Government for Planning Scientific Solid Waste Management in the Urban Local Bodies of West Bengal in Cluster Approach.

(2) Objectives

The objectives of engaging a Transaction Adviser is to select Private Partner for assisting State Government for Planning Scientific Solid Waste Management in the Urban Local Bodies of West Bengal in Cluster Approach following due procedure of law and best professional practices.

(3) Scope of Work/Description of Task

- Feasibility Study of the project in all respect along with viability of existing cluster /proposed cluster of municipal bodies
- Preparation of Action Plan for Integrated Solid Waste Management for the municipal bodies involved in this project
- Drafting of Request for Proposal (RfP) for selection of competent agency for carriage (as required) and processing of waste for the cluster
- Assisting Solid Waste Management (SWM) Cell in managing the bid process including evaluation of bids and for selection of successful agency for the cluster
- Drafting of Tripartite Agreement between Municipal Bodies in the Cluster, the SWM Cell of the Department and the Selected Agency.

Transaction Advisor shall perform the abovementioned tasks keeping in mind the following:

- a) Consultation with UD & MA Department, SUDA, ULBs, Development Authorities and other concerned to identify and conceptualize/develop projects for Solid Waste Management through cluster/standalone approach.
- b) Action plan should be developed from the primary collection stage up to the final processing and disposal of all types of wastes.
- c) A detailed plan is to be prepared for all ongoing projects incorporating all capex already made with appropriate technology.
- d) Selection of technology for processing and sanitary landfill there should be flexible..
- e) TA should set up office for this purpose in a suitable location for ease of interaction.
- f) Projects should be structured under PPP mode to enable recovery of the investments made in SWM projects through innovative business and commercial practices such as commercial sale of products, levy of user charges/ fee etc., as appropriate under the applicable laws.
- g) Visit of projects acclaimed to be of best practices in other States along with proposed sites in the state.

Note: The Transaction Advisor shall prepare bid documents (RFP, Concession Agreement etc.) and manage bid process upto signing of Concession Agreement, while doing so the following objectives shall have to be addressed.

- Optimum utilization of existing infrastructure of Solid Wastes in the ULBs and in conformity with policy of Government of West Bengal.

- Optimum utilization of land for processing plant and sanitary landfill site clubbing ULBs in clusters to make the project financially feasible.
- The existing cluster/proposed clusters may be revisited.
- Collection, segregation and transportation of wastes shall be the responsibility of the ULB or by operating agency and the installation on & Management of Processing Plant and Sanitary Landfill site will be the responsibility of the operating agency.
- Incentive on performance for all stakeholders.
- A flow chart for all types of wastes from source up to the processing plant/Landfill to be prepared.
- Necessary clearances to be obtained from the Department of Environment and West Bengal Pollution Control Board on behalf of operating agency.
- New technology should be backed by necessary certificate/s from the proper authority.
- Effective Operation & Management System for at least for 15 to 20 years.
- Processing and disposal of Legacy waste and reclamation of land is to be incorporated invariably.
- Land for processing plant and sanitary landfill site is to be identified/ provided by State/ULB.
- Reclamation of existing Dumping Grounds and beautification of the Dumping Grounds.
- Segregation and processing of recyclable waste, Bio degradable waste and Construction & Demolition (C&D) waste is to be ensured effectively and separately.
- Scope of work should be customized on available field data and technology for each cluster/project.
- Implementation of effective and viable model based on national and international best practices.

- Proposal should be inclusive of institutional structures required for implementation of projects and operation & maintenance thereof with private sector financing.
- Suggesting key performance indicators linked with schedule of payment to operating agencies
- Principal objective; achievement of cent percent disposal and processing of waste and to maintain this status.

(4) Assignment for following Proposed Clusters:

Cluster No.	Existing Projects in ULB/s	Proposed Cluster
1	Dum Dum, North Dum Dum, South Dum Dum, Baranagar	Dum Dum, North Dum Dum, South Dum Dum, Baranagar, Kamarhati, New Barrackpore
2		New Town, NDITA, Bidhannagar MC and Adjacent areas of Kolkata MC
3	Ashoknagar-Kalyangarh and Habra	Ashoknagar-Kalyangarh and Habra
4	Baidyabati, Uttarpara-Kotrung, Rishra, Serampore, Champdani and Konnagar	Baidyabati, Uttarpara-Kotrung, Rishra, Serampore, Champdani and Konnagar, Dankuni, Bhadreswar

As per feasibility of the project, may reorient the Clusters.

One Transaction Advisor can Participate for maximum 3 (Three) Clusters.

(5) Deliverables

Stage	Stages	Time Allocated *
Stage 1	Submission of the Inception Report	7 days from signing date
Stage 2	Submission of Draft Feasibility Report	20.days from the Stage 1
Stage 3	Submission of Final Feasibility Report alongwith action plan	10 days from approval of Stage 2
Stage 4	Submission of the Draft RfP for selection of Agency	20 days from approval of Stage 3
Stage 5	Submission of the Final RfP for selection of Agency	10 days from approval of Stage 4
Stage 6	Evaluation of the Tender Documents and recommendation for the Selected Agency	5 days from tender closing date
Stage 7	Getting the Concession Agreement signed by the selected Agency	10 days from Stage 6

Beside this, a Fortnightly meeting will be held where the progress of the assignment will be reviewed against the progress submitted by the TA.

(6) Expertise and Inputs:

It is envisaged that the assignment will be undertaken by a team who has adequate experience in the field of Solid Waste Management. The constituents of the team would be provided.

(7) Profile of Key Manpower :

(a) Team leader

- 15 years' experience, Bachelor in Engineering with Post Graduate Degree in Management
- Experience in leading at least 3 projects in the Solid Waste Management on PPP basis

(b) Solid Waste Management Specialist

- 10 years' experience, Bachelor in Engineering with relevant Post Graduate Degree
- Experience in handling at least 3 Solid Waste Management projects involving feasibility assessment, operations, technical aspects etc

(c) PPP specialist

- 10 years' experience, Post Graduate Degree in Management/ Finance/ Economics
- Experience in handling at least 3 transaction projects executed in PPP mode

(d) Financial Analyst

- 8 years' experience, Post Graduate in Management/ Finance/ Economics
- Experience in at least 3 such projects executed in PPP mode and should have handled at least one project with value more than 500 crores

(e) Legal Advisor

- 15 years' experience in BA, LLB
- Experience in at least 3 projects, preferably similar in nature, executed on PPP mode

The above are the minimum key manpower requirement from the Transaction Advisors and to be submitted at the time of submission of Bid. A declaration is also to be made in this regard in Form 4 of Appendix-I.

(8) Working arrangement:

The assignment will be contracted by Director, State Urban Development Agency, West Bengal. ULB/s will nominate an officer to liaison with the TA Team.

(9) Items to be provided by the SUDA:

SUDA will provide all the relevant information, documents and data available with them to the TA

(10) Items to be provided by the TA:

The TA shall organize and provide for:

- Arrange for all transportation and travelling required for the TA
- Accommodation as necessary
- Any other as required for completion of assignment.

(11) Payment Schedule/arrangement:

Stage	Details of Stages	Percentage
Stage 1	Submission and acceptance of Draft Feasibility Report, upon acceptance of the Inception Report by Director, SUDA	20%
Stage 2	Submission of Final Feasibility Report alongwith action plan and acceptance of the same by Director, SUDA	10%
Stage 3	Submission of the Draft RfP for selection of Agency and acceptance of the same by Director, SUDA	20%
Stage 4	Submission of the Final RfP for selection of Agency	10%
Stage 5	Evaluation of the Tender Documents and recommendation for the Selected Agency	20%
Stage 6	Getting the Concession Agreement signed by the selected Agency	20%
	Total	100%

SUDA shall review and monitor the progress of the assignment. On acceptance of the report in each milestone and after providing satisfactory certificate of Director, SUDA, payment will be released.

Bid document for selection of Transaction Advisor

**for selection of Agency/s
for assisting State Government for Planning Scientific Solid
Waste Management in the Urban Local Bodies of West Bengal
through Cluster Approach**

**State Urban Development Agency,
Urban Development & Municipal Affairs Department
Government of West Bengal**

December 2018

Ref:

Date:

To:

- 1) CRISIL
- 2) Ernst & Young
- 3) KPMG
- 4) PwC

Sub: Request for Proposal from the Empanelled Transaction Advisors for selection of Agency/s for assisting State Government for Planning Scientific Solid Waste Management in the Urban Local Bodies of West Bengal in Cluster Approach

Sir,

As your firm is an Empanelled Transaction Advisor, enlisted by the Finance Department (PPP Cell), Government of West Bengal, vide no. 3738-F(Y) dated 11-06-20118 you are requested to submit your Bid as per the RFP document enclosed, as Transaction Advisors for Selection of Agency for assisting State Government for Planning Scientific Solid Waste Management in the Urban Local Bodies of West Bengal in Cluster Approach. The Bid is due for submission on at 15:00 hours.

This communication is being issued to you at the address provided by you and is also sent to you through email at the address received from you for this purpose.

Any clarifications or details solicited in this matter will be clarified in the Pre Bid Meeting to be held on at 12:00 hours in the office of State Urban Development Agency (SUDA) at ILGUS Bhawan, HC Block, Sector-III, Bidhannagar, Kolkata-700106.

Kindly acknowledge the receipt of this information over return mail / email.

Yours faithfully,

Director, SUDA

Ref:

Date:

REQUEST FOR PROPOSAL (RFP) FOR APPOINTMENT OF TRANSACTION ADVISER

Proposals in sealed covers are invited from empanelled Transaction Advisors for appointment of Transaction Adviser to advise on the process and selection of Agency/s for assisting State Government for Planning Scientific Solid Waste Management in the Urban Local Bodies of West Bengal in Cluster Approach.

All the correspondence in this context and the Bid shall be submitted to SUDA office at the below mentioned address and shall be clearly marked "**APPOINTMENT OF TRANSACTION ADVISER for selection of Agency/s for assisting State Government for Planning Scientific Solid Waste Management in the Urban Local Bodies of West Bengal in Cluster Approach.**"

Address :
Director
State Urban Development Agency,
ILGUS Bhawan, HC Block,
Sector-III, Bkidhannagar
Kolkata-700106

SUDA reserves the right to withdraw the process or any part thereof, to accept or reject any/all offer(s) at any stage of the process and/or modify the process or any part thereof or to vary any terms without assigning any reasons whatsoever. No financial obligations will accrue to SUDA in such an event.

Yours faithfully,

Director, SUDA

DISCLAIMER

The information contained in this Request for Proposal ("RFP") document or subsequently provided to Applicants, whether verbally or documentary or any other form by or on behalf of or any of its employees or advisers on the terms and conditions set out in this RFP and such other terms and conditions subject to which such information is provided.

This RFP is not an agreement and is neither an offer nor invitation by the Authority to the prospective Applicants or any other person. The purpose of this RFP is to provide interested parties with information that may be useful to them in the formulation of their Proposals pursuant to this RFP.

Assumptions, assessments and statements do not purport to contain all the information that each Applicant may require and also may not be complete, accurate, adequate or correct. Each Applicant should, therefore, conduct its own investigations and analysis and should check the accuracy, adequacy, correctness, reliability and completeness of the assumptions, assessments and information contained in this RFP and obtain independent advice from appropriate sources. The Authority accepts no responsibility for the accuracy or otherwise for any information, interpretation or opinion of law expressed herein. The Authority and its employees make no representation or warranty and shall have no liability to any person including any Applicant under any law, statute, rules or regulations or tort, principles of restitution or unjust enrichment or otherwise for any loss, damages, cost or expenses which may arise from or be incurred or suffered on account of anything contained in this RFP or otherwise.

The Authority may in its absolute discretion, but without being under any obligation to do so, update, amend or supplement the information, assessment or assumption contained in this RFP.

Director, SUDA

1. INTRODUCTION

1.1. THE PROJECT

Government of West Bengal has taken several initiatives for Solid Waste Management in the Statutory Towns of West Bengal. The present state of solid waste disposal may be attributed to the model being followed so far. This model of solid waste collection and disposal involves awareness generation among the population, expectation of segregation at source, door to door collection by the municipal bodies, intermediate storage of such collected waste, segregation at intermediate storage points, ultimate transportation to the disposal ground and segregation, recycling, processing (Bio Gas, RDF, Compost) and finally landfill with the residue. While the municipalities in many cases are able to carry out the first three functions reasonably effectively, it would not be rational to expect that the final steps, viz, those of collection of solid waste from immediate transit points to their final processing and landfill can be effectively carried out by the municipal bodies at their current level of resources and competence. In this connection, Private Partner/s will be appointed for assisting State Government for Planning Scientific Solid Waste Management in the Urban Local Bodies of West Bengal in Cluster Approach.

1.2. REQUESTS FOR PROPOSAL (RFP)

SUDA invites proposals from interested firms / companies (the "**Proposals**") for selection of a **Transaction Advisor** as per the terms and conditions of the Terms of Reference (TOR) given in **Annexure - I** to this RFP to advise on the process and selection of Agency/s to be appointed for assisting State Government for Planning Scientific Solid Waste Management in the Urban Local Bodies of West Bengal in Cluster Approach.

1.3. SUBMISSION OF BIDS

The Sealed Bids have to be submitted along with all the details as mentioned in the RFP Document to :

Director
State Urban Development Agency.
ILGUS Bhawan, HC Block,
Sector-III, Bkidhannagar
Kolkata-700106

For details / queries, please contact :

Mr. Bijay Krishna Pal
Contact no.- +91 9432378545
E-mail- sbm.wbsuda@gmail.com, bkpal.suda@gmail.com

1.4. BRIEF DESCRIPTION OF THE SELECTION PROCESS

The Bid comprising proposal in the form of financial bids is to be submitted in sealed envelope. The financial evaluation of the applicants will be carried out. The L1 Applicant shall be called for negotiation, if necessary, while the L2 Applicant will be kept in reserve. The Authority is, however, not bound to select the Transaction Adviser on least cost basis, alone.

1.5. SCHEDULE OF SELECTION PROCESS

The Authority would endeavour to adhere to the following schedule :

Sl. No.	List of Events	Date & Time
1	Date of notification of tender	T
2	Pre Bid Meeting	T+5, @ 17.00 hrs
3	Bid proposal submission last date	T+10, @ 15.00 hrs
4	Financial bid opening date	T+10, @16.00 hrs

2. INSTRUCTIONS TO APPLICANTS

2.1. SUBMISSION OF PROPOSAL

The Applicant shall submit its Proposal in the form and manner specified in this Section of the RFP. The Proposal in the form of Financial Bid shall be submitted in the prescribed Form at Appendix - I.

2.2. CONDITIONS OF ELIGIBILITY OF APPLICANTS

Only the **Empanelled Transaction Advisors / Consultants of Panel B (Urban Municipal Infrastructure)** to the Finance Department, Government of West Bengal can bid for the assignment.

2.3. VISIT TO AUTHORITY AND VERIFICATION OF INFORMATION

Applicants are encouraged to submit their respective unconditional Proposals after visiting the office of the Authority, if necessary, and ascertaining for themselves the availability of documents and other data with the Authority, Applicable Laws and regulations or any other matter considered relevant by them.

Applicants requiring any clarification on the RFP may send their queries to the Authority in writing / email before the date mentioned in the Schedule of Selection Process. The envelopes / email shall clearly bear the following identification and subject :

“Queries / Request for Additional information concerning RFP for appointment of Transaction Adviser for selection of Agency/s for assisting State Government for Planning Scientific Solid Waste Management in the Urban Local Bodies of West Bengal in Cluster Approach”.

Address :
Director
State Urban Development Agency.
ILGUS Bhawan, HC Block,
Sector-III, Bkidhannagar
Kolkata-700106
E-mail ID : wbsudadir@gmail.com

The Authority shall endeavour to respond to the queries within a reasonable time. The responses will be sent by fax or e-mail. The Authority will post the reply to all such queries on the Official Website without identifying the source of queries. The Authority reserves the right not to respond to any queries or provide any clarifications, in its sole discretion, and nothing in the RFP shall be construed as obliging the Authority to respond to any question or to provide any clarification.

2.4. AMENDMENT OF RFP

At any time prior to the deadline for submission of Proposal, the Authority may, for any reason, whether at its own initiative or in response to clarifications requested by an Applicant, modify the RFP document by issuance of Addendum / Amendment, by conveying the same to the applicants by fax or e-mail or by posting on the website and the amendments will be binding on all applications.

In order to afford the Applicants a reasonable time for taking an amendment into account, or for any other reason, the Authority may, in its sole discretion, extend the date for submission of bid.

2.5. RIGHT TO REJECT ANY OR ALL PROPOSALS

The Authority reserves the right to accept or reject any Proposal and to annul the Selection Process at any time without any liability or any obligation for such acceptance, rejection or annulment, and without assigning any reasons thereof.

If such disqualification / rejection occurs after the Proposals have been opened and the L1 Applicant gets disqualified / rejected, then the Authority reserves the right to consider the L2 Applicant, or take any other measure as may be deemed fit in the sole discretion of the Authority, including annulment of the Selection Process.

2.6. DUE DILIGENCE BY APPLICANTS

The objective of the due diligence programme is to provide, eligible and interested parties information on Solid Waste Management Projects, West Bengal to enable them to submit their proposal in the form of Financial Bid. Each applicant would be allowed to conduct due diligence upon receipt of a request letter from them. After due diligence, applicants can ask, in writing, questions to SUDA to clear their doubts, if any. SUDA reserves the right to decline answering any question raised by the applicants.

2.7. PRE-PROPOSAL CONFERENCE

Pre-Proposal Conference of the Applicants shall be convened at the designated date, time and place. A maximum of four representatives of each Applicant shall be allowed to participate.

During the course of Pre-Proposal Conference, the Applicants will be free to seek clarification and make suggestions for consideration of the Authority. The Authority shall endeavour to provide clarifications and such further information as it may, in its sole discretion, consider appropriate for facilitating a fair, transparent and competitive Selection Process.

2.8. PREPARATION AND SUBMISSION OF PROPOSAL

2.8.1. The Proposal and all communications including supporting documents should be in English only.

2.8.2. The Proposal and its copy, shall be signed by the authorized signatory of the applicant who shall sign in each page. In case of printed and published Documents, only the cover shall be signed. All the alterations shall be signed by the person(s) signing the Proposal. The Proposal must be properly signed by the authorized representative.

2.8.3. Applicant should note that except as specifically provided in this RFP, no supplementary material will be entertained by the Authority, and the evaluation will be carried out only on the basis of Documents received by the closing time of bid submission.

