



Meghalaya Basin Management Agency

Request for Expression of Interest

Engagement of Consultancy services for Prime Hubs Business Plan under Meghalaya Livelihoods and Access to Market Project (Megha-LAMP)

Ref No: MBMA/MLAMP/ISC&ED/C-35/74/2024/549

Issue Date: March 1st, 2024



Instructions to Consultants¹

Reference Number: MBMA/MLAMP/ISC&ED/C-35/74/2024/549

March 1st, 2024

Engagement of Consultancy services for Prime Hubs Business Plan under Meghalaya Livelihoods and Access to Market Project (Megha-LAMP)

1. The Government of India has received financing from the International Fund for Agricultural Development (“the Fund” or “IFAD”) towards the cost of Meghalaya: Livelihoods and Access to Markets Project (Megha- LAMP) (“the client” or “procuring entity”), and intends to apply part of the proceeds for the recruitment of consulting services, for which this REOI is issued.

The use of any IFAD financing shall be subject to IFAD’s approval, pursuant to the terms and conditions of the financing agreement, as well as IFAD’s rules, policies and procedures. IFAD and its officials, agents and employees shall be held harmless from and against all suits, proceedings, claims, demands, losses and liability of any kind or nature brought by any party in connection with Megha- LAMP

2. The client now invites Expressions of Interest (EOIs) from legally constituted consulting firms (“consultants”) to provide services under “**Consultancy services for Prime Hubs Business Plan under Megha-LAMP**”. More details on these consulting services are provided in the preliminary terms of reference (TOR) attached as **Annex 1**.
3. Before preparing its EOIs, the consultant is advised to review the preliminary terms of reference attached as **Annex 1**, which describe the assignment and **Annex 2** that details the evaluation of the technical qualifications.
4. The consultant shall not have any actual, potential or reasonably perceived conflict of interest. A consultant with an actual, potential or reasonably perceived conflict of interest shall be disqualified unless otherwise explicitly approved by the Fund. A consultant including their respective personnel and affiliates are considered to have a conflict of interest if they a) have a relationship that provides them with undue or

¹This document refers to legally constituted consulting firms as “consultant”



undisclosed information about or influence over the selection process and the execution of the contract, b) participate in more than one EOI under this procurement action, c) have a business or family relationship with a member of the client's board of directors or its personnel, the Fund or its personnel, or any other individual that was, has been or might reasonably be directly or indirectly involved in any part of (i) the preparation of this expression of interest, (ii) the selection process for this procurement, or (iii) execution of the contract. The consultant has an ongoing obligation to disclose any situation of actual, potential or reasonably perceived conflict of interest during preparation of the EOI, the selection process or the contract execution. Failure to properly disclose any of said situations may lead to appropriate actions, including the disqualification of the consultant, the termination of the contract and any other as appropriate under the IFAD Policy on Preventing Fraud and Corruption in its Projects and Operations².

5. All consultants are required to comply with the Revised IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations (hereinafter, "IFAD's Anticorruption Policy") in competing for, or in executing, the contract.
- a. If determined that a consultant or any of its personnel or agents, or its sub-consultants, sub-contractors, service providers, suppliers, sub-suppliers and/or any of their personnel or agents, has, directly or indirectly, engaged in any of the prohibited practices defined in IFAD's Anticorruption Policy or integrity violations such as sexual harassment, exploitation and abuse as established in IFAD's Policy to Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse³ in competing for, or in executing, the contract, the EOI may be rejected or the contract may be terminated by the client.
 - b. In accordance with IFAD's Anticorruption Policy, the Fund has the right to sanction firms and individuals, including by declaring them ineligible, either indefinitely or for a stated period of time, to participate in any IFAD-financed and/or IFAD-managed activity or operation. The Fund also has the right to recognize debarments issued by other international financial institutions in accordance with its Anticorruption Policy.
 - c. Consultants and any of their personnel and agents, and their sub-consultants, sub-contractors, service providers, suppliers, sub-suppliers and any of their personnel and agents are required to fully cooperate with any investigation conducted by the Fund, including by making personnel available for interviews and by providing full access to any and all accounts, premises, documents and records (including electronic records) relating to this selection process or the execution of the contract and to have such accounts, premises, records and documents audited and/or inspected by auditors and/or investigators appointed by the Fund.