2.9. PROPOSAL

2.9.1. While submitting the Financial Proposal, the Applicant shall in particular, ensure that :

- (a) All forms are submitted in the prescribed formats and signed by the prescribed signatories.
- (b) Power of Attorney, if applicable, is executed as specified in this RFP.

2.9.2. The bidder may bid independently or form a consortium / joint venture. The joint venture / consortium agreement to be furnished along with the bid.

2.9.3. **Earnest Money Deposit:** 2% of total Bid amount in the form of Demand Draft in favour of State Urban Development Agency to be submitted by each bidder as earnest money deposit. After selection of final Awardee, it will be returned to other bidders within 7 days (bidders will collect the same from SUDA office) and the same of the Awardee will be retained with SUDA. After Signing the Contract it would be returned to the Awarded firm within 3 days (Awardee will collect it from SUDA Office).

2.10. FINANCIAL PROPOSAL

2.10.1. Applicants shall submit the financial proposal in the formats at Appendix - I (the "Financial Proposal") clearly indicating the total cost of the Consultancy in both figure and words, in Indian Rupees, and signed by the Applicants Authorized Representative.

2.10.2. In the event of any difference between the arithmetic total and the total shown in the Financial Proposal, the lower of the two shall prevail.

2.10.3. While submitting the Financial Proposal, the Applicant shall ensure the following :

- (a) All the costs including tax liabilities associated with the assignment shall be included in the financial Proposal. These shall normally cover remuneration for all the Personnel, accommodation, boarding & lodging, journey expenses including equipment, printing of documents, internal transport etc. The total amount indicated in the Financial Proposal shall be without any condition attached or subject to any assumption, and shall be final and binding. In case any assumption or condition is indicated in the Financial Proposal, it shall be considered non-

responsive and liable to be rejected. The rate quoted shall be throughout the period of performance of the assignment up to and including discharge of all obligations of the Transaction Advisor under the agreement.

- (b) Office Space and administrative expense shall be borne by the Selected Bidder
- (c) All payments shall be subject to deduction of taxes at source as per Applicable Laws.
- (d) The Proposal shall be valid for six months from the date of submission of bid.

2.11. MANNER OF SUBMISSION OF PROPOSAL

- 2.11.1. An envelope should contain the Financial proposal. The envelope should be properly sealed and put in an outer envelope which bears the address of the Authority, RFP Notice number, the name and address of the Applicant.
- 2.11.2. The envelop marked "Financial Proposal" shall contain the financial proposal in the prescribed format (Forms 1 & 2 of Appendix - I)
- 2.11.3. Copy of Agreement with Joint Venture/Consortium Company
- 2.11.4. Statement of Legal Capacity (Form 3 of Appendix-I)
- 2.11.5. Demand Draft of 2% of total Bid Amount in favour of State Urban Development Agency as Earnest Money
- 2.11.6. The completed Proposal must be submitted on or before the specified time on last date for submission of bid.

2.12. MODIFICATION / SUBSTITUTION / WITHDRAWAL OF PROPOSALS

- 2.12.1. The Applicant may modify, substitute, or withdraw its Proposal after submission, provided that written notice of the modification, substitution, or withdrawal is received by the Authority prior to last date for submission of bid. No Proposal shall be modified, substituted, or withdrawn by the Applicant on or after the last date for submission of bid.
- 2.12.2. The modification, substitution, or withdrawal notice shall be prepared, sealed, marked, and delivered with the envelope being additionally marked "MODIFICATION", "SUBSTITUTION", or WITHDRAWAL", as appropriate.
- 2.12.3. Any alteration / modification in the Proposal or additional information or material supplied subsequent to the last date of submission of bid, unless the same has been expressly sought for by the Authority, shall be disregarded.

2.13. EVALUATION PROCESS

- 2.13.1. The Authority shall open the Proposal on at 16:00 hours and in the presence of the Applicants who choose to attend.
- 2.13.2. Proposal for which notice of withdrawal has been submitted shall not be opened.
- 2.13.3. The Authority reserves the right to reject any Proposal which is non-responsive and no request for alteration, modification, substitution or withdrawal shall be entertained by the Authority in respect of such Proposals.

2.14. CLARIFICATIONS

- 2.14.1. To facilitate evaluation of Proposals, the Authority may, at its sole discretion, seek clarification / additional information from any Applicant regarding its Proposal. Such clarification (s) shall be provided in writing within the time specified by the Authority for this purpose failing its Proposal shall be liable to be rejected. In case the Proposal is not rejected, the Authority may proceed to evaluate the Proposal by constructing the particulars requiring clarification to the best of its understanding, and the Applicant shall be barred from questioning on such interpretation of the Authority.

2.15. APPOINTMENT OF TRANSACTION ADVISER

- 2.15.1. The Selected Applicant may, if necessary, be invited for negotiations. The negotiations shall generally not be for reducing the price of the Proposal, but will be for re-confirming the obligations of the consultant under this RFP, technology or methodology and quality of the work plan shall be discussed during negotiations. In case the selected applicant fails to re-confirm its commitment, the Authority reserves the right to designate the next applicant as the selected applicant and invite it for negotiations.
- 2.15.2. AWARD OF CONSULTANCY : After selection, a Letter of Award (the "LOA") shall be issued in duplicate, by the Authority to the Selected Applicant and the Selected Applicant shall, within 7 (seven) days of the receipt of LOA, sign and return the duplicate copy of the LOA in acknowledgement thereof. In the event the duplicate copy of the LOA duly signed by the Selected Applicant is not received by the stipulated date, the Authority may, unless it consents to extension of time submission thereof, cancel the LOA and next Applicant may be considered.
- 2.15.3. After signing of the LOA, the Transaction Advisor will have to enter into an agreement with SUDA.
- 2.15.4. COMMENCEMENT OF ASSIGNMENT: The Transaction Adviser shall commence the work as per the Terms of Reference within Five days of the date of acceptance of the LOA or such other date as may be mutually agreed. If the Consultant fails to either acknowledge the LOA or commence the assignment as specified herein, the Authority may invite the next Applicant for negotiations. In such an event, the LOA as the case

may be shall stand cancelled / terminated.

2.16. TIME SCHEDULE FOR DELIVERY

Stage	Stages	Time Allocated *
Stage 1	Submission of the Inception Report	7 days from signing date
Stage 2	Submission of Draft Feasibility Report	20 days from the Stage 1
Stage 3	Submission of Final Feasibility Report alongwith action plan	25 days from approval of Stage 2
Stage 4	Submission of the Draft RfP for selection of Agency	20 days from approval of Stage 3
Stage 5	Submission of the Final RfP for selection of Agency	25 days from approval of Stage 4
Stage 6	Evaluation of the Tender Documents and recommendation for the Selected Agency	5 days from tender closing date
Stage 7	Getting the Concession Agreement signed by the selected Agency	10 days from Stage 6

It is the responsibility of the Transaction Advisor to complete the assignment upto the signing of the agreement with the Agency within the desired period.

* Time allocated given in the table above is indicative. The bidders may provide their realistic time frame against the above. The time frame may be suggested by the bidders during the pre-bid meeting wherein after the time frame will be finalised.

2.17. PAYMENT SCHEDULE

The payment schedule for the assignment is as given below: In each stage payment will be made not only on submission of the document. After satisfactory acceptance of the document and satisfactory report of Director, SUDA payment will be made.

Stage	Details of Stages	Percentage
	After signing the Agreement, Mobilization Advance against equal amount of Bank Guarantee	5%
Stage 1	Submission of the Inception Report and acceptance of the report by Director, SUDA	5%
Stage 2	Submission of Draft Feasibility Report and acceptance of the report by Director, SUDA	15%
Stage 3	Submission of Final Feasibility Report alongwith action plan and acceptance of the same by Director, SUDA	5%
Stage 4	Submission of the Draft RfP for selection of Agency and acceptance of the same by Director, SUDA	25%
Stage 5	Submission of the Final RfP for selection of Agency	5%
Stage 6	Evaluation of the Tender Documents and recommendation for the Selected Agency	20%
Stage 7	Getting the Concession Agreement signed by the selected Agency	20%
	Total	100%

If the project gets truncated, the Transaction Advisor will be paid for the stage of work completed and approved.

The bidders have to quote lump sum fees in Indian rupees inclusive of all taxes and all expenses, etc. complete in all respect. Only service tax as applicable will be payable extra.

2.18. MISCELLANEOUS

2.18.1. In Case of any disputes, the matters shall be settled mutually. However the decision of The Director, SUDA will be final and binding.

2.18.2. The Authority, in its sole discretion and without incurring any obligation or liability, reserves the right, at any time to:

- (a) Suspend and / or cancel the Selection Process and / or amend and / or supplement the Selection Process or modify the dates or other terms of conditions relating thereto.
- (b) Consult with any Applicant in order to receive clarification or further information.
- (c) Retain any information and / or evidence submitted to the Authority by, on behalf of and / or in relation to any Applicant; and / or
- (d) Independently verify, disqualify, reject and / or accept any and all submissions or other information and/or evidence submitted by or on behalf of any Applicant.

2.18.3. It shall be deemed that by submitting the Proposal, the Applicant agrees and releases the Authority, its employees, agents and advisers, irrevocably, unconditionally, fully and finally from any and all liability for claims, losses, damages, costs, expenses or liabilities in any way related to or arising from the exercise of any rights and / or performance of any obligations hereunder, pursuant hereto, and / or in connection herewith and waives any and all rights and / or claims it may have in this respect, whether actual or contingent, whether present or future.

2.18.4. All documents and other information supplied by the Authority or submitted by an Applicant shall remain or become, as the case may be, the property of the Authority. The Authority will not return any submissions made hereunder. Applicants are required to treat all such documents and information as strictly confidential.

2.19. Termination of the Engagement

If the performance of the Transaction Adviser is not up to the satisfaction of SUDA or the Transaction Adviser fails to perform as per the agreed Terms of Reference (TOR), SUDA reserves the right to terminate the engagement with right to claim damages, loss etc. as deemed fit.

The Transaction Advisor may terminate the agreement if SUDA fails to pay the Transaction Advisor.

In both the cases 30 days written notice to be served.

3. DOCUMENTS

3.1. APPENDIX - I

Documents for Financial Proposal

The Financial Proposal includes the following documents :

Form 1 : Covering Letter, Form 2 : Financial Proposal, ; Form-3
Statement of Legal Capacity, DD of Earnest Money deposit and if
applicable then agreement with Joint Venture Company/Consortium
Partner

FINANCIAL PROPOSAL

APPENDIX - I

Form - 1

Letter of Proposal

(On Applicant's letter head)

(Date and Reference)

To,

The Director

State Urban Development Authority
ILGUS Bhawan
HC Block, Sector-III
Bidhannagar, Kolkata - 700 106

Sub: APPOINTMENT OF TRANSACTION ADVISER for selection of Agency/s for assisting State Government for Planning Scientific Solid Waste Management in the Urban Local Bodies of West Bengal in Cluster Approach.

Ref : Your tender ID no. dated

Dear Sir,

With reference to your RFP Documents No. dated, I / We -----, having examined all relevant documents and understood their content, hereby submit our Financial Proposal for selection as Transaction Advisor to advise on the process and selection of Agency/s for assisting State Government for Planning Scientific Solid Waste Management in the Urban Local Bodies of West Bengal in Cluster Approach.

The proposal is unconditional and unqualified.

- (1) I / We acknowledge that the Authority will be relying on the information provided in the Proposal and the documents accompanying the Proposal for selection of the Transaction advisor and we certify that all information provided in the Proposal and in the Appendix is true and correct and documents accompanying such Proposal are true copies of their respective originals.
- (2) I / We acknowledge the right of the Authority to reject our application without assigning any reason or otherwise waive our right to challenge the same on any account whatsoever.

- (3) I / We certify that in the last three years, we or any of our Associates have neither failed to perform any contract as evidenced by imposition of penalty or by an arbitral or judicial authority or a judicial pronouncement or arbitration award against the Applicant or by any PSU nor been expelled from any project or contract by any public authority or have had any contract terminated by any public authority for breach on our part.
- (4) I / We declare that :
- (a) I / We have not directly or indirectly or through an agent engaged or indulged in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice, in respect of any tender or request for proposal issued by or any agreement entered into with the Authority or any public sector enterprise or any government, central or State; and
- (b) I / We hereby certify that we have taken steps to ensure that in conformity with the provision of the RFP, no person acting for us or on our behalf will engage in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice.
- (5) I / We understand that the Authority may cancel the Selection Process at any time and that the Authority is neither bound to accept any Proposal nor to select the Consultant, without incurring any liability to the Applicants.
- (6) I / We certify that in regard to matters other than security and integrity of the country, we or any of our Associates have not been convicted by a Court of Law or indicted or adverse order passed by a regulatory authority which would cast a doubt on our ability to undertake the Consultancy for the Project or which relates to a grave offence that outrages the moral sense of the community.
- (7) I / We further certify that in regard to matters relating to security and integrity of the country, we have not been charge-sheeted by any agency of the Government or convicted by a Court of Law for any offence committed by us or by any our Associates.
- (8) I / We further certify that no investigation by a regulatory authority is pending either against us or against our Associates or against our CEO or any Directors / Managers / employees.
- (9) I / We hereby irrevocably waive any right or remedy which we may have at any stage under law or howsoever otherwise arising to challenge or question any decision taken by the Authority [and / or the Government of West Bengal] in connection with the selection of Consultant or in connection with the Selection Process itself in respect of the above mentioned job of valuation.
- (10) I / We agree and understand that the proposal is subject to the provision of the RFP document. In no case, shall I / We have any claim or right of whatsoever nature, if the appointment of Transaction Adviser is not awarded to me / us or our proposal is not opened or rejected.

- (11) I / We agree to keep this offer valid for one year from the Proposal Due Date specified in the RFP.
- (12) A Power of Attorney in favour of the authorized signatory to sign and submit this Proposal and documents is attached herewith in Form 3.
- (13) In the event of my / our firm being selected as the Transaction advisor, I / we agree and undertake to provide the services of the Experts in accordance with the provision of the RFP in the Terms of Reference and that the Experts shall be responsible for proving the agreed services himself and not through any other person or Associate.
- (14) I / We have studied RFP and all other documents carefully. We understand that we shall have no claim, right or title arising out of any documents or information provided to us by the Authority or in respect of any matter arising out of or concerning or relating to Selection Process including the award of the job of Transaction Advisor.
- (15) I / We agree that this offer shall remain valid for a period of 6 months from the date of submission of bid or such further period as may be mutually agreed upon.
- (16) I / We agree and undertake to abide by all the terms and conditions of the RFP Document.
- (17) In witness thereof, I / we submit this Proposal under and in accordance with the terms of the RFP Document.

Yours faithfully,

For and on behalf of

(Signature, name and designation of the authorised signatory)
(Name and seal of the Applicant / Lead Member)

Form - 2

Financial Proposal

Name of the Bidder :

Address :

Email :

Telephone No. :

Mobile No. :

Fax No. :

Total amount offered towards fees inclusive of all taxes and expenses etc. for appointment as Transaction Advisor to advise on the process and selection of Agency/s for assisting State Government for Planning Scientific Solid Waste Management in the Urban Local Bodies of West Bengal in Cluster Approach.

Name of the Project	Amount in Rs.(including GST)	Amount in Words.(including GST)

There will be no other fees or charges other than the above amount and the above costs cover all expenditure including travel, lodging & boarding, transport, Setting up office etc.

Signature of the Authorized person

For (Name of the Bidder)

Notes :

1. The financial proposal is unconditional.
2. All payments shall be made in Indian Rupees after TDS and subject to deduction of other applicable taxes, if any.

Form-3

Statement of Legal Capacity

(To be forwarded on the letter head of the Applicant) Ref

Date :

To,

The Director

State Urban Development Authority
ILGUS Bhawan
HC Block, Sector-III,
Bidhannagar, Kolkata-700106

Sub : Appointment of Transaction Adviser for Selection of Agency/s for assisting State Government for Planning Scientific Solid Waste Management in the Urban Local Bodies of West Bengal in Cluster Approach.

Ref : Your tender ID no. SUDA/...../TA dated

Dear Sir,

I / We hereby confirm that I / we, the Applicant satisfy the terms and conditions laid down in the RFP document.

I / We have agreed that (insert individual's name) will act as our Authorized Representative on our behalf and has been duly authorized to submit our Proposal. Further, the authorized signatory is vested with requisite powers to furnish such proposal and all other documents, information or communication and authenticate the same.

Yours faithfully,

For and on behalf of (Signature, name and designation of the authorized signatory)

Power of Attorney

Know all men by these presents, We, (name of Firm and address of the registered office) do hereby constitute, nominate, appoint and authorize Mr. / Ms. Son / daughter / wife and presently residing at who is presently employed with / retained by us and holding the position of as our true and lawful attorney (hereinafter referred to as the "Authorised Representative") to do in our name and on our behalf, all such acts, deeds and things as are necessary or required in connection with or incidental to submission of our Proposal for and selection as the Transaction Adviser to advise on the process and selection of a Private Partner & Independent Engineer for Solid Waste Management Projects, West Bengal including but not limited to signing and submission of all applications, proposals and other documents and writings, participating in pre-bid and other conference and providing information / responses to the Authority, representing us in all matters before the Authority, signing and execution of all contracts and undertakings consequent to acceptance of our proposal and generally dealing with the Authority in all matters in connection with or relating to or arising out of our Proposal for the said consultancy job and/or upon award thereof to us till the entering into of the Agreement with the Authority.

AND, we do hereby agree to ratify and confirm all acts, deeds and things lawfully done or caused to be done by our said Authorised Representative pursuant to and in exercise of the powers conferred by this Power of Attorney and that all acts, deeds and things done by our said Authorised Representative in exercise of the powers hereby conferred shall and shall always be deemed to have been done by us.

IN WITNESS WHEREOF WE, THE ABOVE NAMED PRINCIPAL HAVE EXECUTED THIS POWER OF ATTORNEY ON THIS DAY OF, 2015.
For (Signature, Name, Designation and Address)

Witnesses :

- 1.
- 2.

Notarised

Accepted (Signature, name designation and address of the Attorney)

Notes:

The mode of execution of the Power of Attorney should be in accordance with the procedure, if any, laid down by the applicable law and the charter documents of the executant (s) and when it is so required the same should be under common seal affixed in accordance with the required procedure. Wherever required, the Applicant should submit for verification the extract of the charter documents and other documents such as a resolution / power of attorney in favour of the person executing this Power of Attorney for the delegation of power hereunder on behalf of the Applicant.