²The policy is accessible at www.ifad.org/anticorruption_policy.

³The policy is accessible at <https://www.ifad.org/en/document-detail/asset/40738586>.

MLAMP

Engagement of Consultancy services for Prime Hubs Business Plan for MLAMP

Ref. No: MBMA/MLAMP/ISC&ED/C-35/74/2024/549



- d. Consultants have the ongoing obligation to disclose in their EOI and later in writing as may become relevant: (i) any administrative sanctions, criminal convictions or temporary suspensions of themselves or any of their key personnel or agents for fraud and corruption, and (ii) any commissions or fees paid or to be paid to agents or other parties in connection with this selection process or the execution of the contract. As a minimum, consultants must disclose the name and contact details of the agent or other party and the reason, amount and currency of the commission or fee paid or to be paid. Failure to comply with these disclosure obligations may lead to rejection of the EOI or termination of the contract.
- e. Consultants are required to keep all records and documents, including electronic records, relating to this selection process available for a minimum of three (3) years after notification of completion of the process or, in case the consultant is awarded the contract, execution of the contract.
6. The Fund requires that all beneficiaries of IFAD funding or funds administered by IFAD, including the client, any consultants, implementing partners, service providers and suppliers, observe the highest standards of integrity during the procurement and execution of such contracts, and commit to combat money laundering and terrorism financing consistent with IFAD's Anti-Money Laundering and Countering the Financing of Terrorism Policy.⁴
7. **Procedure:** the selection process will be conducted using *Consultant Qualification Selection method* as laid out in the IFAD procurement Handbook that can be accessed via the IFAD website at www.ifad.org/project-procurement. The client will evaluate the EOIs using the criteria provided in **Annex 2**.
8. Only the highest rank firm will be provided with the detailed TORs and asked to submit a detailed technical and financial proposal. The evaluation will include a review and verification of qualifications and past performance, including a reference check, prior to the contract award.
9. Consultants may associate with other firms to enhance their qualifications but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.
10. Any request for clarification on this EOI including the TOR should be sent via e-mail to the address below mlamp.procurement@gmail.com no later than *local time 5:00 PM, March 5th, 2024*. The client will provide responses to all clarification requests by *March 8th, 2024*
11. **Submission Procedure:** please submit your expression of interest using the forms provided for this purpose. Your EOI should comprise one (1) original copy of each EOI

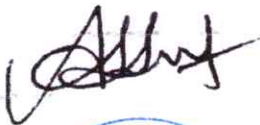
⁴The policy is accessible at <https://www.ifad.org/en/document-detail/asset/41942012>.



form annexed to this document. EOIs shall be submitted to the address below no later than *local time 5:00 PM, March 14th, 2024*.

Attn: Deputy Project Director,
Meghalaya – Livelihoods and Access to Market Project (Megha – LAMP)
Meghalaya Basin Management Agency
Procurement Unit
C/o Meghalaya State Housing Financing Co-operative Society Ltd.
Nongrim Hills, Shillong-793003
Email ID: mlamp.procurement@gmail.com

Yours sincerely,



Deputy Project Director, Megha-LAMP
Meghalaya Basin Management Agency



Form EOI-1
EOI Submission Form

Shillong, March 1st, 2024

Deputy Project Director, Megha-LAMP
Meghalaya Basin Management Agency

***Re: Engagement of Consultancy services for Prime Hubs Business
Plan under Meghalaya Livelihoods and Access to Market Project
(Megha-LAMP)***

Ref: MBMA/MLAMP/ISC&ED/C-35/74/2024/549

We, the undersigned, declare that:

1. We are expressing our interest in providing the consulting services for the above-mentioned assignment and have no reservations to the REOI, the instructions to the consultants and any addenda there to.
2. Our expression of interest is open for acceptance for a period of ninety (90) days.
3. Our firm, its associates, including any subcontractors or suppliers for any part of the contract, have not been declared ineligible by the Fund and have not been subject to sanctions or debarments under the laws or official regulations of the client's country or not been subject to a debarment recognized under the Agreement for Mutual Enforcement of Debarment Decisions (the "Cross-Debarment Agreement")⁵, beyond those declared in paragraph 9 of this EOI submission form.
4. We acknowledge and accept the IFAD Revised Policy on Preventing Fraud and Corruption in its Activities and Operations. We certify that neither our firm nor any person acting for us or on our behalf has engaged in any prohibited practices as provided in ITC Clause 6. Further, we acknowledge and understand our obligation to report to anticorruption@ifad.org any allegation of prohibited practice that comes to our attention during the selection process or the contract execution.

⁵The Cross-Debarment Agreement was entered into by the World Bank Group, the Inter-American Development Bank, the African Development Bank, the Asian Development Bank and the European Bank for Reconstruction and Development, additional information may be located at: <http://crossdebarment.org/>

MLAMP

Engagement of Consultancy services for Prime Hubs Business Plan for MLAMP

Ref. No: MBMA/MLAMP/ISC&ED/C-35/74/2024/549



5. No attempt has been made or will be made by us to induce any other consultant to submit or not to submit an EOI for the purpose of restricting competition.
6. We acknowledge and accept the IFAD Policy on Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse. We certify that neither our firm nor any person acting for us or on our behalf has engaged in any sexual harassment, sexual exploitation or abuse. Further, we acknowledge and understand our obligation to report to ethicsoffice@ifad.org any allegation of sexual harassment, sexual exploitation and abuse that comes to our attention during the selection process or the contract execution.
7. The following commissions, gratuities, or fees have been paid or are to be paid with respect to the selection process: *[Insert complete name of each recipient, its full address, the reason for which each commission or gratuity was paid and the amount and currency of each such commission or gratuity.]*

Name of Recipient	Address	Reason	Amount	Currency
<u>None</u>				
<u>None</u>				
<u>None</u>				
<u>None</u>				

(If none has been paid or is to be paid, indicate "none.")

8. We declare that neither our consulting firm or any of its directors, partners, proprietors, key personnel, agents, sub-consultants, sub-contractors, consortium and joint venture partners have any actual, potential or perceived conflict of interest as defined in ITC Clause 5 regarding this selection process or the execution of the contract. *[insert if needed: "other than the following:" and provide a detailed account of the actual, potential or perceived conflict]*. We understand that we have an ongoing disclosure obligation on such actual, potential or perceived conflicts of interest and shall promptly inform the client and the Fund, should any such actual, potential or perceived conflicts of interest arise at any stage of the procurement process or contract execution.
9. The following criminal convictions, administrative sanctions (including debarments) and/or temporary suspensions have been imposed on our consulting firm and/or any of its directors, partners, proprietors, key personnel, agents, sub-consultants, sub-contractors, consortium and joint venture partners:



Nature of the measure (i.e., criminal conviction, administrative sanction or temporary suspension)	Imposed by	Name of party convicted, sanctioned or suspended (and relationship to the consultant)	Grounds for the measure (i.e., fraud in procurement or corruption in contract execution)	Date and time (duration) of measure

If no criminal convictions, administrative sanctions or temporary suspensions have been imposed, indicate “none”.

10. We acknowledge and understand that we shall promptly inform the client about any material change regarding the information provided in this EOI submission form.
11. We further understand that the failure to properly disclose any of information in connection with this EOI submission form may lead to appropriate actions, including our disqualification as consultant, the termination of the contract and any other as appropriate under the IFAD Policy on Preventing Fraud and Corruption in its Projects and Operations.
12. We understand that you are not bound to accept any EOI that you may receive.

[Authorized signatory]

[Name and title of signatory]

[Name and address of firm]



Form EOI-2
Organization of the Consultant

Re: Engagement of Consultancy services for Prime Hubs Business Plan under Meghalaya Livelihoods and Access to Market Project (Megha-LAMP)

Ref: MBMA/MLAMP/ISC&ED/C-35/74/2024/549

[Provide a brief description of the background and organization of your firm/entity and of each associated firm for this assignment. Include the organization chart of your firm/entity. The EOI must demonstrate that the consultant has the organizational capability and to carry out the assignment. The qualifications document shall further demonstrate that the consultant has the capacity to field and provide experienced replacement personnel on short notice. Key staff CVs are not required at the shortlisting stage.]

Name of the firm	
Date of establishment	
Country of registration	
Full address of the firm	
Focal point: name, position, contact information (telephone, email):	Name:
	Tel:
	Email:
Number of branches in the country	
Country(ies) of operations with number of branches in each country	
Number of full-time employees	
Number of part-time employees	



Field(s) of expertise of the firm	
Number of professional staff with experience related directly to the assignment	
Subsidiary and associated companies (wherever applicable): (details in the following format to be provided for all associates) - (i) Name of the company (ii) Nature of business (iii) Address of the company (iv) Website of the company (v) Brief description of company (maximum of 120 words)	
Any other information that the consultant would like to add:	

Maximum

10

pages



Form EOI-3

Experience of the Consultant

Re: Engagement of Consultancy services for Prime Hubs Business Plan under Meghalaya Livelihoods and Access to Market Project (Megha-LAMP)

Ref: MBMA/MLAMP/ISC&ED/C-35/74/2024/549

[Using the format below, provide information on each relevant assignment for which your firm, and each associate for this assignment, was legally contracted either individually as a corporate entity or as one of the major companies within an association, for carrying out consulting services similar to the ones requested under the preliminary terms of reference included in this EOI. The EOI must demonstrate that the consultant has a proven track record of successful experience in executing projects similar in substance, complexity, value, duration, and volume of services sought in this procurement.

Maximum 20 pages]

Assignment name:	Approx. value of the contract (in Indian Rupees):
Country: Location within country:	Duration of assignment (months):
Name of client:	Total No. of staff-months of the assignment:
Address, and contact details (including email address(es)):	Approx. value of the services provided by your firm under the contract (in Indian Rupees INR):
Start date (month/year): Completion date (month/year):	No. of professional staff-months provided by associated consultants:
Name of associated consultants, if any:	Name of proposed senior professional staff of your firm involved and functions performed (indicate most significant profiles such as project director/coordinator, team leader):
Narrative description of project:	
Description of actual services provided by your staff within the assignment:	

Name of Firm: _____

MLAMP

Engagement of Consultancy services for Prime Hubs Business Plan for MLAMP

Ref. No: MBMA/MLAMP/ISC&ED/C-35/74/2024/549



ANNEX 1

PRELIMINARY TERMS OF REFERENCE

Engagement of Consultancy services for Prime Hubs Business Plan under Meghalaya Livelihoods and Access to Market Project (Megha-LAMP)

A. BACKGROUND:

The Meghalaya Livelihoods and Access to Markets Project (Megha-LAMP) is a state-wide project of the Government of Meghalaya that is supported by IFAD (International Fund for Agricultural Development). It was launched on the 3rd of September, 2015 and aims at improving family incomes and quality of life of the rural mass in Meghalaya through expanded and sustainable livelihood opportunities adapted to the hill environment and to the effects of climate change

Megha-LAMP is being implemented by the Meghalaya Basin Management Agency (MBMA). The Project's budget is USD 169.9 million funded by an IFAD loan of USD 50 million, Government of Meghalaya (GoM) contribution of USD 49.7 million, bank credit of USD credit of USD 29.3 million, convergence of USD 28.2 million and beneficiary contribution of 12.7 million.

The MLAMP project coverage is 1,350 villages in 18 blocks across all 11 districts under the project. The state has some exotic flora and fauna it produces some exotic agriculture and horticulture products. There are commodities like tea, bay leaf, black pepper, turmeric, ginger and chillies. Fruits include strawberry, khasi mandarin, plums, pineapple and jackfruit. There are cashewnut, honey, arecanut, broomsticks, bamboo shoots and vegetables like cabbage, potato and squash. The range is from highly perishable to not so perishable ones. There are small volumes and high value products and low value and high-volume crops. The mix is essentially on account of farmer balancing his income and cash flows not essentially producing for the markets.