Terms of Reference (TOR) for Transaction Adviser

(1) Introduction

Government of West Bengal has taken several steps/initiatives for making all the cities Clean, Green and Beautiful with special emphasis on management of Solid Wastes in Municipal Towns of the State. One of the obligatory functions of the Municipal Bodies is to remove solid waste from the cities under Sections 63, 95B, 260, 273 of the West Bengal Municipal Act 1993 and corresponding Sections in the Municipal Corporations' Acts. A number of efforts have been made by the UD&MA Department to ensure that the solid waste are collected by the Municipal Bodies and disposed of scientifically by them. Under the Mission Nirmal Bangla, a lot of equipment e.g. garbage bins, compactors, hydraulic tippers and other vehicles, community bins to Municipal Bodies to assist them in systematic collection of garbage from individual holdings, their transportation and stacking before disposal. Land has also been provided through inter departmental transfer to municipal bodies to set up dumping ground cum solid waste processing plants. In some cases these bodies have been permitted to purchase private land for setting up these facilities. The municipal bodies are required to collect waste from individual holdings systematically and transport them regularly in the solid waste disposal facility and get them recycled/processed scientifically. While many municipal bodies have made some effort to collect waste, the picture is not at all happy with practically no scientific disposal of solid waste at any of the facilities. There are some sporadic efforts by some municipalities to collect waste and process them to the best of their abilities. It is, however, a fact that most municipal bodies don't have the technical capability, financial muscle and managerial competence to handle solid waste in a scientific manner. As a result, in spite of best intentions and substantial investments, these efforts have not resulted in any significant improvement of situation. The Hon'ble National Green Tribunal(NGT), Hon'ble High Court and the Hon'ble Supreme Court have been repeatedly pulling up different agencies for failure to process waste and reduce pollution. In the light of importance given to scientific collection and disposal of solid waste, a large number of legislations and guidelines have been issued by different authorities from time to time. Some of these are :

- 1) Solid Waste Management Rules 2016 of Government of India
- 2) Policy and Strategy on Solid Waste Management for Urban Areas of West Bengal 2017
- 3) Plastics Waste Management Rules 2016 of Government of India
- 4) Policy and Strategy on Plastics Waste Management for Urban Areas of West Bengal 2017
- 5) Amendment of the West Bengal Municipal Act for banning using plastic bags below 50 micron.
- 6) State Government Order to all the ULBs to regularly remove Solid Wastes from all the Hospitals in their jurisdiction and accordingly make special arrangement for Hospital Solid Waste removal.
- 7) State Government declaration of Green Zone from Airport to NABANNA area.
- 8) Guideline of Ministry of Housing & Urban Affairs, Gol on Implementation of SWM by Bulk Solid Waste Generators.

The present state of solid waste disposal in urban areas may be attributed to the model we have been following so far. This model of solid waste collection and disposal involves awareness generation among the population, expectation of segregation of source, door to door collection by the municipal bodies, intermediate storage of such collected waste, segregation at intermediate storage points, ultimate transportation to the disposal ground and

segregation, recycling, processing (Bio-gas, RDF, compost) and finally landfill with the residue. While the municipalities in many cases are able to carry out the first three functions reasonably effectively given appropriate support, it would not be rational to expect that the final steps, viz. those of collection of solid waste from intermediate transit points to their final processing and landfill can be effectively carried out by the municipal bodies at their current level of resources and competence.

The Urban Development & Municipal Affairs (UD&MA) Department through Kolkata Metropolitan Development Authority (KMDA) and Municipal Engineering Directorate (MED) has been developing landfill sites and solid waste processing facilities in different municipalities based on this model investing significant amount of money in setting up compost plants and Biogas energy plants in municipalities. However, there has been no thought as regards how and who would operate these plants. The critical gap in these efforts to manage solid waste are in the areas of technical and managerial competence.

Segregation of solid waste, their processing to either to produce compost or Refuse Derived Fuel(RDF) or Bio-gas, their marketing, recycling of waste processing of construction and demolition waste, a remediation of legacy waste, management of landfill site, all of these are technically and managerially complex functions. The experience across cities in India and abroad shows that these functions are best carried out by technically and financially competent agencies. Such agencies are seen to be running successful plants in many Indian cities e.g. Hyderabad, Bangalore, Panaji, Indore, Bhopal, Surat etc.

In this light, State Government has decided to appoint TRANSACTION ADVISER for selection of Agency/s for assisting State Government for Planning Scientific Solid Waste Management in the Urban Local Bodies of West Bengal in Cluster Approach.

(2) Objectives

The objectives of engaging a Transaction Adviser is to select Private Partner for assisting State Government for Planning Scientific Solid Waste Management in the Urban Local Bodies of West Bengal in Cluster Approach following due procedure of law and best professional practices.

(3) Scope of Work/Description of Task

- Feasibility Study of the project in all respect along with ~~feasibility~~ ^{viability} of existing cluster /proposed cluster of municipal bodies.

- ~~Preparing~~ ^{Preparation of} Action Plan for Integrated Solid Waste Management for the municipal bodies involved in this project .

- Drafting of Request for Proposal (RfP) for selection of competent agency for the cluster. ^{carriage (as required) and processing of waste for}

- Assisting Solid Waste Management (SWM) Cell ^{in managing} ~~to manage~~ the bid process including evaluation of bids and selection of successful agency for the cluster

- Drafting of Tripartite Agreement between Municipal Bodies in the Cluster, the SWM Cell of the Department ^{KMDA} and the Selected Agency.

Considering the following issues, the abovementioned tasks will be performed by the Transaction Advisor.

~~shall perform the following~~ ^{shall perform the following} ~~to above mentioned tasks~~ ^{keeping in view the following}:

- a) ~~Coordinate~~ ^{Consultation} with UD & MA Department, SUDA, ULBs, Development Authorities and other concerned to identify and conceptualise/develop projects ~~related to~~ ^{for} Solid Waste Management through cluster/standalone approach
- b) Action plan should be developed from the primary collection ^{stage} system up to final processing ^{the} of all types of wastes ^{and disposal of}
- c) ~~For all ongoing projects~~ ^{for all ongoing projects} a detailed plan is to be prepared keeping in focus to ~~accumulate the works already done with suitable technological flexibility.~~ ^{incorporating all open work in the}
- d) ~~Regarding the~~ ^{flexible} Selection of technology for processing and sanitary landfill ~~there should be flexibilities.~~ ^{already made with appropriate}
- e) TA should set up ^{office} for this purpose in a suitable location for ~~better correspondence.~~ ^{ease of interaction.} ^{with appropriate}
- f) Projects should be structured under PPP mode to enable recovery of the investments made in SWM projects through innovative business and commercial practices such as commercial sale of products, levy of user charges/ fee etc., as appropriate under the applicable laws.
- g) ~~Visit to different best practiced projects~~ ^{visit projects} in other States along with proposed sites in the State. ^{acclaimed}

Notes:

~~The~~ ^{The} Transaction Advisor shall prepare bid documents (RFP, Concession Agreement etc.) and manage bid process till signing of Concession Agreement ^{upto} considering following issues: ^{while doing so, the following objectives shall be}

~~Concepts of Solid Waste Management of Government of West Bengal~~ ^{in the focus of latest solid waste management rules 2016}

~~Optimum utilization of existing infrastructure of Solid Wastes in the ULBs~~ ^{and conformity with policy of Government of West Bengal.}

- Optimum utilization of land for processing plant and sanitary landfill site clubbing ULBs in clusters to make the project financially feasible.
- ~~May revisit~~ The existing cluster/proposed clusters *may be revisited.*
- Collection and transportation of segregated waste as to be done case to case basis either by ULB or by private agency and the preparation & Management of Processing Plant and Sanitary Landfill site ~~to be done by private party of whose technology is to be adopted.~~ *shall be the responsibility of the operating agency.*
- ~~Incentive model on performance basis for all stakeholders.~~ *will be the responsibility of the operating agency.*
- ~~To suggest~~ A flow chart for all types of wastes, up to the processing plant/landfill ~~may be prepared.~~ *to be prepared from some source.*
- Necessary clearances to be obtained from Pollution Control Board in support of UD & MA Department. ~~to be obtained on behalf of operating agency.~~
- ~~In case of adaptation of New technology, necessary certificate/s from the proper authority is to be obtained in support of UD & MA Department.~~ *should be handled by agency.*
- Effective Operation & Management System for ~~at least~~ *15 to 20* years.
- Processing and disposal of legacy waste and reclamation of land is to be ensured effectively *incorporated.*
- Land for processing plant and sanitary landfill site ~~to be identified/provided by State/ULB. in case it is not feasible, TA may support for identification of suitable land.~~ *is to be identified/provided by State/ULB.*
- Reclamation of existing Dumping Grounds and beautification of the Dumping Grounds. *and processing of*
- Segregation of recyclable waste, Bio degradable waste, Refused Derived Fuel (RDF) and Construction & Demolition (C&D) waste is to be ensured effectively and separately. *customized*
- ~~Preparation of the~~ Scope of work should be ~~based~~ on available field data to customize the project management and technology on case to case. *for each cluster/project.*
- ~~Proposal for~~ Implementation of effective and viable model of implementation on the basis of national and international best practices in the focus of most viable cost benefit analysis.
- Proposal should be inclusive of institutional structures required for implementation of projects and operation & maintenance thereof with private sector financing, ~~for the purpose of ensuring that the project is structured and executed in line with the specifications as stipulated in the Detailed Feasibility or other appropriate reports.~~
- Suggesting key performance indicators linked with payment schedule for evaluation of private agencies. *payment to operating agencies*
- ~~All proposals should Ensure Zero Waste City.~~

~~Effective disposal of Construction & Demolition waste.~~

- Principal objective: achievement of 100 percent disposal/processing of waste and maintain this status.

(4) Assignment for following Proposed Clusters:

Cluster No.	Existing Projects in ULB/s	Proposed Cluster
1	Dum Dum, North Dum Dum, South Dum Dum, Baranagar	Dum Dum, North Dum Dum, South Dum Dum, Baranagar, Kamarhati, New Barrackpore
2		New Town, NDITA, Bidhannagar MC and Adjacent areas of Kolkata MC
3	Ashoknagar-Kalyangarh and Habra	Ashoknagar-Kalyangarh and Habra
4	Baidyabati, Uttarpara-Kotrung, Rishra, Serampore, Champdani and Konnagar	Baidyabati, Uttarpara-Kotrung, Rishra, Serampore, Champdani and Konnagar, Dankuni, Bhadreswar

As per feasibility of the project, may reorient the Clusters.

One Transaction Advisor can ^P participate for maximum 2 (Two) Clusters.

(5) Deliverables

Stage	Stages	Time Allocated *
Stage 1	Submission of the Inception Report	7 days from signing date
Stage 2	Submission of Draft Feasibility Report	20 days from the Stage 1
Stage 3	Submission of Final Feasibility Report alongwith action plan	20 days from approval of Stage 2
Stage 4	Submission of the Draft RfP for selection of Agency	20 days from approval of Stage 3
Stage 5	Submission of the Final RfP for selection of Agency	20 days from approval of Stage 4
Stage 6	Evaluation of the Tender Documents and recommendation for the Selected Agency	5 days from tender closing date
Stage 7	Getting the Concession Agreement signed by the selected Agency	10 days from Stage 6

Beside this, a fortnightly meeting will be held where the progress of the assignment will be reviewed and the TA will submit a report also. *against the progress submitted by the TA.*

(6) Expertise and Inputs:

It is envisaged that the assignment will be undertaken by a team who has adequate experience in the field of Solid Waste Management. *The constituents of the team may would be provided.*

(7) Working arrangement:

The assignment will be contracted by Director, State Urban Development Agency, West Bengal, ~~Solid Waste Management Cell of UD & MA Department and~~ ULB/s will nominate an officer to liaison with the TA Team.

(8) Items to be provided by the SUDA:

SUDA will provide all the relevant information, documents and data available with them to the TA. ~~Any~~

(9) Items to be provided by the TA:

The TA shall organize and provide for:

- Arrange for all transportation and travelling required for the TA
- ✗ ~~• Office space required for the study including all utilities and communications~~
- Accommodation ~~and subsistence~~ as necessary
- Any other as required for completion of assignment.

(10) Payment Schedule/arrangement:

Stage	Details of Stages	Percentage
	After signing the Agreement, Mobilization Advance against equal amount of Bank Guarantee	5%
Stage 1	Submission of the Inception Report and acceptance of the report by Director, SUDA	5%
Stage 2	Submission of Draft Feasibility Report and acceptance of the report by Director, SUDA	10%
Stage 3	Submission of Final Feasibility Report alongwith action plan and acceptance of the same by Director, SUDA	10%
Stage 4	Submission of the Draft RfP for selection of Agency and acceptance of the same by Director, SUDA	20%
Stage 5	Submission of the Final RfP for selection of Agency	10%
Stage 6	Evaluation of the Tender Documents and recommendation for the Selected Agency	20%
Stage 7	Getting the Concession Agreement signed by the selected Agency	20%
	Total	100%

SUDA shall review and monitor the progress of the assignment. On acceptance of the report in each milestone and after providing satisfactory certificate of Director, SUDA, payment will be released.

Clarifications & Suggestions

A. Clarification Requested

1. The status of the identified land -
 - There may be possibility that the identified treatment and disposal site may not be sufficient in terms of area to set up the facility, which practically require a larger area (Example Ashoknagar disposal site)
 - The distance between proposed processing facility & disposal facility is substantially long, which may increase the transportation cost (Example NDITA site)
 - There might be a possibility of setting up transfer station for few cluster(s), sites for which are not yet identified

Under such conditions, whether the authority has a provision for alternative/ additional/ new land(s), which could be made available for the project? Kindly confirm

2. In Promadnagar, one project of construction of SLF & a compost plant is already under process, at a part of the same disposal site. Kindly indicate how such existing project(s) would be technically converged with the proposed project proposal?
3. The environmental clearance status of the land for proposed treatment and disposal facility needs to be confirmed. In case, any statutory clearance is required from any nodal authority (at state or central level), to what extent the support/ facilitation would be provided from SUDA/ KMDA to the TA consultant?
4. Whether the office space with required infrastructural facility shall be provided to the successful TA consultant, along with some support?
5. Please confirm whether all the required survey & investigations of the site(s) under this study, such as – topographical survey, geotechnical investigation, leachate quality analysis, ground & surface water quality analysis, waste characterization survey etc shall be under the scope of TA consultant, or SUDA will undertake the same and assist consultant with the data, as & when required/ requested by the consultant for the study. Kindly confirm.

B. Comments and Suggestions made by TA Consultant

Following are some suggestions, which may be kindly considered and incorporated, while preparing/ floating of RfP for TA consultants.

1. There should be flexibility for TA consultant to revisit the cluster(s) while undertaking the feasibility study and then only the final clusterization process would be frozen in due consultation with SUDA. Accordingly, the cluster-wise DPR, RFP (concession RfP for implementation) may be prepared further.

2. The TA assignment shall be phased in two different parts –

- **Part I** - Investment Banking Report (if applicable), Techno-Economic Feasibility Report, Detailed Project Report, Environment Impact Assessment Study Report
- **PART II** - Prepare bid documents (RFP, Concession Agreement etc.) and manage bid process till signing of Concession

Accordingly, the financial quote and payment terms to the successful TA consultant shall be linked up with the above phases, separately.

3. It is suggested to keep the payment terms in two separate mandates, such as –

- One part should be given in monthly payment to the TA consultant during the scheduled project timeline, and
- Second part may be linked with Milestone based progress of the project against submission of deliverable.



KPMG Advisory Services Private Limited
Unit No. 604
6th Floor, Tower 1, Godrej Waterside
Block - DP, Salt Lake Sector V
Kolkata-700091

Telephone +91 33 4403 4000
Fax +91 33 4403 4199
Internet www.in.kpmg.com
Email: indiawebsite@kpmg.com

Queries related to Site visit to four clusters held on 01 and 02 December 2018 and SWM Transaction Advisory TOR

Queries related to site visit and TOR

- 1) Should the TAs consider the list of land parcels provided by SUDA for SWM processing and disposal as final or is there a possibility of SUDA/ GoWB identifying new land parcels in the project area(s) in addition to the ones visited. Such land parcels of appropriate dimensions may be located:
 - (a) within a particular municipal corporation (cluster towns), and/or
 - (b) in a common centralized area (within reasonable distance from each of the cluster towns)
- 2) Does KMDA/ SUDA want to include operational/ under construction projects within the clusters in the given scope? For instance at the Pramodnagar dumpsite- windrow composting plant of 50 MT capacity is at advanced stages of completion. Will O&M of such facilities be included in the project scope? Similarly, a bio-methanation plant has reportedly been sanctioned in the waste management site in Ashokenagar. Should the appointed TA include that project in the plan or government is willing to re-consider/ rollback these projects based on inputs received from the TA?
- 3) Can the TAs expect flexibility to suggest suitable clusters with respect to the project towns/areas covered?
- 4) How much waste is expected to be compacted in each cluster (since it cannot be composted or put to any other use after compacting)? Will such compacted waste be out of the scope of the project? SUDA may provide a list of compactors in operation in different towns/ ULBs to be covered under the identified clusters. Additionally, future plan for procurement and deployment of compactors in each such ULB should also be clearly spelt out, since this has direct bearing on the viability of any proposed waste recycling or waste management project.
- 5) SUDA may please clarify if Feasibility/ TA for septage management infrastructure (for instance septage treatment plants are being set up in Pramodnagar and the same has been set up in Baidyabati cluster) shall be included in the scope of the TA?
- 6) SUDA may please clarify if Assistance in Environmental and Social Impact assessment as well as Rehabilitation plan (if applicable) shall be included in the scope of the TA? It is suggested that such components be kept outside the purview of the TA engagement. If any proposed project requires undertaking such additional studies, then such studies may be commissioned separately. TAs role may be limited to identifying needs for such additional studies and defining scope for such studies.