Products are finding local markets, regional markets, national markets and also some international markets. The new focus is building substantial value chains and reach the right market for the products at the same time reduce wastage and enhance customer satisfaction. The agricultural and horticultural produce are sold fresh directly from farm to the market. Only a handful of the products are processed and value addition is done. All of these products are currently having various issues relating to production and marketing due to the Pandemic.

Inclusive supply chain and enterprise development is one of the major components for MLAMP and a key driving force for impact for the entire project. The component will focus on increasing production, brokering, market linkage, facilitation and capacity building support to inclusive growth initial of commodity supply chains covering crops and livestock products and enterprises owned by individual serving local markets. Enterprise and Market developments through communities are also a priority under this component

MLAMP

Engagement of Consultancy services for Prime Hubs Business Plan for MLAMP

Ref. No: MBMA/MLAMP/ISC&ED/C-35/74/2024/549



B. OBJECTIVES:

The overall objective of this consultancy is to provide technical assistance and program implementation support to MBMA for **assessment of the PRIME HUBs across the state of Meghalaya set up under IFAD funded project MLAMP** for creating their viable business models, including the market-driven opportunities so that these become profitable, bankable, and self-sustaining in the long run.

C. SCOPE OF WORK

- (i) Assessment of the PRIME HUBS set up across the state of Meghalaya under IFAD funded project MLAMP for creating a community driven business model through interviews, multiple physical visits, and stakeholder engagement platforms.
- (ii) Based on inputs from community, create viable business models that take into consideration the following factors – identification of surplus and unique produces in the community, opportunities for value addition, exploring market driven products, ensuring business viability and finally identification of potential buyers.
- (iii) Creation of various use cases for the business model based on probable scenarios of availability of raw materials, share capital to be raised for initial investment, credit availability for working capital and achievement of maximum profits.
- (iv) The business plan for each PRIME HUB shall entail a descriptive note on the profile of the PRIME HUB, SWOT analysis for business, identified produces/products, market analysis, value chain analysis, budget for intervention and analytics. Attached to the same will be an excel document that layout the business model for a period of 10 years with numbers on capex, operational costs, P&L sheet, projected Internal Rate of Return (IRR) and Net Present Value (NPV).
- (v) All assumptions to be mentioned and should include market dynamics of the state such as local market prices, Autonomous District Council taxes, and any other relevant parameters.

D. PROJECT DURATION

The project is expected to have a duration of 4 months, starting from the commencement date.

E. METHODOLOGY:

- (i) Clarity and feasibility of the proposed approach to assess PRIME HUBs being set up in the state of Meghalaya under IFAD funded project.
- (ii) Sound methodology for creating viable business models, including the identification of market-driven opportunities for setting up of centres for imparting training on agri allied sectors

1. Business Model Development:

- Ability to create comprehensive and practical business models that address capital requirements, value addition, market dynamics, and profitability.
- Demonstrated expertise in financial modelling, including capex, operational costs, P&L projection, IRR, and NPV calculations.



2. Stakeholder Engagement:

- Plans for effective engagement with community members, stakeholders, and potential buyers.
- Strategies for incorporating community input and ensuring the sustainability of the proposed business models.

3. Documentation and Reporting:

- Quality and completeness of the final business plans, including SWOT analysis, market analysis, value chain analysis, and budget for intervention.
- Clarity and accuracy of the accompanying Excel documents with a 10-year projection.

4. Understanding of Local Dynamics:

- Demonstrated knowledge and understanding of local market dynamics of Meghalaya, including factors like local markets, Autonomous District Council customs and outreach, and other relevant parameters.

5. Cost-effectiveness:

- Competitive pricing for the proposed services in relation to the expected project outcomes and deliverables.

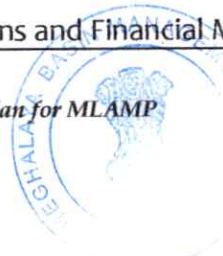
6. Timeliness:

- Ability to adhere to the project timeline and deliver results within the specified 4-month duration.

F. TIME FRAME OF THE ASSIGNMENT

The assignment is to be completed within a period of maximum 4 (Four) months from the date of signing the contract.