Suggestions related to TOR

- 1) We propose that overall scope of work of the TA be clearly split into two phases. Phase 1 scope of work may include As-is assessment, Demand assessment, Project options creation, Technical and Financial Feasibility Assessment and Project Structuring. Phase 2 may comprise Bid Document Preparation and subsequent Bid Process Management.
- 2) Bidder should quote separately for each of the above mentioned Phases. The following can be the tentative milestones for the various phases (along with corresponding payment milestones):

Phase 1- Technical and Financial Feasibility Study	<ol style="list-style-type: none">1) Inception Report-20% of phase 1 fees2) Draft Feasibility Study Report- 50% of phase I fees3) Final Feasibility Study Report-30% of phase I fees
Phase 2- Bid Document Preparation & Bid Process Management	<ol style="list-style-type: none">1) Draft bid documents-40% of phase 2 fees2) Final Bid documents- 20% of phase 2 fees3) Pre-bid meeting and publication of pre-bid query responses – 20% of phase 2 fees4) Submission of bid evaluation report – 20% of phase 2 fees

- 3) The scope of the project should clearly exclude Door to Door solid waste collection since these are currently being undertaken at ULB level. If some of the ULBs do not have any door-to-door collection in place now and want to include the same under TA support, then TA should have the flexibility of drafting separate contracts for primary collection, transportation to SWM site and managing the SWM disposal and recycling site.

Key reasons for suggesting de-linking of the Primary Collection. Transportation and Disposal/ Processing/ Recycling of solid waste are as follows:

- a. Collection, transportation and disposal/ processing require different skill sets and there are different sets of private sector players available in the market for each area. Hence, if these three activities are clubbed under one project, number of bidders interested to undertake them would be limited. This may lead to reduction in competition.
- b. Primary collection and transportation are often managed by local vendors. These processes are also closely interlinked with informal livelihoods at local level. Hence any reforms or streamlining of such processes may require protracted stakeholder consultation and management. Whereas disposal and processing/ recycling activities may be undertaken by



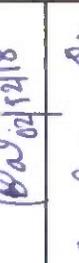
more organized players with requisite technical competence and such projects can be commissioned based on current and projected volume and composition of wastes being received at a site.

- 4) Consortium with legal consultant should be allowed to undertake legal vetting of bid documents and preparation of Concession Agreement.
- 5) For SWM feasibility study, quality of data related to quantity/composition of solid waste generated, collected and disposed/ treated at the various cluster towns is of utmost importance. SUDA/KMDA should classify data which will be made available to consultants and data which they have to collect independently.
- 6) Adequate time should be allotted for Phase I of the project (as specified above). A proper feasibility study including clustering (if applicable), technical and financial feasibility, project structuring and financial modelling may take anywhere between 8 to 12 months.

Attendance Sheet for Transaction Advisor's Visit to SWM Sites

Venue:

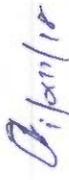
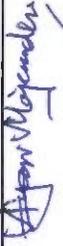
Date:

Sl No	Name	Designation	Organization	e-mail	Contact No.	Signature
1	MANAS KUMAR PALIT	Executive Engineer (Civil)	MED	medsep1@yahoo.in	9231829469	 02/12/18
2	SOHAN BANERJEE	A.E.	M.E.Dtc.	— Do —	9433312165	 02/12/18
3	TAPABRATA BYAMPICK	EE	KMDA	tkmda@rediffmail.com	8617738549	T-Byampick 02/12/18
4	AYAN MAJUMDER	SWM VLANDFILL EXPERT	PWC GURGAON	am@ess.india.in	9088204244	 Majumder.
5	GYAN PRAKASH MISRA	Sr Advisor	EYLLP	GYAN-MISRA@IN.FY.COM	9871846107	
6	Sumonlamba Ghosh	Director	KPMG	sumonlamba@kpmg.com	9903043317	 S.G.
7	Amkush Chakraborty	Manager	KPMG	amkushc@kpmg.com	7738170172	
8	Pannaj Bansi	Senior Consultant	KPMG	pannajbansi@kpmg.com	9732098102 9732098102	
9	Utpal Mandal	SE	KMDA	seplankmda@yahoo.com	9831194125	
10	Bijay Krishna Patra	EE	SUDA	bikpal.suda@gmail.com	9432378545	 02/12/18
11	Amulan De	AE	SUDA	amulan.cb@gmail.com	9851523169	 Amulan De 2/12/18
12	Debashis Goswami	AE	SUDA	ae.suda2018@gmail.com	8617232272	

Attendance Sheet for Transaction Advisor's Visit to SWM Sites

Venue:

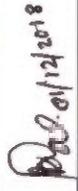
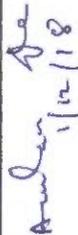
Date:

Sl No	Name	Designation	Organization	e-mail	Contact No.	Signature
	AMITAVA DAS	Dy Director	SUDA	amitava.das209@gmail.com	9424562676	
	GYAN PRAKASH MISRA	Sr Advisor	EY LLP	GYAN.MISRA@IN.EY.COM	9871846107	
	HARI PADA SOREN	A.E.(C)	K.M.C.	hari.pada.soren1983@gmail.com	9831838887	
	NABIN KR. MANDAL	Ex. Engr (C)	K.M.C.	eeev-swmi@kmcgov.in	8777373872	
	TAPABRATA BHOWMICK	Enr Engr (C)	KMDA	tkmda@kmda.gov.in	8617738549	
	UTPAL MANDAL	SE	KMDA	seplankmda@yahoo.com	983494125	
	SOHAN BANERJEE	A.E.	M.E. Dte.	sohan.ban@gmail.com	9433312165	
	MANJAS KUMAR PALIT	Executive Engineer	WED	medsepl@yahoo.in	9231829469	
	AYAN MAJUMDER	SWM YLANDPAH EXPERT	PWC Gurugram	am@ess.ind.in	9088204244	
	DEBADITYA KUMER	Chief Planner	WBHDCE	debaditya.kumer@wbhdce.in	9339108700	
	Debashis GORNAW	A.E.	SUDA/KMDA	ae.suda2018@gmail.com	8617236272	
	ANIRBAN DAS	JE	SUDA/KMDA	adas8019@gmail.com	9433478715	

Attendance Sheet for Transaction Advisor's Visit to SWM Sites

Venue:

Date:

Sl No	Name	Designation	Organization	e-mail	Contact No.	Signature
	Simoulendra Ghosh	Director	KPMG	Simoulendra@kpmg.com	9908043317	
	Pankaj Baksi	Senior Consultant	KPMG	pankajbaksi@kpmg.com	9732098102	
	Darshan Parikh	Asst. Director	CAISIL	darshan.parikh@caisil.com	9825577691	
	Monodip Mukherjee	Exe. Engr	BME	monodip.bme@gmail.com	98302-76345	
	S. K. Baidya	CE	KHDA	skbaida@gmail.com	9830533418	
	Bijoy Krishna Pat.	EE	SUDA	bkpat.suda@gmail.com	9432378545	
	Dr. Srijay Mitra	CMTM	SUDA			
	Amlan De	AE	SUDA	amlan.cob@gmail.com	9851523169	

রাজ্য নগর উন্নয়ন সংস্থা

STATE URBAN DEVELOPMENT AGENCY

“ইলগাস ভবন”, এইচ-সি ব্লক, সেক্টর-৩, বিধাননগর, কলকাতা-৭০০ ১০৬, পশ্চিমবঙ্গ
“ILGUS BHAVAN”, H-C Block, Sector - III, Bidhannagar, Kolkata - 700 106, West Bengal

ক্রমিক নং SUDA – 227/2018/1383(4)

তারিখ 27.11.2018

From : Director, SUDA

To : 1. Mr. Ankur Kathuria, Ernst & Young, LLP
2. Mr. Sumouleendra ghosh, KPMG Advisory Services Private Limited
3. Mr. Suvajit Dey, CRISIL Risk & Infrastructure Solutions Limited (CRISIL)
4. Mr. Yogesh Daruka, Pricewaterhouse Coopers (PwC) Private Limited

Sub. : Site visit for preparation of RfP for Solid Waste Management Projects in the state of West Bengal (Phase- I) to be held on 1st & 2nd December 2018, under SBM (U).

Ref.: SUDA-281/2016/1317(7) dated 15.11.2018.

Sir,

Please refer to the meeting on preparation of Request for Proposal (RfP) for engagement of Private Partners for Solid Waste Management projects of the ULBs in West Bengal that was held on 21.11.2018 at 12:00 noon in the Conference Hall of Nagarayan, DF-8, Sector- I, Salt Lake City, Kolkata – 700 064, between the Principal Secretary & other Officials of Urban Development & Municipal Affairs Department, Government of West Bengal and the empanelled Transaction Advisors of Finance Department, Government of West Bengal.

In the meeting, it was mentioned that in phased manner Transaction Advisors will be appointed for preparation of RfP for all the Solid Waste Management Projects with cluster approach. In Phase-I, Transaction Advisors will be appointed for four (4) following clusters, as proposed:

Cluster	Proposed Cluster	Date & Time of Visit	Place to meet
I	Dum Dum, North Dum Dum, South Dum Dum, Baranagar, Kamarhati and New Barrackpore Municipality	01.12.2018 at 9:00 am	SUDA ILGUS Bhavan, HC Block, Sector- III, Salt Lake City, Kolkata – 700 106
II	New Town, Nabadiganta Industrial Township Authority (NDITA), Bidhannagar Municipal Corporation and adjacent areas of Kolkata MC	01.12.2018 after completion of visit to Cluster - I	
III	Ashoknagar-Kalyangarh and Habra Municipality	01.12.2018 after completion of visit to Cluster - II	
IV	Baidyabati, Uttarpara-Kotrung, Rishra, Serampore, Champdani and Konnagar, Dankuni and Bhadreswar Municipality	02.12.2018 at 9:00 am	SUDA ILGUS Bhavan, HC Block, Sector- III, Salt Lake City, Kolkata – 700 106

As per request of the Transaction Advisors, a site visit to the Processing Plant and Sanitary Landfill site has been organized on 1st and 2nd December 2018, as mentioned in the above table.

দূরভাষ : ২৩৫৮ ৬৪০৩ / ৫৭৬৭, ফ্যাক্স : ২৩৫৮ ৫৮০০

Tel : 2358 6403/5767, Fax : 2358 5800, E-mail : wbsudadir@gmail.com

Account Section : 2358 6408

SUDA - B + = 12

CEO - NRDA

Mr. Animesh Bhattacharya

9874026904

Member Secy, ~~NRDA~~ HIDCO

9836673222

সুডা

SUDA

রাজ্য নগর উন্নয়ন সংস্থা
STATE URBAN DEVELOPMENT AGENCY

“ইলগাস ভবন”, এইচ-সি ব্লক, সেক্টর-৩, বিধাননগর, কলকাতা-৭০০ ১০৬, পশ্চিমবঙ্গ
“ILGUS BHAVAN”, H-C Block, Sector - III, Bidhannagar, Kolkata - 700 106, West Bengal

ক্রমিক নং

তারিখ

I am directed to request you kindly to make it convenient to be present at starting point for the visit in both the days as per meeting point, date and time mentioned in the detailed Programme Schedule positively. We will arrange the vehicle for the site visit from the starting point and will drop in the same place.

Your confirmation in this regard is solicited through e-mail at sbm.wbsuda@gmail.com / sujay.mitra@gmail.com.

For further clarification, you may contact with Dr. Sujay Mitra, Chief Manager- Planning & Monitoring, SUDA (Mobile: 9433369666/8017313285) and Sri. Bijay Krishna Pal, Executive Engineer, SUDA (Mobile: 9432378545).

Yours faithfully,

Encl.: Concept note for preparation of RfP for SWM
Projects in Urban West Bengal

Sd/-
Director, SUDA

SUDA – 227/2018/1383(4)

Date: 29.11.2018

Copy forwarded for kind information, with the request to nominate concerned Engineers/Sanitary Inspector to remain present at the sites mentioned in Detailed Programme Schedule, to the:

1. Municipal Commissioner, Kolkata Municipal Corporation
2. Commissioner, Bidhannagar Municipal Corporation
3. Chief Executive Officer, NKDA


Director, SUDA

SUDA – 227/2018/1383(4)

Date: 29.11.2018

Copy forwarded for kind information, with the request to nominate one person for locating the new SWM site of KMC and remain present at ILGUS Bhawan on 01.12.2018 at 9 AM, to the:

Joint Managing Director, HIDCO


Director, SUDA

দূরভাষ : ২৩৫৮ ৬৪০৩ / ৫৭৬৭, ফ্যাক্স : ২৩৫৮ ৫৮০০

Tel : 2358 6403/5767, Fax : 2358 5800, E-mail : wbsudadir@gmail.com

Account Section : 2358 6408

Concept of Solid Waste Management in Urban West Bengal

Solid waste management is the burning challenge to the cities across the world. By and large, in cities and towns, mostly half of the solid wastes generated are collected, transported and disposed off, giving rise to insanitary conditions and diseases, especially among the urban poor. The State of West Bengal is facing similar challenges in terms of constraints of revenue adequacy, resources of land, technology, manpower and other wherewithal. There are a total of 125 Urban Local Bodies within the State, of which seven are Municipal Corporations, while the remaining are large to small categories of municipalities. Some of the areas (particularly Corporations) are also part of larger developmental areas, governed by Development Authorities, constituted under the West Bengal Town and Country (Planning & Development) Act, 1979. Four municipalities – Darjeeling, Kurseong, Mirik and Kalimpong, lie in the autonomous hill districts of Darjeeling and Kalimpong, while remaining municipal entities lie in the plains. The municipalities in the hilly areas are also tourist destinations and accordingly have a significant amount of floating population. Some of the municipalities situated in plains, such as Bolpur, Tarakeswar, Nabadwip, Krishnanagar etc. also experience seasonal increases in floating population on account of being places of religious significance, or being near to places of religious significance.

Following five broad categories of Municipal Solid Wastes have been observed:

- Biodegradable waste: food and kitchen waste, green waste (vegetables, flowers, leaves, fruits), paper (can also be recycled).
- Recyclable material: paper, glass, bottles, cans, metals, certain plastics, etc.
- Inert waste: construction and demolition waste /debris, dirt, rocks.
- Composite wastes: waste clothing, Tetra Packs, waste plastics such as toys.
- Domestic hazardous waste (also called "household hazardous waste") & toxic waste: medication, e waste, paints, chemicals, light bulbs, fluorescent tubes, spray cans, fertilizer and pesticide containers, batteries, shoe polish.

Waste management is a mammoth task, which stands complicated with the increase in urbanization, changing lifestyles, and increase in consumer behaviour. The practice of uncontrolled dumping of waste in open areas in towns/cities creates serious environmental and public health problems. Financial constraints, institutional weaknesses, insufficient manpower and collection systems, lack of technology, and lack of awareness of common mass towards municipal solid waste have contributed to make the situation worse.

Solid waste management is one of the obligatory functions of the Urban Local Bodies. Efficient garbage collection, transportation and disposal are one of the most important functions of Urban Local Bodies. ULBs generally engage a large number of staff to discharge this function and a substantial portion of their annual budget is spent only on garbage collection, transportation and disposal. Though the issue of recycling of solid wastes has received attention to the authorities of ULBs, yet it is not being implemented upto the mark due to lack of proper guidance and technology. With the solid waste generation increasing with time, the importance of recycling needs to be recognized and given due importance. On the one hand municipal waste management is capital intensive, on the other hand there are numerous alternative options that can be applied to address waste management problems.

State Government in its endeavour has taken several steps/initiatives for making all the cities Clean, Green and Beautiful with special emphasis on management of Solid Wastes in Municipal Towns of the State. All the Municipal Towns have been provided Movable/ Stationary Compactors for proper transportation and subsequent primary management of Solid Wastes to the Dumping Ground. In some ULBs, battery operated hydraulic tipper has been provided for easy collection of waste from areas having narrow roads. Simultaneously, the State Government has started preparation of DPR for Integrated Solid Waste Management of the Municipal Towns either in Standalone Mode or in Cluster Mode, considering the Components – i) Waste segregation at source in two separate litter bins for bio degradable & non bio degradable waste, ii) Door to door collection of segregated waste, iii) Transportation of Waste to Dumping Ground through Compactor or other means, and iv) Segregation of Waste at Dumping Ground (if required) and Processing of Bio degradable Waste either to compost or energy. Special emphasis are being given on

the sustainability of the projects by way of generating revenue through composting and energy (Bio Gas or other form of Fuel) generation from the Bio degradable Waste. Maintaining hygienic operational procedure in solid waste management and beautification of the dumping sites are also being taken care of. Over and above, Massive Awareness Campaign alongwith ICT Based Tools have been planned to design to aware and integrate the Citizen with these initiatives.

Hence to provide proper guidance to the Urban Local Bodies of West Bengal on Technical Viability, and improving Managerial, Administrative and adequate Institutional Arrangement, involvement of external agencies having the knowledge of following concepts are very much essential.

Concept Highlights:

1. MSWM Projects must be prepared on the basis of following Legal Provisions:
 - Obligatory Function of the ULBs as per Section-63 and Section- 95B, 260 to 273 of West Bengal Municipal Act, 1993
 - Solid Waste Management Rules 2016
 - Policy and Strategy on Solid Waste Management for Urban Areas of West Bengal, 2017
 - Plastics Waste Management Rules 2016
 - Policy and Strategy on Plastics Waste Management for Urban Areas of West Bengal, 2017
 - Guideline of Ministry of Housing & Urban Affairs, GoI on Implementation of SWM by Bulk Solid Waste Generators
2. Intensive Awareness Generation and Capacity Building of all levels of Stakeholders
3. Primary Collection – Segregation at Source.
4. Secondary Transportation – Separate Transportation Chain for Bio-degradable and Non-bio-degradable wastes.
5. Optimum utilization of existing manpower and infrastructural (including Electro-Mechanical) resources
6. Proper implication of Safety Measures for Conservancy Workers.
7. Phase-wise covering of all the ULBs through Standalone or Cluster Mode on the basis of availability of Sufficient Waste, availability of sufficient land for processing plant & landfill site and suitability of distance
8. Viability of Technical option proposed for Processing of wastes through Centralized/Decentralized Mode
9. Cost Estimation as per current SoRs for Scheduled Items and Market rate verification for non-Scheduled Items.
10. Incentivise Stakeholders
11. Financial Viability.
12. Effective Operation & Maintenance System
13. Technically appraised by Technical Wings/Reputed Institute.

To cope up with the challenges enshrine four fundamental ideas:

- Reinforcement of the three 'R's – Reduce, Reuse and Recycle
- Clubbing or grouping of certain functions within the solid waste management value chain so that municipalities can share resources, leading to lower costs and an increased scale of economy
- Waste management is a service, and therefore needs being professionally managed; such expertise can come from private sector as well as civil society or community based organisations, and there is no one model that fits all such situations.
- The generation of waste has negative externalities, and therefore the 'polluter pays' principle must apply.

Role of Transaction Advisors for Solid Waste Management Projects of the ULBs

Contribute the requisite technical, financial, legal and managerial resources to undertake project identification, development and implementation in PPP or other framework. Project identification, development and implementation of various projects would comprise activities below:

1. Coordinate with UD & MA Department, ULBs, Development Authorities and other concerned to identify and conceptualize/develop projects related to Solid Waste Management.
2. Structure projects under PPP mode to enable recovery of the investments made in SWM projects through innovative business and commercial practices such as commercial sale of products, levy of user charges/ fee etc., as appropriate under the applicable laws.
3. Visit to different best practices in other States alongwith proposed sites in the State
4. Prepare pre-feasibility report, Investment Banking Report (if applicable), Techno-Economic Feasibility Report, Detailed Project Report, Environment Impact Assessment Study Report etc.
5. Prepare bid documents (RFP, Concession Agreement etc.) and manage bid process till signing of Concession Agreement considering following issues:
 - Concepts of Solid Waste Management of Government of West Bengal in the focus of latest solid waste management rules 2016
 - Optimum utilization of existing infrastructure of Solid Wastes in the ULBs
 - Optimum utilization of land for processing plant and sanitary landfill site clubbing ULBs in clusters to make the project financially feasible.
 - Collection and transportation of segregated waste as to be done case to case basis either by ULB or by private agency and the preparation & Management of Processing Plant and Sanitary Landfill site to be done by private party of which technology will be selected by the private party
 - Incentive model for all stakeholders
 - Necessary clearances to be obtained from Pollution Control Board by the agency
 - Effective Operation & Management System to establish atleast for 20 years
 - Processing and disposal of Legacy waste and reclamation of land is to be ensured effectively
 - Segregation of recyclable waste, Bio degradable waste, Refused Derived Fuel (RDF) and Construction & Demolition (C&D) waste is to be ensured effectively
 - As per feedback of field inspection to prepare the scope of work
 - Propose effective and viable model of implementation on the basis of national and international best practices in the focus of most viable cost benefit analysis
 - Propose institutional structures required for implementation of projects and operation & maintenance thereof with private sector financing for the purpose of ensuring that the project is structured and executed in line with the specifications as stipulated in the Detailed Feasibility and Investment Banking Report (DFIBR) and / Techno Economic Feasibility Report (TEFR) or other appropriate reports.
 - Suggesting key performance indicators linked with payment schedule for evaluation of private agencies
 - Ensure Zero Waste City
6. Assist UD&MA Department and ULBs to design feasible Operation & Maintenance System for Water Supply Projects.

20 Proposed Cluster Projects for SWM

SI No.	Existing Projects in ULB/s	Mode of Project	Proposed Cluster
1	Dum Dum, North Dum Dum, South Dum Dum, Baranagar	Cluster	Dum Dum, North Dum Dum, South Dum Dum, Baranagar, Kamarhati, New Barrackpore
2			New Town, NDITA, Bidhannagar MC and Adjacent areas of Kolkata MC
3	Ashoknagar-Kalyangarh and Habra	Cluster	No Change
4	Jalpaiguri	Standalone	Jalpaiguri, Haldibari, Dhugguri
5	Krishnagar	Standalone	Krishnanagar, Santipur, Nabadwip, Taherpur, Ranaghat, Birnagar, Kalna
6	Santipur	Standalone	
7	Nabadwip	Standalone	
8	Ranaghat	Standalone	
9	Bhatpara	Standalone	
10	Naihati	Standalone	Bhatpara, Naihati, Kalyani, Gayeshpur, Kanchrapara, Garulia, Halisahar
11	Kanchrapara	Standalone	
12	Garulia	Standalone	
13	Coochbehar	Standalone	
14	Burdwan	Standalone	Coochbehar, Alipurduar, Tufanganj, Dinhata, Mathabhanga, Mekhliganj
15	Arambag	Standalone	Burdwan, Gushkara, Memari
16	Panihati	Standalone	Arambag, Tarakeswar
17	Baruipur	Standalone	Panihati, Titagarh, Khardah, Barrackpore, North Barrackpore
18	Baidyabati, Uttarpara-Kotrung, Rishra, Serampore, Champdani and Konnagar	Cluster	Baruipur, Rajpur-Sonarpur
19			Baidyabati, Uttarpara-Kotrung, Rishra, Serampore, Champdani and Konnagar, Dankuni, Bhadreswar
20			Madhyamgram, Barasat
			Chandernagore MC, Bansberia, Hooghly Chinsura



রাজ্য নগর উন্নয়ন সংস্থা



STATE URBAN DEVELOPMENT AGENCY

“ইলগাস ভবন”, এইচ-সি ব্লক, সেক্টর-৩, বিধাননগর, কলকাতা-৭০০ ১০৬, পশ্চিমবঙ্গ
“ILGUS BHAVAN”, H-C Block, Sector - III, Bidhannagar, Kolkata - 700 106, West Bengal

ক্রমিক নং SUDA – 227/2018/1383(4)

তারিখ 27.11.2018

From : Director, SUDA

To : 1. Mr. Ankur Kathuria, Ernst & Young, LLP
2. Mr. Sumouleendra ghosh, KPMG Advisory Services Private Limited
3. Mr. Suvajit Dey, CRISIL Risk & Infrastructure Solutions Limited (CRISIL)
4. Mr. Yogesh Daruka, Pricewaterhouse Coopers (PwC) Private Limited

Sub. : Site visit for preparation of RfP for Solid Waste Management Projects in the state of West Bengal (Phase- I) to be held on 1st & 2nd December 2018, under SBM (U).

Ref.: SUDA-281/2016/1317(7) dated 15.11.2018.

Sir,

Please refer to the meeting on preparation of Request for Proposal (RfP) for engagement of Private Partners for Solid Waste Management projects of the ULBs in West Bengal that was held on 21.11.2018 at 12:00 noon in the Conference Hall of Nagarayan, DF-8, Sector- I, Salt Lake City, Kolkata – 700 064, between the Principal Secretary & other Officials of Urban Development & Municipal Affairs Department, Government of West Bengal and the empanelled Transaction Advisors of Finance Department, Government of West Bengal.

In the meeting, it was mentioned that in phased manner Transaction Advisors will be appointed for preparation of RfP for all the Solid Waste Management Projects with cluster approach. In Phase-I, Transaction Advisors will be appointed for four (4) following clusters, as proposed:

Cluster	Proposed Cluster	Date & Time of Visit	Place to meet
I	Dum Dum, North Dum Dum, South Dum Dum, Baranagar, Kamarhati and New Barrackpore Municipality	01.12.2018 at 9:00 am	SUDA ILGUS Bhavan, HC Block, Sector- III, Salt Lake City, Kolkata – 700 106
II	New Town, Nabadiganta Industrial Township Authority (NDITA), Bidhannagar Municipal Corporation and adjacent areas of Kolkata MC	01.12.2018 after completion of visit to Cluster - I	
III	Ashoknagar-Kalyangarh and Habra Municipality	01.12.2018 after completion of visit to Cluster - II	
IV	Baidyabati, Uttarpara-Kotrung, Rishra, Serampore, Champdani and Konnagar, Dankuni and Bhadreswar Municipality	02.12.2018 at 9:00 am	SUDA ILGUS Bhavan, HC Block, Sector- III, Salt Lake City, Kolkata – 700 106

As per request of the Transaction Advisors, a site visit to the Processing Plant and Sanitary Landfill site has been organized on 1st and 2nd December 2018, as mentioned in the above table.

দূরভাষ : ২৩৫৮ ৬৪০৩ / ৫৭৬৭, ফ্যাক্স : ২৩৫৮ ৫৮০০

Tel : 2358 6403/5767, Fax : 2358 5800, E-mail : wbsudadir@gmail.com

Account Section : 2358 6408

**SUDA**

রাজ্য নগর উন্নয়ন সংস্থা
STATE URBAN DEVELOPMENT AGENCY

“ইলগাস ভবন”, এইচ-সি ব্লক, সেক্টর-৩, বিধাননগর, কলকাতা-৭০০ ১০৬, পশ্চিমবঙ্গ
“ILGUS BHAVAN”, H-C Block, Sector - III, Bidhannagar, Kolkata - 700 106, West Bengal

ক্রমিক নং

তারিখ

I am directed to request you kindly to make it convenient to be present at starting point for the visit in both the days as per meeting point, date and time mentioned in the detailed Programme Schedule positively. We will arrange the vehicle for the site visit from the starting point and will drop in the same place.

Your confirmation in this regard is solicited through e-mail at sbm.wbsuda@gmail.com / sujay.mitra@gmail.com.

For further clarification, you may contact with Dr. Sujay Mitra, Chief Manager- Planning & Monitoring, SUDA (Mobile: 9433369666/8017313285) and Sri. Bijay Krishna Pal, Executive Engineer, SUDA (Mobile: 9432378545).

Yours faithfully,

Encl.: Concept note for preparation of RfP for SWM
Projects in Urban West Bengal

Sd/-
Director, SUDA

SUDA – 227/2018/1383(4)

Date: 29.11.2018

Copy forwarded for kind information, with the request to nominate concerned Engineers/Sanitary Inspector to remain present at the sites mentioned in Detailed Programme Schedule, to the:

1. Municipal Commissioner, Kolkata Municipal Corporation
2. Commissioner, Bidhannagar Municipal Corporation
3. Chief Executive Officer, NKDA


Director, SUDA

SUDA – 227/2018/1383(4)

Date: 29.11.2018

Copy forwarded for kind information, with the request to nominate one person for locating the new SWM site of KMC and remain present at ILGUS Bhawan on 01.12.2018 at 9 AM, to the:

Joint Managing Director, HIDCO


Director, SUDA

দূরভাষ : ২৩৫৮ ৬৪০৩ / ৫৭৬৭, ফ্যাক্স : ২৩৫৮ ৫৮০০

Tel : 2358 6403/5767, Fax : 2358 5800, E-mail : wbsudadir@gmail.com

Account Section : 2358 6408

Concept of Solid Waste Management in Urban West Bengal

Solid waste management is the burning challenge to the cities across the world. By and large, in cities and towns, mostly half of the solid wastes generated are collected, transported and disposed off, giving rise to insanitary conditions and diseases, especially among the urban poor. The State of West Bengal is facing similar challenges in terms of constraints of revenue adequacy, resources of land, technology, manpower and other wherewithal. There are a total of 125 Urban Local Bodies within the State, of which seven are Municipal Corporations, while the remaining are large to small categories of municipalities. Some of the areas (particularly Corporations) are also part of larger developmental areas, governed by Development Authorities, constituted under the West Bengal Town and Country (Planning & Development) Act, 1979. Four municipalities – Darjeeling, Kurseong, Mirik and Kalimpong, lie in the autonomous hill districts of Darjeeling and Kalimpong, while remaining municipal entities lie in the plains. The municipalities in the hilly areas are also tourist destinations and accordingly have a significant amount of floating population. Some of the municipalities situated in plains, such as Bolpur, Tarakeswar, Nabadwip, Krishnanagar etc. also experience seasonal increases in floating population on account of being places of religious significance, or being near to places of religious significance.

Following five broad categories of Municipal Solid Wastes have been observed:

- Biodegradable waste: food and kitchen waste, green waste (vegetables, flowers, leaves, fruits), paper (can also be recycled).
- Recyclable material: paper, glass, bottles, cans, metals, certain plastics, etc.
- Inert waste: construction and demolition waste /debris, dirt, rocks.
- Composite wastes: waste clothing, Tetra Packs, waste plastics such as toys.
- Domestic hazardous waste (also called "household hazardous waste") & toxic waste: medication, e waste, paints, chemicals, light bulbs, fluorescent tubes, spray cans, fertilizer and pesticide containers, batteries, shoe polish.

Waste management is a mammoth task, which stands complicated with the increase in urbanization, changing lifestyles, and increase in consumer behaviour. The practice of uncontrolled dumping of waste in open areas in towns/cities creates serious environmental and public health problems. Financial constraints, institutional weaknesses, insufficient manpower and collection systems, lack of technology, and lack of awareness of common mass towards municipal solid waste have contributed to make the situation worse.

Solid waste management is one of the obligatory functions of the Urban Local Bodies. Efficient garbage collection, transportation and disposal are one of the most important functions of Urban Local Bodies. ULBs generally engage a large number of staff to discharge this function and a substantial portion of their annual budget is spent only on garbage collection, transportation and disposal. Though the issue of recycling of solid wastes has received attention to the authorities of ULBs, yet it is not being implemented upto the mark due to lack of proper guidance and technology. With the solid waste generation increasing with time, the importance of recycling needs to be recognized and given due importance. On the one hand municipal waste management is capital intensive, on the other hand there are numerous alternative options that can be applied to address waste management problems.

State Government in its endeavour has taken several steps/initiatives for making all the cities Clean, Green and Beautiful with special emphasis on management of Solid Wastes in Municipal Towns of the State. All the Municipal Towns have been provided Movable/ Stationary Compactors for proper transportation and subsequent primary management of Solid Wastes to the Dumping Ground. In some ULBs, battery operated hydraulic tipper has been provided for easy collection of waste from areas having narrow roads. Simultaneously, the State Government has started preparation of DPR for Integrated Solid Waste Management of the Municipal Towns either in Standalone Mode or in Cluster Mode, considering the Components – i) Waste segregation at source in two separate litter bins for bio degradable & non bio degradable waste, ii) Door to door collection of segregated waste, iii) Transportation of Waste to Dumping Ground through Compactor or other means, and iv) Segregation of Waste at Dumping Ground (if required) and Processing of Bio degradable Waste either to compost or energy. Special emphasis are being given on

the sustainability of the projects by way of generating revenue through composting and energy (Bio Gas or other form of Fuel) generation from the Bio degradable Waste. Maintaining hygienic operational procedure in solid waste management and beautification of the dumping sites are also being taken care of. Over and above, Massive Awareness Campaign alongwith ICT Based Tools have been planned to design to aware and integrate the Citizen with these initiatives.

Hence to provide proper guidance to the Urban Local Bodies of West Bengal on Technical Viability, and improving Managerial, Administrative and adequate Institutional Arrangement, involvement of external agencies having the knowledge of following concepts are very much essential.

Concept Highlights:

1. MSWM Projects must be prepared on the basis of following Legal Provisions:
 - Obligatory Function of the ULBs as per Section-63 and Section- 95B, 260 to 273 of West Bengal Municipal Act, 1993
 - Solid Waste Management Rules 2016
 - Policy and Strategy on Solid Waste Management for Urban Areas of West Bengal, 2017
 - Plastics Waste Management Rules 2016
 - Policy and Strategy on Plastics Waste Management for Urban Areas of West Bengal, 2017
 - Guideline of Ministry of Housing & Urban Affairs, GoI on Implementation of SWM by Bulk Solid Waste Generators
2. Intensive Awareness Generation and Capacity Building of all levels of Stakeholders
3. Primary Collection – Segregation at Source.
4. Secondary Transportation – Separate Transportation Chain for Bio-degradable and Non-bio-degradable wastes.
5. Optimum utilization of existing manpower and infrastructural (including Elerctro-Mechanical) resources
6. Proper implication of Safety Measures for Conservancy Workers.
7. Phase-wise covering of all the ULBs through Standalone or Cluster Mode on the basis of availability of Sufficient Waste, availability of sufficient land for processing plant & landfill site and suitability of distance
8. Viability of Technical option proposed for Processing of wastes through Centralized/Decentralized Mode
9. Cost Estimation as per current SoRs for Scheduled Items and Market rate verification for non-Scheduled Items.
10. Incentivise Stakeholders
11. Financial Viability.
12. Effective Operation & Maintenance System
13. Technically appraised by Technical Wings/Reputed Institute.

To cope up with the challenges enshrine four fundamental ideas:

- Reinforcement of the three 'R's – Reduce, Reuse and Recycle
- Clubbing or grouping of certain functions within the solid waste management value chain so that municipalities can share resources, leading to lower costs and an increased scale of economy
- Waste management is a service, and therefore needs being professionally managed; such expertise can come from private sector as well as civil society or community based organisations, and there is no one model that fits all such situations.
- The generation of waste has negative externalities, and therefore the 'polluter pays' principle must apply.

Role of Transaction Advisors for Solid Waste Management Projects of the ULBs

Contribute the requisite technical, financial, legal and managerial resources to undertake project identification, development and implementation in PPP or other framework. Project identification, development and implementation of various projects would comprise activities below:

1. Coordinate with UD & MA Department, ULBs, Development Authorities and other concerned to identify and conceptualize/develop projects related to Solid Waste Management.
2. Structure projects under PPP mode to enable recovery of the investments made in SWM projects through innovative business and commercial practices such as commercial sale of products, levy of user charges/ fee etc., as appropriate under the applicable laws.
3. Visit to different best practices in other States alongwith proposed sites in the State
4. Prepare pre-feasibility report, Investment Banking Report (if applicable), Techno-Economic Feasibility Report, Detailed Project Report, Environment Impact Assessment Study Report etc.
5. Prepare bid documents (RFP, Concession Agreement etc.) and manage bid process till signing of Concession Agreement considering following issues:
 - Concepts of Solid Waste Management of Government of West Bengal in the focus of latest solid waste management rules 2016
 - Optimum utilization of existing infrastructure of Solid Wastes in the ULBs
 - Optimum utilization of land for processing plant and sanitary landfill site clubbing ULBs in clusters to make the project financially feasible.
 - Collection and transportation of segregated waste as to be done case to case basis either by ULB or by private agency and the preparation & Management of Processing Plant and Sanitary Landfill site to be done by private party of which technology will be selected by the private party
 - Incentive model for all stakeholders
 - Necessary clearances to be obtained from Pollution Control Board by the agency
 - Effective Operation & Management System to establish atleast for 20 years
 - Processing and disposal of Legacy waste and reclamation of land is to be ensured effectively
 - Segregation of recyclable waste, Bio degradable waste, Refused Derived Fuel (RDF) and Construction & Demolition (C&D) waste is to be ensured effectively
 - As per feedback of field inspection to prepare the scope of work
 - Propose effective and viable model of implementation on the basis of national and international best practices in the focus of most viable cost benefit analysis
 - Propose institutional structures required for implementation of projects and operation & maintenance thereof with private sector financing for the purpose of ensuring that the project is structured and executed in line with the specifications as stipulated in the Detailed Feasibility and Investment Banking Report (DFIBR) and / Techno Economic Feasibility Report (TEFR) or other appropriate reports.
 - Suggesting key performance indicators linked with payment schedule for evaluation of private agencies
 - Ensure Zero Waste City
6. Assist UD&MA Department and ULBs to design feasible Operation & Maintenance System for Water Supply Projects.