Sl.No	Milestone	Activities / Deliverables	Time Frame (days)
1.	On-award of Contract for Project Initiation and Assessment	1. Project kick off meeting, document review, and stakeholder identification 2. Initial visits to PRIME HUBs locations, data collection, and stakeholder engagement. 3. Project Initiation Report	20
2.	Business Model Development & Stakeholder Engagement	1. Analysis of collected data, identification of Value Chain products, and market opportunities. 2. Community and stakeholder engagement sessions. 3. Creation of preliminary business models and use cases.	20
3.	Financial Modelling and Documentation	1. Financial modeling, including capex, operational costs, P&L projection, IRR, and NPV calculations. 2. Preparation of detailed business plans and documentation. 3. Detailed Business Plans and Financial Models	15



4.	Review and Feedback	<ol style="list-style-type: none"> 1. Submission of the business plans and financial models for client review and feedback. 2. Incorporation of client feedback and finalization of documents. 3. Finalized Business Plans and Financial Models 	15
5.	Presentation and Approval	<ol style="list-style-type: none"> 1. Presentation of the finalized business plans to the client. 2. Client approval and sign-off on the business plans. <p>Approved Business Plans</p>	30
6.	Project Closure and Handover	<ol style="list-style-type: none"> 1. Final project review, documentation, and knowledge transfer. 2. Project closure meeting and handover of all project-related documents. <p>Project Closure Report and Handover Documentation</p>	20
	Total		120

Note:-The bidder will have to bear all the boarding, lodging and travelling expenses from the project fee itself

G. MANAGEMENT & REPORTING: -

- The Administrator for this contract is DPD MLAMP or any official designated from ISC&ED, MLAMP, MBMA.
- All submissions must be made to the DPD MLAMP or any official designated from ISC&ED
- A team comprising the DPD MLAMP or his designate is responsible for reviewing and approving the reports, plans and designs.

Satisfactory completion and submission of the deliverables outlined and acceptance of the same by the DPD MLAMP will be taken as indicators of the successful completion of the work allotted.

MLAMP

Engagement of Consultancy services for Prime Hubs Business Plan for MLAMP

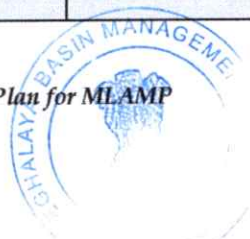
Ref. No: MBMA/MLAMP/ISC&ED/C-35/74/2024/549



ANNEX 2

Qualification and Evaluation Criteria

Item	Criteria	Supporting documents	Marks
A.	General experience	Supporting documents	30
i	The Bidder should be a Company registered under the Companies Act, 1956/ Proprietary Firm / Partnership Firm	Certificate of incorporation/certificate for commencement of business/other relevant documentary proof should be submitted	15
ii	Attested copy of Company's PAN and GST details	Attested copy of PAN Card and GST Certificate	5
iii	Self-declaration to the effect the bidder is not insolvent, in receivership, bankrupt or being wound up or subject to legal proceedings for any of these circumstances.	To be submitted in the firm's Letter Head	5
iv	Self-declaration that the bidder's business activities are not suspended or debarred from public procurement by the State Government of Meghalaya or Government of India.	To be submitted in the firm's Letter Head	5
B.	Specific experience		70
i	The bidder should have undertaken 2 (Two) similar consultancy works over the last 5 financial years.	Previous Work orders/Contracts	25
ii	2 (Two) previous Contract/work order or completion certificate of similar consultancy works in the North eastern Region of India to be submitted.	Previous Work orders/Contracts	30
iii	1 (One) previous Contract/work order or completion certificate of similar consultancy works in the state of Meghalaya to be submitted.	Previous Work orders/Contracts	15



	Total Points		100
	Minimum points required to pass		70 points

***Note- Similar Consultancy Works:**

- (i) Demonstrated experience in conducting assessments, stakeholder engagement, and business modelling in Meghalaya or in northeast India.
- (ii) Previous work related to community-driven business models and agricultural or rural development projects.

H. Key Expert required for the Assignment.

The following team will be used in conduct of the survey and preparation of the Report.

Designation	Nos.
Team Lead	1
Project Consultant	2