20 Proposed Cluster Projects for SWM

SI No.	Existing Projects in ULB/s	Mode of Project	Proposed Cluster
1	Dum Dum, North Dum Dum, South Dum Dum, Baranagar	Cluster	Dum Dum, North Dum Dum, South Dum Dum, Baranagar, Kamarhati, New Barrackpore
2			New Town, NDITA, Bidhannagar MC and Adjacent areas of Kolkata MC
3	Ashoknagar-Kalyangarh and Habra	Cluster	No Change
4	Jalpaiguri	Standalone	Jalpaiguri, Haldibari, Dhupguri
5	Krishnagar	Standalone	Krishnanagar, Santipur, Nabadwip, Taherpur, Ranaghat, Birnagar, Kalna
6	Santipur	Standalone	
7	Nabadwip	Standalone	
8	Ranaghat	Standalone	
9	Bhatpara	Standalone	Bhatpara, Naihati, Kalyani, Gayeshpur, Kanchrapara, Garulia, Halisahar
10	Naihati	Standalone	
11	Kanchrapara	Standalone	
12	Garulia	Standalone	
13	Coochbehar	Standalone	Coochbehar, Alipurduar, Tufanganj, Dinhata, Mathabhanga, Mekhliganj
14	Burdwan	Standalone	Burdwan, Gushkara, Memari
15	Arambag	Standalone	Arambag, Tarakeswar
16	Panihati	Standalone	Panihati, Titagarh, Khardah, Barrackpore, North Barrackpore
17	Baruipur	Standalone	Baruipur, Rajpur-Sonarpur
18	Baidyabati, Uttarpara-Kotrung, Rishra, Serampore, Champdani and Konnagar	Cluster	Baidyabati, Uttarpara-Kotrung, Rishra, Serampore, Champdani and Konnagar, Dankuni, Bhadreswar
19			Madhyamgram, Barasat
20			Chandernagore MC, Bansberia, Hooghly Chinsura



রাজ্য নগর উন্নয়ন সংস্থা

SUDA

STATE URBAN DEVELOPMENT AGENCY

“ইলগাস ভবন”, এইচ-সি ব্লক, সেক্টর-৩, বিধাননগর, কলকাতা-৭০০ ১০৬, পশ্চিমবঙ্গ
“ILGUS BHAVAN”, H-C Block, Sector - III, Bidhannagar, Kolkata - 700 106, West Bengal

ক্রমিক নং SUDA - 227/2018/ 1383(4)

তারিখ 27.11.2018

From : Director, SUDA

To : 1. Mr. Ankur Kathuria, Ernst & Young, LLP
2. Mr. Sumouleendra ghosh, KPMG Advisory Services Private Limited
3. Mr. Suvajit Dey, CRISIL Risk & Infrastructure Solutions Limited (CRISIL)
4. Mr. Yogesh Daruka, Pricewaterhouse Coopers (PwC) Private Limited

Sub : Site visit for preparation of RfP for Solid Waste Management Projects in the state of West Bengal (Phase- I) to be held on 1st & 2nd December 2018, under SBM (U).

Ref.: SUDA-281/2016/1317(7) dated 15.11.2018.

Sir,

Please refer to the meeting on preparation of Request for Proposal (RfP) for engagement of Private Partners for Solid Waste Management projects of the ULBs in West Bengal that was held on 21.11.2018 at 12:00 noon in the Conference Hall of Nagarayan, DF-8, Sector- I, Salt Lake City, Kolkata – 700 064, between the Principal Secretary & other Officials of Urban Development & Municipal Affairs Department, Government of West Bengal and the empanelled Transaction Advisors of Finance Department, Government of West Bengal.

In the meeting, it was mentioned that in phased manner Transaction Advisors will be appointed for preparation of RfP for all the Solid Waste Management Projects with cluster approach. In Phase-I, Transaction Advisors will be appointed for four (4) following clusters, as proposed:

Cluster	Proposed Cluster	Date & Time of Visit	Place to meet
I	Dum Dum, North Dum Dum, South Dum Dum, Baranagar, Kamarhati and New Barrackpore Municipality	01.12.2018 at 9:00 am	SUDA ILGUS Bhavan, HC Block, Sector- III, Salt Lake City, Kolkata – 700 106
II	New Town, Nabadiganta Industrial Township Authority (NDITA), Bidhannagar Municipal Corporation and adjacent areas of Kolkata MC	01.12.2018 after completion of visit to Cluster - I	
III	Ashoknagar-Kalyangarh and Habra Municipality	01.12.2018 after completion of visit to Cluster - II	
IV	Baidyabati, Uttarpara-Kotrung, Rishra, Serampore, Champdani and Konnagar, Dankuni and Bhadreswar Municipality	02.12.2018 at 9:00 am	SUDA ILGUS Bhavan, HC Block, Sector- III, Salt Lake City, Kolkata – 700 106

As per request of the Transaction Advisors, a site visit to the Processing Plant and Sanitary Landfill site has been organized on 1st and 2nd December 2018, as mentioned in the above table.

দূরভাষ : ২৩৫৮ ৬৪০৩ / ৫৭৬৭, ফ্যাক্স : ২৩৫৮ ৫৮০০

Tel : 2358 6403/5767, Fax : 2358 5800, E-mail : wbsudadir@gmail.com

Account Section : 2358 6408

রাজ্য নগর উন্নয়ন সংস্থা

STATE URBAN DEVELOPMENT AGENCY

“ইলগাস ভবন”, এইচ-সি ব্লক, সেক্টর-৩, বিধাননগর, কলকাতা-৭০০ ১০৬, পশ্চিমবঙ্গ
 “ILGUS BHAVAN”, H-C Block, Sector - III, Bidhannagar, Kolkata - 700 106, West Bengal

ক্রমিক নং I am directed to request you kindly to make it convenient to be present at starting point for the visit in both the days as per meeting point, date and time mentioned in the detailed Programme Schedule positively. তারিখ

Your confirmation in this regard is solicited through e-mail at sbm.wbsuda@gmail.com / sujay.mitra@gmail.com.

For further clarification, you may contact with Dr. Sujay Mitra, Chief Manager- Planning & Monitoring, SUDA (Mobile: 9433369666/8017313285) and Sri. Bijay Krishna Pal, Executive Engineer, SUDA (Mobile: 9432378545).

Yours faithfully,

Encl.: Concept note for preparation of RfP for SWM Projects in Urban West Bengal



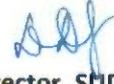
Director, SUDA

SUDA – 227/2018/ 1383(4)/1(16)

Date: 27.11.2018

Copy forwarded for kind information, with the request to nominate concerned SAE/SI to remain present at the sites mentioned in Detailed Programme Schedule, to the:

Chairman/Chairperson, Dum Dum/ North Dum Dum/ South Dum Dum/ Baranagar/ Kamarhati/ New Barrackpore/ Ashoknagar-Kalyangarh/ Habra/ Baidyabati/ Uttarpara-Kotrung/ Rishra/ Serampore/ Champdani/ Konnagar/ Dankuni/ Bhadreswar.



Director, SUDA

SUDA – 227/2018/ 1383(4)/1(16)/1(7)

Date: 27.11.2018

Copy forwarded for kind information, with the request to nominate concerned Engineers to remain present at the sites mentioned in Detailed Programme Schedule, to the:

1. Chief Executive Officer, KMDA
2. Secretary, MED
3. Joint Secretary (SD), UD & MA Department, Govt. of West Bengal
4. Director General, W&S Sector, KMDA
5. Chief Engineer, MED
6. Chief Engineer, EM Sector, KMDA
7. Chief Engineer In Charge, S&SWM, KMDA



Director, SUDA

SUDA – 227/2018/ 1383(4)/1(16)/1(7)/1

Date: 27.11.2018

Copy forwarded for kind information with the request to make arrangement for logistics, as required, to the:

1. OSD, SUDA



Director, SUDA

Government of West Bengal
Finance Department (PPP Cell)
Nabanna, Howrah

No. 3738 – F(Y)

Date: 11.06.2018

NOTIFICATION

Subject: Panel of Transaction Advisers for PPP and other Projects

The validity of Panel of Transaction Advisers (TAs) which was formed vide Notification no. FS-116 (PPP Cell)/2012 dated 10.09.2012 has since expired and thereafter proposals of different Departments for engagement of Transaction Advisers are being considered on case-to-case basis. The State Government has been contemplating to create a fresh Panel of TAs. With this objective, an RFP was floated by the Finance Department to obtain bids in an open and competitive manner for empanelment of TAs.

2. Now, the Governor is pleased to notify a fresh Panel of TAs to eliminate inordinate delays in engaging Transactions Advisers/Consultants. Accordingly, Finance Department has prepared a Panel of pre-qualified Transaction Advisers for different fields which have been categorized in several sectors as under:

Sl. No.	Sector	Area	Panel
1	Physical and Social Infrastructure	It includes Roads and Bridges, Housing and Township, Tourism and Hospitality, Marketing, Commercial Infrastructure, Inland Container depots, Hospitals, Education, Transportation, Environment and Ecology	A
2	Urban (Municipal) Infrastructure	It includes Water Supply, Treatment and Distribution, Drainage and Sewerage, Solid Waste Management, Mono-rail, etc.	B
3	Industrial and related Infrastructure	It includes Area development and Industrial Park Development	C
4	Power and Telecommunication Infrastructure	It includes Power and Telecommunication infrastructure including Natural Gas	D
5	Information Technology & Infrastructure and e-Governance	It includes the projects related to Information Technology and e-Governance initiatives	E
6	General Category	It includes all unidentified sectors and miscellaneous advisory services viz. corporate restructuring/viability studies, Due diligence, fund syndication, etc.	F

3. The list of the firms which have qualified as per criteria specified in the Request for Proposal (RFP) for such exercise is enclosed herewith in Annexure-I.

4. All the Administrative Departments, Local Bodies and other State Government organizations may access the Panel for the purpose of procuring the services of the TAs.

5. The Panel shall remain valid for a period of 3 (three) years from the date of issue of this Notification. Finance Department may, however, remove any empanelled TA from the Panel if the concerned TA fails to provide required service in a professional manner. The Finance Department also reserves the right to add new TAs meeting necessary qualification criteria, if required and decided by the State Government.

6. Determination of Panels:

6.1 TAs on the Panel have been selected on the basis of their abilities to provide transaction services for the Sectors as broadly categorized in para-2. The Procuring Authority, therefore, shall select a suitable TA for the project closely related to the applicable Sector.

7. Conflict of Interest:

7.1 The selected TA shall confirm that it has no conflict of interest in undertaking the assignment. A conflict of interest shall arise if the Panel member, or its associate or affiliate company, is advising potential bidders for the concerned Project(s), or if the Panel member or its associate or affiliate company is considering a debt or equity involvement in the project or is required to rate the proposed project. It is, therefore, recommended that the Authority appointing the TAs should ensure that such a conflict of interest does not exist or arise.

8. Dispute Resolution Committee:

8.1 Any dispute, controversy arising out of engagement of Transaction Adviser will be settled by a Three Member Committee comprising the Departmental Financial Adviser, one member not below the rank of Joint Secretary of the concerned Administrative Department under the chairmanship of the Addl. Chief Secretary/ Principal Secretary/ Secretary in charge of the Administrative Department.

9. Seeking a proposal and financial quote from the selected TAs:

9.1 Having identified the Sector for the project, the Procuring Authority should select the TA through Limited Tender Enquiry from all empanelled TAs on the Panel of the specific Sector.

9.2 Since the empanelled TAs have already pre-qualified as capable of providing Transaction Advisory Services, further technical evaluation is not required. Procuring Authority may appoint the TAs based on the lowest financial quotes at least from three participating empanelled TAs on the applicable sectoral Panel. However, in case of less than 3 bids in the 1st call, retender is to be invited. In case of 2nd call, a minimum of 2 bids will be required to select the TA for the project of the specific Sector.

9.3 Any Department may select Transaction Adviser through open tender if they consider that the Panel is not suitable for the intended project.

9.4 The Procuring Authority shall prepare specific Terms of Reference (ToR) for the assignment to be undertaken by the TA. It should also provide background of the project, how it is currently being managed, and the role of other Advisers where relevant.

9.5 The Scope of Work/ToR of the TA need not be referred to the Finance Department for vetting/concurrence.

10. Signing of Contract with the successful Panel member:

10.1 Procuring Authorities using the Panel should note that they will be the party for contracting with the empanelled Transaction Advisers. Finance Department has established the Panel but will not be involved in any contracts between Procuring Authorities and TAs.

10.2 After selection of the TA, Procuring Authorities must send a Letter of Intent (LOI) to the selected TA together with an Agreement/Contract form which is to be executed after acceptance of the LOI.

10.3 The Procuring Authority should ensure that a full and comprehensive briefing is provided to the TA, to assist an early and effective start of the assignment.

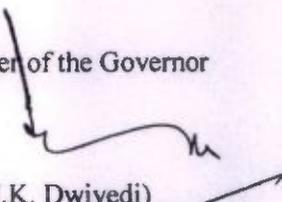
11. Use of Panel for Projects not covered in the defined Sectors:

11.1 In case any Administrative Department requires Transaction Advisory Services for assignments not covered within the Sectors of the Panel, they may prefer such proposals after due diligence to the Finance Department for concurrence.

12. Reporting performance to the Finance Department:

12.1 All Administrative Departments engaging TAs from the Panel shall submit feedback on the performance of the engaged TA on an annual basis to the Finance Department for further evaluation of the quality and effectiveness of the empanelled TAs.

By Order of the Governor


(H.K. Dwivedi)
Additional Chief Secretary to the
Government of West Bengal

Annexure-I
List of Panel of Transaction Advisers

Sl. No.	PANEL A: Physical & Social Infrastructure	PANEL B: Urban (Municipal) Infrastructure	PANEL C: Industrial & Related Infrastructure	PANEL D: Power & Telecommunication Infrastructure	PANEL E: Information Technology & Infrastructure and e-Governance	PANEL F: General Category
1	JLL	Ernst & Young	PwC	PwC	PwC	PwC
2	PwC	KPMG	KPMG	SBI Capital Ltd.	Ernst & Young	Ernst & Young
3	CRISIL	CRISIL	Ernst & Young	Ernst & Young	KPMG	JLL
4	Ernst & Young	PwC	CRISIL	CRISIL		CRISIL
5	Deloitte		JLL			SBI Capital Ltd.
6	KPMG					KPMG

Details of Transaction Advisers

Sl. No.	Name of the Transaction Adviser	Address	Contact Nos. & e-mail	Contact person
1	CRISIL Risk & Infrastructure Solutions Limited(CRISIL)	CRISIL House, Central Avenue Road, Opposite D'Mart, Hiranandani Business Park, Powai, Mumbai - 400076	M- 9830335137, e-mail: jagannarayan.padmanabhan@crisil.com	Mr. Suvajit Dey
2	Deloitte Touche Tohmatsu India LLP(DELIOTTE)	13 th & 14 th Floor, Building-Omega, Bengal Intelligent Park, Block-EP&GP, Sector-V, Salt Lake Electronics Complex. Kolkata-700091	M- 9873588906 e-mail: pranavantp@deloitte.com	Mr. Pranavant
3	Ernst & Young,LLP	3 rd & 4 th Floor Worldmark-1, IGI Airport Hospitality District, Aerocity, New Delhi-110037	M- 9811280735 e-mail: abhaya.agarwal@in.ey.com, ankur.kathuria@in.ey.com	Mr. Ankur Kathuria
4	Jones Lang LaSalle (JLL)	No. 2 Dr Martin Luther King Sarani (Formally Upper Wood Street), Kolkata 700016	M- 9830070624 / 9836433774 e-mail: saugata.maitra@ap.jll.com	Mr. Saugata Maitra
5	KPMG Advisory Services Private Limited	Godrej Waterside, Unit #603 & 604, 6 th Floor, Tower 1 Sector V Salt Lake City, Kolkata - 700091	M +91 99030 43317 e-mail: sumouleendra@kpmg.com	Mr. Sumouleendra Ghosh
6	PricewaterhouseCoopers (PwC)Private Limited	Plot No D.N 56-57, Sector 5, Salt Lake, Kolkata - 700091	Direct: (033) 4404 4288 M- 98301 10790 e-mail: yogesh.daruka@pwc.com	Mr. Yogesh Daruka
7	SBI Capital Markets Ltd.	Sixth Floor, World Trade Tower, Barakhamba Lane, New Delhi -110001	M-8447498894, e-mail: supriyo.gupta@sbicaps.com	Mr. Supriyo Gupta

Attendance Sheet

Meeting on Preparation of FIP for Solid Waste Management Projects of ULBs in West Bengal

Venu : NAGARAYAN, DF-8, Sector-I, Kolkata-64

Date : 21.11.2018 at 12.00 Noon

Sl. No.	Name of the Participant (in BLOCK Letter)	Name of ULB / Organisation	Designation	Mobile	email Address	Signature
Dr.	Subrata Gupty, IAS	Principal Secretary UD & MA Dept.	Principal Secretary			
Dr.	Sanjay Bansal, IAS	CEO, KMDA	CEO			
	D. Datta Gupta.	SUDA	Director.			
	B. N. Kar	SUDA	Add. Dir.			
	A. K. Chamaranji	KMDA	D. G.	9433009114		
	Kousik Das	MED	Secretary	9433058626		
	S. K. Baidya.	KMDA	CE (ic)	9830533418		
	SUBRATA GHOSH	WBPCB	CE	9830032287	subratag@wbpcb.gov.in	
	SISIR MONDAL	WBPCB	HEE.	9830699584	sisir@wbpcb.gov.in	
	Sanjay Mukherjee	KMDA	Jt. Secy (Admin)	8335064940	kmdamwstnjs@ gmil.com	

Attendance Sheet

Meeting on Preparation of FFP for Solid Waste Management Projects of ULBs in West Bengal

Venu : NAGARAYAN, DF-8, Sector-I, Kolkata-64

Date : 21.11.2018 at 12.00 Noon

Sl. No.	Name of the Participant (in BLOCK Letter)	Name of ULB / Organisation	Designation	Mobile	email Address	Signature
	AMITAVA DAS	JUDA	Dy. Director	9929562674		
	UTPAL MANDAL	KMDA	SE	9831194125		
	Parag Mojumdar	KMDA	CE (EM)	9163881421		
	Amarnaish Mondal	MED	EE (HS)	94795 90963	ce_medte@yahoo.com	
	SAUMYA BANDYOPADHYAY	MED	AE (HS)	9432172055	ce_medte@yahoo.com	
	SAMARENDRA NATH DAS	EE, AMRUT	E.E	9879822957		 21/11/18
	DIJAY KRISHNA PAL	SUDA	E.E.	9432378545	bjpal.suda@gmail.com	 21/11/18
	Dr. Sujay Mukherjee	SUDA	CMFM			

Attendance Sheet

Meeting on Preparation of FFP for Solid Waste Management Projects of ULBs in West Bengal

Venu : NAGARAYAN, DF-8, Sector-I, Kolkata-64

Date : 21.11.2018 at 12.00 Noon

Sl. No.	Name of the Participant (in BLOCK Letter)	Name of ULB / Organisation	Designation	Mobile	email Address	Signature
	AVIK DAS	SBI CAPITAL MKIS LTD.	Asst. Vice President	9007012734	avik.das@sbicaps.com	Avik Das
	GYAN MISRA	ERNST & YOUNGLER	Sr Advisor	9871846107	gyan.misra@in.ey.com	
	SUMOLEENDRA GHOSH	KPMG	Director	9903043317	Sumoleendra@kpmg.com	
	ANIRBAN CHATTERJEE	KPMG	Manager	9769340834	a.chatterjee4@kpmg.com	
	ANKUSH KUMAR CHAKRABORTY	KPMG	Manager	7738170172	ankushc@kpmg.com	
	Parimal Joshi	CRSIL	Manager	8087255254	perimal.joshi@crsil.com	

From: Director, SUDA

To:

1. Mr. Suvajit Dey, CRISIL Risk & Infrastructure Solutions Limited (CRISIL)
2. Mr. Pranavant, Deloitte Touche Tohmatsu India LLP (DELIOTTE)
3. Mr. Ankur Kathuria, Ernst & Young, LLP
4. Mr. Saugata Maitra, Jones Lang LaSalle (JLL)
5. Mr. Sumouleendra Ghosh, KPMG Advisory Services Private Limited
6. Mr. Yogesh Daruka, Pricewaterhouse Coopers (PwC) Private Limited
7. Mr. Supriyo Gupta, SBI Capital Markets Ltd.
8. Mr A Srinivasan, General Manager, Mahindra Consulting Engineers Limited

Sub: Site Visis of Integrated Solid Waste Management Cluster Projects for Transaction Advisors

Sir,

Please refer to the
You are aware that a meeting ~~was~~ *presided over by* held on 21.11.2018 at 12.00 Noon in the Conference Hall of NAGARAYAN, DF-8, Sector-I, Bidhannagar, Kolkata-700064 between the Principal Secretary & other Officials of Urban Development & Municipal Affairs Department, Government of West Bengal and the empanelled Transaction Advisors of Finance Department, Government of West Bengal regarding discussion on preparation of RfP for engagement of Private Partners for Solid Waste Management Projects of the ULBs in West Bengal.

In the meeting, it was metioned that in phased manner Transaction Advisors will be appointed for preparation of RfP for all the Solid Waste Management Projects with cluster approach. In Phase-I, Transaction Advisors will be appointed for ~~three (3)~~ *two (2)* following clusters:

Sl No.	Existing Clusters of SWM Projects in ULB/s	Proposed Cluster	Date of visit <i>of int 2 times</i>	<i>Place to visit</i>
1	Dum Dum, North Dum Dum, South Dum Dum, Baranagar <i>C Cluster</i>	Dum Dum, North Dum Dum, South Dum Dum, Baranagar, Kamarhati, New Barrackpore	1 st December 2018 (1 st Half)	
2	Ashoknagar-Kalyangarh and Habra	No Change	1 st December 2018 (2 nd Half)	
3	Baidyabati, Uttarpara-Kotrung, Rishra, Serampore, Champdani and Konnagar	Baidyabati, Uttarpara-Kotrung, Rishra, Serampore, Champdani and Konnagar, Dankuni, Bhadreswar	2 nd December 2018	

As per request/conveniency of the Transaction Advisors, a site visit to the Processing Plant and Sanitary Landfill site has been organized on 1st and 2nd December 2018 (as mentioned in above table) as per **detailed programme schedule enclosed.**

I am directed to request you kindly to make it convenient to be present at starting point for the visit in both the days as per meeting point, date and time mentioned in the detailed Programme Schedule positively. ~~We will arrange the vehicle for the site visit from the starting point and will drop in the same place.~~

Your confirmation in this regard is solicited through e-mail at sbm.wbsuda@gmail.com / sujay.mitra@gmail.com.

For further clarification, you may contact with Dr Sujay Mitra, Chief Manager-Planning & Monitoring, SUDA (Mobile: 9433369666/8017313285) and Sri Bijoy Krishna Pal, Executive Engineer, SUDA (Mobile: 9432378545/8777760081).

Yours faithfully

Enclo.: Programme Schedule

(Director)

Copy forwarded for kind information, with the request to nominate concerned SAE/SI to remain present at the sites mentioned in Detailed Programme Schedule, to the:

Chairman/Chairperson, Dum Dum/ North Dum Dum/ South Dum Dum/ Baranagar/ Kamarhati/ New Barrackpore/ Ashoknagar-Kalyangarh/ Habra/ Baidyabati/ Uttarpara-Kotrung/ Rishra/ Serampore/ Champdani/ Konnagar/ Dankuni/ Bhadreswar.

(Director)

Copy forwarded for kind information, with the request to nominate concerned Engineers to remain present at the sites mentioned in Detailed Programme Schedule, to the:

1. Chief Executive Officer, KMDA
2. Secretary, MED
3. Joint Secretary (SD), UD & MA Department, GoWB Director General, W&S, KMDA
4. Chief Engineer, MED
5. Chief Engineer, EM Sector, KMDA
6. Chief Engineer in Charge, S&SWM, KMDA

(Director)

Copy forwarded for kind information with the request to make arrangement for vehicle to the:

1. OSD, SUDA.

(Director)

amitansdas 209 @ gmail . com

রাজ্য নগর উন্নয়ন সংস্থা

STATE URBAN DEVELOPMENT AGENCY

“ইলগাস ভবন”, এইচ-সি ব্লক, সেক্টর-৩, বিধাননগর, কলকাতা-৭০০ ১০৬, পশ্চিমবঙ্গ
“ILGUS BHAVAN”, H-C Block, Sector - III, Bidhannagar, Kolkata - 700 106, West Bengal

ক্রমিক নং SUDA – 227/2018/

তারিখ .11.2018

From : Director, SUDA & State Mission Director, Swachh Bharat Mission (Urban)

To : 1. Mr. Ankur Kathuria, Ernst & Young, LLP
2. Mr. Sumouleendra ghosh, KPMG Advisory Services Private Limited
3. Mr. Suvajit Dey, CRISIL Risk & Infrastructure Solutions Limited (CRISIL)
4. Mr. Yogesh Daruka, Pricewaterhouse Coopers (PwC) Private Limited

Sub. : Site visit for preparation of RfP for Solid Waste Management Projects in the state of West Bengal (Phase- I) to be held on 1st & 2nd December 2018, under SBM (U).

Ref.: SUDA-281/2016/1317(7) dated 15.11.2018.

Sir,

Please refer to the Meeting on preparation of Request for Proposal (RfP) for Solid Waste Management projects of the ULBs in West Bengal that was held on 21.11.2018 at 12:00 noon in the Conference Hall of Nagarayan, DF-8, Sector- I, Salt Lake City, Kolkata – 700 064.

It was decided in the meeting that the RfP would have to be prepared on phased manner and Clustered approach. In 1st Phase, the following four clusters have been considered.

- Cluster – I: Dum Dum, North Dum Dum, South Dum Dum, Baranagar, Kamarhati, New Barrackpore Municipality
Cluster – II: New Town, Nabadiganta Industrial Township Authority (NDITA), Bidhannagar Municipal Corporation and adjacent areas of Kolkata MC
Cluster – III: Ashoknagar-Kalyangarh and Habra Municipality
Cluster – IV: Baidyabati, Uttarpura-Kotrung, Rishra, Serampore, Champdani, Konnagar, Bhadreswar and Dankuni Municipality

For inviting the Tender/RfP for appointment of Transaction Advisors it was decided to carry a common site visits for those Clusters, where either an existing facility is available for use or construction of SWM facility is in progress. As proposed the following dates were fixed for the necessary joint site visit.

Sl. No.	Cluster	Date & Time	Place to meet
1.	I	01.12.2018 at 9:00 am	Nagarayan, DF-8, Sector- I, Salt Lake City, Kolkata – 700 064
2.	II	01.12.2018 after completion of visit at Sl. No. 1	-
3.	III	01.12.2018 after completion of visit at Sl. No. 2	-
4.	IV	02.12.2018 at 9:00 am	Nagarayan, DF-8, Sector- I, Salt Lake City, Kolkata – 700 064

You are requested to attend the said joint site visit on those days for collecting necessary information for preparation of RfP on management of Municipal Solid Waste, as discussed.

Thanking you.

Yours faithfully,

Encl.: Concept note for preparation of RfP for SWM Projects in Urban West Bengal

Director, SUDA &
State Mission Director, MNS (U)

দূরভাষ : ২৩৫৮ ৬৪০৩ / ৫৭৬৭, ফ্যাক্স : ২৩৫৮ ৫৮০০

Tel : 2358 6403/5767, Fax : 2358 5800, E-mail : wbsudadir@gmail.com

Account Section : 2358 6408

রাজ্য নগর উন্নয়ন সংস্থা

STATE URBAN DEVELOPMENT AGENCY

“ইলগাস ভবন”, এইচ-সি ব্লক, সেক্টর-৩, বিধাননগর, কলকাতা-৭০০ ১০৬, পশ্চিমবঙ্গ
“ILGUS BHAVAN”, H-C Block, Sector - III, Bidhannagar, Kolkata - 700 106, West Bengal

ক্রমিক নং SUDA – 227/2018/

তারিখ .11.2018

From : Director, SUDA & State Mission Director, Swachh Bharat Mission (Urban)

To : 1. Mr. Ankur Kathuria, Ernst & Young, LLP
2. Mr. Sumouleendra ghosh, KPMG Advisory Services Private Limited
3. Mr. Suvajit Dey, CRISIL Risk & Infrastructure Solutions Limited (CRISIL)
4. Mr. Yogesh Daruka, Pricewaterhouse Coopers (PwC) Private Limited

Sub. : Site visit for preparation of RfP for Solid Waste Management Projects in the state of West Bengal (Phase- I) to be held on 1st & 2nd December 2018, under SBM (U).

Ref.: SUDA-281/2016/1317(7) dated 15.11.2018.

Sir,

Please refer to the Meeting on preparation of Request for Proposal (RfP) for Solid Waste Management projects of the ULBs in West Bengal that was held on 21.11.2018 at 12:00 noon in the Conference Hall of Nagarayan, DF-8, Sector- I, Salt Lake City, Kolkata – 700 064.

It was decided in the meeting that the RfP would have to be prepared on phased manner and Clustered approach. In 1st Phase, the following four clusters have been considered.

Cluster – I: Dum Dum, North Dum Dum, South Dum Dum, Baranagar, Kamarhati, New Barrackpore Municipality

Cluster – II: New Town, Nabadiganta Industrial Township Authority (NDITA), Bidhannagar Municipal Corporation and adjacent areas of Kolkata MC

Cluster – III: Ashoknagar-Kalyangarh and Habra Municipality

Cluster – IV: Baidyabati, Uttarpara-Kotrung, Rishra, Serampore, Champdani, Konnagar, Bhadreswar and Dankuni Municipality

For inviting the Tender/RfP for appointment of Transaction Advisors it was decided to carry a common site visits for those Clusters, where either an existing facility is available for use or construction of SWM facility is in progress. As proposed the following dates were fixed for the necessary joint site visit.

Sl. No.	Cluster	Date & Time	Place to meet
1.	I	01.12.2018 at 9:00 am	Nagarayan, DF-8, Sector- I, Salt Lake City, Kolkata – 700 064
2.	II	01.12.2018 after completion of visit at Sl. No. 1	-
3.	III	01.12.2018 after completion of visit at Sl. No. 2	-
4.	IV	02.12.2018 at 9:00 am	Nagarayan, DF-8, Sector- I, Salt Lake City, Kolkata – 700 064

You are requested to attend the said joint site visit on those days for collecting necessary information for preparation of RfP on management of Municipal Solid Waste, as discussed.

Thanking you.

Yours faithfully,

Encl.: Concept note for preparation of RfP for SWM Projects in Urban West Bengal

Sdf
Director, SUDA &
State Mission Director, MNB (U)

দূরত্ব : ২৩৫৮ ৬৪০৩ / ৫৭৬৭, ফ্যাক্স : ২৩৫৮ ৫৮০০

Tel : 2358 6403/5767, Fax : 2358 5800, E-mail : wbsudadir@gmail.com

Account Section : 2358 6408

SUDA – 227/2018/

.11.2018

Copy forwarded for kind information to the:

1. PS to the Principal Secretary, UD & MA Department, Govt. of W.B.
2. Chief Executive Officer, KMDA
– He is requested to kindly depute the concerned Engineers on the visit day
3. Secretary, ME Dte.
– He is requested to kindly depute the concerned Engineers on the visit day
4. Additional Director, SUDA & Addl. State Mission Director, MNB (U)
5. Joint Secretary (SD), UD & MA Dept., Govt. of West Bengal
6. Director General (Operation), W&S Sector, KMDA
7. Chief Engineer, ME Dte., Govt. of West Bengal
8. Chief Engineer-In-Charge, S&SWM, KMDA

Director, SUDA

রাজ্য নগর উন্নয়ন সংস্থা

STATE URBAN DEVELOPMENT AGENCY

“ইলগাস ভবন”, এইচ-সি ব্লক, সেক্টর-৩, বিধাননগর, কলকাতা-৭০০ ১০৬, পশ্চিমবঙ্গ

“ILGUS BHAVAN”, H-C Block, Sector - III, Bidhannagar, Kolkata - 700 106, West Bengal

SUDA - 227/2018/

ক্রমিক নং From : Director, SUDA & State Mission Director, Swachh Bharat Mission (Urban)

তারিখ 11.2018

- To : 1. Mr. Ankur Kathuria, Ernst & Young, LLP
 2. Mr. Sumouleendra ghosh, KPMG Advisory Services Private Limited
 3. Mr. Suvajit Dey, CRISIL Risk & Infrastructure Solutions Limited (CRISIL)
 4. Mr. Yogesh Daruka, Pricewaterhouse Coopers (PwC) Private Limited

Sub. : Site visit for preparation of RfP for Solid Waste Management Projects in the state of West Bengal (Phase- I) to be held on 1st & 2nd December 2018, under SBM (U).
 Ref.: SUDA-281/2016/1317(7) dated 15.11.2018.

Sir,

Please refer to the Meeting on preparation of Request for Proposal (RfP) for Solid Waste Management projects of the ULBs in West Bengal that was held on 21.11.2018 at 12:00 noon in the Conference Hall of Nagarayan, DF-8, Sector- I, Salt Lake City, Kolkata - 700 064.
 It was decided in the meeting that the RfP would have to be prepared on phased manner and Clustered approach. In 1st Phase, the following four clusters have been considered.

- Cluster - I: Dum Dum, North Dum Dum, South Dum Dum, Baranagar, Kamarhati, New Barrackpore Municipality
 Cluster - II: New Town, Nabadiganta Industrial Township Authority (NDITA), Bidhannagar Municipal Corporation and adjacent areas of Kolkata Municipal Corporation
 Cluster - III: Ashoknagar-Kalyangarh and Habra Municipality
 Cluster - IV: Baidyabati, Uttarpara-Kotrung, Rishra, Serampore, Champdani, Konnagar, Bhadreswar and Dankuni Municipality

For inviting the Tender/RfP for appointment of Transaction Advisors it was decided to carry a common site visits for those Clusters, where either an existing facility is available for use or construction of SWM facility is in progress. As proposed the following dates were fixed for the necessary joint site visit.

Sl. No.	Cluster	Date & Time	Place to meet
1.	I	01.12.2018 at 9:00 am	Airport Gate No. 1
2.	II	01.12.2018 after completion of visit at Sl. No. 1	-
3.	III	01.12.2018 after completion of visit at Sl. No. 2	-
4.	IV	02.12.2018 at 9:00 am	Airport Gate No. 1

You are requested to attend the said joint site visit on those days for collecting necessary information for preparation of RfP on management of Municipal Solid Waste, as discussed.

Thanking you.

Yours faithfully,

Encl.: Concept note for preparation of RfP for SWM Projects in Urban West Bengal

Director, SUDA &
 State Mission Director, MNB (U)

দূরভাষ : ২৩৫৮ ৬৪০৩ / ৫৭৬৭, ফ্যাক্স : ২৩৫৮ ৫৮০০

Tel : 2358 6403/5767, Fax : 2358 5800, E-mail : wbsudadir@gmail.com

Account Section : 2358 6408

.11.2018

SUDA – 227/2018/

From : Director, SUDA & State Mission Director, Swachh Bharat Mission (Urban)

To : 1. Mr. Ankur Kathuria, Ernst & Young, LLP
2. Mr. Sumouleendra ghosh, KPMG Advisory Services Private Limited
3. Mr. Suvajit Dey, CRISIL Risk & Infrastructure Solutions Limited (CRISIL)
4. Mr. Yogesh Daruka, Pricewaterhouse Coopers (PwC) Private Limited

Sub.: Site visit for preparation of RfP for Solid Waste Management Projects in the state of West Bengal (Phase- I) to be held on 1st & 2nd December 2018, under SBM (U).

Ref.: SUDA-281/2016/1317(7) dated 15.11.2018.

Sir,

Please refer to the Meeting on preparation of Request for Proposal (RfP) for Solid Waste Management projects of the ULBs in West Bengal that was held on 21.11.2018 at 12:00 noon in the Conference Hall of Nagarayan, DF-8, Sector- I, Salt Lake City, Kolkata – 700 064.

It was decided in the meeting that the RfP would have to be prepared on phased manner and Clustered approach. In 1st Phase, the following four clusters have been considered.

- Cluster – I: Dum Dum, North Dum Dum, South Dum Dum, Baranagar, Kamarhati, New Barrackpore Municipality
Cluster – II: New Town, Nabadiganta Industrial Township Authority (NDITA), Bidhannagar Municipal Corporation and adjacent areas of Kolkata Municipal Corporation
Cluster – III: Ashoknagar-Kalyangarh and Habra Municipality
Cluster – IV: Baidyabati, Uttarpara-Kotrung, Rishra, Serampore, Champdani, Konnagar, Bhadreswar and Dankuni Municipality

For inviting the Tender/RfP for appointment of Transaction Advisors it was decided to carry a common site visits for those Clusters, where either an existing facility is available for use or construction of SWM facility is in progress. As proposed the following dates were fixed for the necessary joint site visit.

Sl. No.	Cluster	Date & Time	Place to meet
1.	I	01.12.2018 at 9:00 am	Airport Gate No. 1
2.	II	01.12.2018 after completion of visit at Sl. No. 1	-
3.	III	01.12.2018 after completion of visit at Sl. No. 2	-
4.	IV	02.12.2018 at 9:00 am	Airport Gate No. 1

You are requested to attend the said joint site visit on those days for collecting necessary information for preparation of RfP on management of Municipal Solid Waste, as discussed.

Thanking you.

Yours faithfully,

Director, SUDA &
State Mission Director, MNB (U)

Encl.: Concept note for preparation of RfP for SWM Projects in Urban West Bengal

Director, SUDA
SUDA – 227/2018/

.11.2018

Copy forwarded for kind information to the:

1. PS to the Principal Secretary, UD & MA Department, Govt. of W.B.
2. Chief Executive Officer, KMDA
– He is requested to kindly depute the concerned Engineers on the visit day
3. Secretary, ME Dte.
– He is requested to kindly depute the concerned Engineers on the visit day
4. Additional Director, SUDA & Addl. State Mission Director, MNB (U)
5. Joint Secretary (SD), UD & MA Dept., Govt. of West Bengal
6. Director General (Operation), W&S Sector, KMDA
7. Chief Engineer, ME Dte., Govt. of West Bengal
8. Chief Engineer-In-Charge, S&SWM, KMDA

Director, SUDA

Attendance Sheet

Meeting on Preparation of FIP for Solid Waste Management Projects of ULBs in West Bengal

Venu : NAGARAYAN, DF-8, Sector-I, Kolkata-64

Date : 21.11.2018 at 12:00 Noon

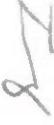
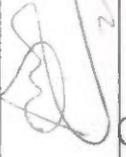
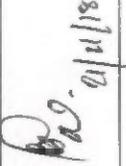
Sl. No.	Name of the Participant (in BLOCK Letter)	Name of ULB / Organisation	Designation	Mobile	email Address	Signature
	Dr. Subrata Guptay, IAS R	Principal Secretary UD & MA Dept.	Principal Secretary			
	Dr. Sanjay Bansal, IAS	CEO, KMDA	CEO			
	D. Datta Gupta.	SUDA	Director.			
	B. N. Kar	SUDA	Addl. Director			
	A. K. Chatterjee	KMDA	D.G.	9433 009114		
	Kousik Das	MED	Secretary	9433058626		
	S. K. Baidya.	KMDA	CE (i/c)	9830533418		
	SUBRATA GHOSH	WBPCB	CE	9830032287	Subratayh@wbpcb.gov.in	
	SISIR MONDAL	WBPCB	HEE.	9830699982	sisir@wbpcb.gov.in	
	Sanjay Mukherjee	KMDA	Jt. Secy (Admin)	8335064940	kmdamwstnjs@ gmind.com	

Attendance Sheet

Meeting on Preparation of FIP for Solid Waste Management Projects of ULBs in West Bengal

Venu : NAGARAYAN, DF-8, Sector-I, Kolkata-64

Date : 21.11.2018 at 12.00 Noon

Sl. No.	Name of the Participant (in BLOCK Letter)	Name of ULB / Organisation	Designation	Mobile	email Address	Signature
	AMITAVA DAS	JUDA	Dy. Director	9929562674		
	UTPAL MANDAL	KMDA	SE	9831194125		
	Farag Mojumdar	KMDA	CE-(E/M)	9163681421		
	Anam Nish Mondal	MED	EE (HS)	94795 90963	ee_medte@yahoo.com	
	SAUMYA BANDYOPADHYAY	MED	AE (HS)	9432172055	ee_medte@yahoo.com	
	SAMARENDRA NATH DAS	EE, AMRUT	E.E	9879822957		 22/11/18
	DIJAY KRISHNA PAL	SUDA	E.E.	9432378545	bkpal.suda@gmail.com	 21/11/18
	Dr. Sujay Mitra	SUDA	CMFM			

Attendance Sheet

Meeting on Preparation of FIP for Solid Waste Management Projects of ULBs in West Bengal

Venu : NAGARAYAN, DF-8, Sector-I, Kolkata-64

Date : 21.11.2018 at 12.00 Noon

Sl. No.	Name of the Participant (in BLOCK Letter)	Name of ULB / Organisation	Designation	Mobile	email Address	Signature
	AVIK DAS	SBI CAPITAL MKES LTD.	Asst. Vice President	9007012734	avik.das@sbicaps.com	Avik Das
	GYAN MISRA	ERNST & YOUNG LLP	Sr Advisor	9871846107	gyan.misra@in.ey.com	Gyan Misra
	SUMOLEENDRA GHOSH	KPMG	Director	9903043317	sumonlendra@kpmg.com	Sumoleendra Ghosh
	ANIRBAN CHATTERJEE	KPMG	Manager	9769340834	a.chatterjee4@kpmg.com	Anirban Chatterjee
	ANKUSH KOMAR CHAKRABORTY	KPMG	Manager	7738170172	ankushc@kpmg.com	Ankush Komar Chakraborty
	Pargimal Joshi	CRSIL	Manager	8087255231	pargimal.joshi@crsil.com	Pargimal Joshi

রাজ্য নগর উন্নয়ন সংস্থা

STATE URBAN DEVELOPMENT AGENCY

“ইলগাস ভবন”, এইচ-সি ব্লক, সেক্টর-৩, বিধাননগর, কলকাতা-৭০০ ১০৬, পশ্চিমবঙ্গ
 “ILGUS BHAVAN”, H-C Block, Sector - III, Bidhannagar, Kolkata - 700 106, West Bengal

ক্রমিক নং SUDA-281/2016/1317(7)

তারিখ 15.11.2018

From: Director, SUDA

To:

1. Mr. Suvajit Dey, CRISIL Risk & Infrastructure Solutions Limited (CRISIL)
2. Mr. Pranavant, Deloitte Touche Tohmatsu India LLP (DELIOTTE)
3. Mr. Ankur Kathuria, Ernst & Young, LLP
4. Mr. Saugata Maitra, Jones Lang LaSalle (JLL)
5. Mr. Sumouleendra Ghosh, KPMG Advisory Services Private Limited
6. Mr. Yogesh Daruka, Pricewaterhouse Coopers (PwC) Private Limited
7. Mr. Supriyo Gupta, SBI Capital Markets Ltd.

Sub: Meeting on preparation of RfP for Solid Waste Management Projects of the ULBs in West Bengal to be held on 21.11.2018 at 12.00 Noon in the Conference Hall of NAGARAYAN, DF-8, Sector-I, Bidhannagar, Kolkata-700064

Sir,

This is to inform you that the Principal Secretary, Urban Development & Municipal Affairs Department, Government of West Bengal desires to hold a meeting with you on **21.11.2018 at 12.00 Noon in the Conference Hall of NAGARAYAN, DF-8, Sector-I, Bidhannagar, Kolkata-700064** regarding discussion on preparation of RfP for Solid Waste Management Projects of the ULBs in West Bengal.

In this connection, I am directed to request you to kindly make it convenient to attend the meeting on the aforesaid date, time and venue positively.

Yours faithfully


 (Director)

Copy forwarded for kind information with the request to attend the meeting to the:

1. Chief Executive Officer, KMDA
2. Secretary, MED
3. Additional Director, SUDA
4. Joint Secretary (SD), UD & MA Department, GoWB Director General, W&S, KMDA
5. Chief Engineer, MED
6. Chief Engineer, EM Sector, KMDA
7. Chief Engineer In Charge, S&SWM, KMDA

(Director)

Copy forwarded for kind information with the request to make arrangement for refreshment to the:

1. OSD, SUDA.

(Director)

দূরভাষ : ২৩৫৮ ৬৪০৩ / ৫৭৬৭, ফ্যাক্স : ২৩৫৮ ৫৮০০

Tel : 2358 6403/5767, Fax : 2358 5800, E-mail : wbsudadir@gmail.com

Account Section : 2358 6408

Government of West Bengal
Finance Department (PPP Cell)
Nabanna, Howrah

No. 3738 – F(Y)

Date: 11.06.2018

NOTIFICATION

Subject: Panel of Transaction Advisers for PPP and other Projects

The validity of Panel of Transaction Advisers (TAs) which was formed vide Notification no. FS-116 (PPP Cell)/2012 dated 10.09.2012 has since expired and thereafter proposals of different Departments for engagement of Transaction Advisers are being considered on case-to-case basis. The State Government has been contemplating to create a fresh Panel of TAs. With this objective, an RFP was floated by the Finance Department to obtain bids in an open and competitive manner for empanelment of TAs.

2. Now, the Governor is pleased to notify a fresh Panel of TAs to eliminate inordinate delays in engaging Transactions Advisers/Consultants. Accordingly, Finance Department has prepared a Panel of pre-qualified Transaction Advisers for different fields which have been categorized in several sectors as under:

Sl. No.	Sector	Area	Panel
1	Physical and Social Infrastructure	It includes Roads and Bridges, Housing and Township, Tourism and Hospitality, Marketing, Commercial Infrastructure, Inland Container depots, Hospitals, Education, Transportation, Environment and Ecology	A
2	Urban (Municipal) Infrastructure	It includes Water Supply, Treatment and Distribution, Drainage and Sewerage, Solid Waste Management, Mono-rail, etc.	B
3	Industrial and related Infrastructure	It includes Area development and Industrial Park Development	C
4	Power and Telecommunication Infrastructure	It includes Power and Telecommunication infrastructure including Natural Gas	D
5	Information Technology & Infrastructure and e-Governance	It includes the projects related to Information Technology and e-Governance initiatives	E
6	General Category	It includes all unidentified sectors and miscellaneous advisory services viz. corporate restructuring/viability studies, Due diligence, fund syndication, etc.	F

3. The list of the firms which have qualified as per criteria specified in the Request for Proposal (RFP) for such exercise is enclosed herewith in Annexure-I.

4. All the Administrative Departments, Local Bodies and other State Government organizations may access the Panel for the purpose of procuring the services of the TAs.

5. The Panel shall remain valid for a period of 3 (three) years from the date of issue of this Notification. Finance Department may, however, remove any empanelled TA from the Panel if the concerned TA fails to provide required service in a professional manner. The Finance Department also reserves the right to add new TAs meeting necessary qualification criteria, if required and decided by the State Government.

6. **Determination of Panels:**

6.1 TAs on the Panel have been selected on the basis of their abilities to provide transaction services for the Sectors as broadly categorized in para-2. The Procuring Authority, therefore, shall select a suitable TA for the project closely related to the applicable Sector.

7. **Conflict of Interest:**

7.1 The selected TA shall confirm that it has no conflict of interest in undertaking the assignment. A conflict of interest shall arise if the Panel member, or its associate or affiliate company, is advising potential bidders for the concerned Project(s), or if the Panel member or its associate or affiliate company is considering a debt or equity involvement in the project or is required to rate the proposed project. It is, therefore, recommended that the Authority appointing the TAs should ensure that such a conflict of interest does not exist or arise.

8. **Dispute Resolution Committee:**

8.1 Any dispute, controversy arising out of engagement of Transaction Adviser will be settled by a Three Member Committee comprising the Departmental Financial Adviser, one member not below the rank of Joint Secretary of the concerned Administrative Department under the chairmanship of the Addl. Chief Secretary/ Principal Secretary/ Secretary in charge of the Administrative Department.

9. **Seeking a proposal and financial quote from the selected TAs:**

9.1 Having identified the Sector for the project, the Procuring Authority should select the TA through Limited Tender Enquiry from all empanelled TAs on the Panel of the specific Sector.

9.2 Since the empanelled TAs have already pre-qualified as capable of providing Transaction Advisory Services, further technical evaluation is not required. Procuring Authority may appoint the TAs based on the lowest financial quotes at least from three participating empanelled TAs on the applicable sectoral Panel. However, in case of less than 3 bids in the 1st call, retender is to be invited. In case of 2nd call, a minimum of 2 bids will be required to select the TA for the project of the specific Sector.

9.3 Any Department may select Transaction Adviser through open tender if they consider that the Panel is not suitable for the intended project.

9.4 The Procuring Authority shall prepare specific Terms of Reference (ToR) for the assignment to be undertaken by the TA. It should also provide background of the project, how it is currently being managed, and the role of other Advisers where relevant.

9.5 The Scope of Work/ToR of the TA need not be referred to the Finance Department for vetting/concurrence.

10. **Signing of Contract with the successful Panel member:**

10.1 Procuring Authorities using the Panel should note that they will be the party for contracting with the empanelled Transaction Advisers. Finance Department has established the Panel but will not be involved in any contracts between Procuring Authorities and TAs.

10.2 After selection of the TA, Procuring Authorities must send a Letter of Intent (LOI) to the selected TA together with an Agreement/Contract form which is to be executed after acceptance of the LOI.

10.3 The Procuring Authority should ensure that a full and comprehensive briefing is provided to the TA, to assist an early and effective start of the assignment.

11. Use of Panel for Projects not covered in the defined Sectors:

11.1 In case any Administrative Department requires Transaction Advisory Services for assignments not covered within the Sectors of the Panel, they may prefer such proposals after due diligence to the Finance Department for concurrence.

12. Reporting performance to the Finance Department:

12.1 All Administrative Departments engaging TAs from the Panel shall submit feedback on the performance of the engaged TA on an annual basis to the Finance Department for further evaluation of the quality and effectiveness of the empanelled TAs.

By Order of the Governor

(H.K. Dwivedi)

Additional Chief Secretary to the
Government of West Bengal

Annexure-I
List of Panel of Transaction Advisers

Sl. No.	PANEL A: Physical & Social Infrastructure	PANEL B: Urban (Municipal) Infrastructure	PANEL C: Industrial & Related Infrastructure	PANEL D: Power & Telecommunication Infrastructure	PANEL E: Information Technology & Infrastructure and e-Governance	PANEL F: General Category
1	JLL	Ernst & Young	PwC	PwC	PwC	PwC
2	PwC	KPMG	KPMG	SBI Capital Ltd.	Ernst & Young	Ernst & Young
3	CRISIL	CRISIL	Ernst & Young	Ernst & Young	KPMG	JLL
4	Ernst & Young	PwC	CRISIL	CRISIL		CRISIL
5	Deloitte		JLL			SBI Capital Ltd.
6	KPMG					KPMG

Details of Transaction Advisers

Sl. No.	Name of the Transaction Adviser	Address	Contact Nos. & e-mail	Contact person
1	CRISIL Risk & Infrastructure Solutions Limited(CRISIL)	CRISIL House, Central Avenue Road, Opposite D'Mart, Hiranandani Business Park, Powai, Mumbai - 400076	M- 9830335137, e-mail: jagannarayan.padmanabhan@crisil.com	Mr. Suvajit Dey
2	Deloitte Touche Tohmatsu India LLP(DELIOTTE)	13 th & 14 th Floor, Building-Omega, Bengal Intelligent Park, Block-EP&GP, Sector-V, Salt Lake Electronics Complex. Kolkata-700091	M- 9873588906 e-mail: pranavantp@deloitte.com	Mr. Pranavant
3	Ernst & Young,LLP	3 rd & 4 th Floor Worldmark-1, IGI Airport Hospitality District, Aerocity, New Delhi-110037	M- 9811280735 e-mail: abhaya.agarwal@in.ey.com, ankur.kathuria@in.ey.com	Mr. Ankur Kathuria
4	Jones Lang LaSalle (JLL)	No. 2 Dr Martin Luther King Sarani (Formally Upper Wood Street), Kolkata 700016	M- 9830070624 / 9836433774 e-mail: saugata.maitra@ap.jll.com	Mr. Saugata Maitra
5	KPMG Advisory Services Private Limited	Godrej Waterside, Unit #603 & 604, 6 th Floor, Tower 1 Sector V Salt Lake City, Kolkata - 700091	M +91 99030 43317 e-mail: sumouleendra@kpmg.com	Mr. Sumouleendra Ghosh
6	PricewaterhouseCoopers (PwC)Private Limited	Plot No D.N 56-57, Sector 5, Salt Lake, Kolkata - 700091	Direct: (033) 4404 4288 M- 98301 10790 e-mail: yogesh.daruka@pwc.com	Mr. Yogesh Daruka
7	SBI Capital Markets Ltd.	Sixth Floor, World Trade Tower, Barakhamba Lane, New Delhi -110001	M-8447498894, e-mail: supriyo.gupta@sbicaps.com	Mr. Supriyo Gupta

Government of West Bengal
Finance Department
Nabanna, Howrah

No. 4912-F(Y)

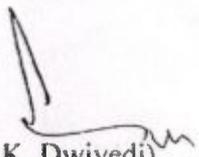
Dated 1st August, 2018

NOTIFICATION

Subject: Panel of Transaction Advisers (TA) - clarifications

The Panel of Transaction Advisers was formed vide Notification no. 3738-F(Y) dated 11.06.2018. The engagement of Transaction Advisers from the said panel will be made by all the Administrative Departments and entities under their control after observing all procedures mentioned therein in conjunction with the following terms in partial modification of Notification No. 3738-F(Y) dated 11.06.2018:

1. The advisory service from the Panel of TAs is primarily intended for PPP Projects and projects of complex nature only. TAs shall not be engaged for projects which can otherwise generally be implemented by the Administrative Departments.
2. The TA Panel of Finance Department may, however, be utilised by the Administrative Departments to select TA for advisory service in (a) restructuring of PSUs and JV Companies; and (b) projects which may not necessarily be PPP Projects but involve complexity in terms of project preparation and execution.
3. In order to establish uniformity in procuring services from the Panel of TAs, such proposals shall be finalized by the Administrative Departments with the concurrence of the Finance Department. The proposal should be submitted to the Finance Department containing inter alia the ground for such requirement, scope of work, project details, etc.
4. The other terms & conditions for engagement of Transaction Advisers as contained in the Notification no. 3738-F(Y) dated 11.06.2018 shall remain unchanged.


(H.K. Dwivedi)
Additional Chief Secretary to the
Government of West Bengal