

Selection of Professional Business Consultants

By
Girijan Cooperative Corporation Limited,
Visakhapatnam, Andhra Pradesh

Request for Expression of Interest

1. The Government of Andhra Pradesh proposes to strengthen the functioning of the Girijan Cooperative Corporation Ltd through a comprehensive Business Development Plan to improve the economic benefits to the tribal population.
2. GCC was started in the year 1956 with an aim to eliminate the exploitation of tribals. GCC purchases Minor Forest Produce (MFP) and certain other Agricultural produce from the tribals by paying them remunerative prices. GCC produces various value added products out of MFP and Agricultural produce through its own Processing units located in various places.
3. GCC has a business turnover of Rs.180 crores per annum and now aspires to achieve a turnover of Rs.1000 crores per year in next 5 years.
4. By way of increasing the turnovers and its revenue, GCC would like to pay better returns to the tribals for their produce and thus playing a substantial role in economic upliftment and elimination of poverty among the Schedules tribes.
5. In this context, GCC seeks the services of qualified, reputed and competent Consultant Firm to act as Strategic Business Development Consultant (SBC) who shall undertake a wide range of responsibilities viz.,
 - (i) Taking up detailed study of the existing activities of GCC / all GPCMS / D.R.Depots and Identifying high growth sectors
 - (ii) Developing of overall Business Development Strategies sector-wise
 - (iii) Preparation of Business Development Map.
 - (iv) Leading efforts for roping in business partners in management and development of organic Araku valley coffee and organic MFP products. Leveraging organic premium to realize higher prices for the produce of the tribals.
 - (v) Better branding and marketing of the organic products by forging partnership with multinational companies
 - (vi) Study of the existing MFP procurement range and arriving approximate potential of each MFP and developing new processes for value addition and niche products.
 - (vii) Developing best practices end-to-end right in supply chain of forest produce
 - (viii) Study of existing storage methods and develop scientific practices for storage thereby avoiding storage losses in MFP/SAP.
 - (ix) Establishment of Institutional frame work for achieving the higher growth rates in the coming 5 years and variety of other advisory services
6. The duration of the selected Professional Business Consultant is initially for 12 months from the date of signing the contract.
7. The GCC now invites eligible Consultancy Agencies/ Firms / Consultants to respond to Expression of Interest by providing information about qualifications and experience to perform the services.
8. **The short listing criteria are:**

- a. They should have at least five years of experience in boosting production, branding and marketing of products, strategies for successful and profit making business in domestic and international markets for Government / Tribal cooperatives / Public Sector organizations.
 - b. Special focus on the experience in Organic management, branding and marketing of organic products and to capture the market share for such products to the fullest possible extent.
 - c. Specialized experience in developing marketing strategies in tribal sector.
 - d. Evidence of similar assignments carried out for any Government/Tribal Cooperatives/ Public sector organizations.
 - e. Financial turnovers during the last 3 years.
9. Interested consultants/ firms must provide information indicating that they are qualified and competent to perform the Services (brochures, experience in similar assignments, description of similar assignments with cost, availability of appropriate skills etc.
10. Further information may be obtained from GCC Head office, Opp: VUDA Park, East Point Colony, Visakhapatnam- 530 017 during office hours or download from official website www.apgirijan.com.
11. Expression of interest must be delivered or sent to the address given below on or before: .05.2016.
- a. Office name: Girijan Cooperative Corporation Ltd.,
 - b. Officer's name: Sri A.S.P.S.RaviPrakash, PCS (NFG),
VC & Managing Director, GCC
 - c. Address of submission of EOI: Girijan Cooperative Corporation Ltd.,
East point colony,Opp: Vuda Park,
Visakhapatnam-530 017
 - d. E.mail : raviprakash2525@gmail.com

REQUEST FOR PROPOSAL (RFP)

(Rc.No. 77 /2016.RMD.dt. 06.06.2016)

TITLE OF CONSULTANCY SERVICES : Strategic Business Development Consultant
(SBC) for Girijan Cooperative Corporation Ltd.,

Visakhapatnam

Section 1. Letter of Invitation : Invitation No :001/RMD/2016.SBC

Location :Visakhapatnam

Dated: 22.04.2016

To

Dear Sir/Madam

1. Girijan Cooperative Corporation Ltd., (GCC) is an undertaking of the Government of Andhra Pradesh working for the economic development of the Scheduled tribes in the state. It was established under the Cooperative Societies Act and its area of operation presently extends to the scheduled areas in 10 districts of state. It is an Apex Corporation with 25 affiliated "Girijan Primary Cooperative Marketing Societies (GPCMS) at primary level. The state-wide network of GCC includes notified purchase centers, 891 sales depots (Domestic Requirements Depots), 70 own godowns and another 30 office buildings and industrial units.
2. One of the main objectives of GCC is to procure Minor Forest Produce (MFP) and surplus agricultural produce (SAP) from the tribals duly paying them remunerative prices. The pricing policy adopted is to pass on the nearest market rates to the tribals for their MFP and to market the same their best advantage.
3. In order to realize better sale returns, GCC established industrial units and processing centers in close proximity of the tribal areas and developed value added products out of forest and agricultural produce of the tribals. Such products are sold in retail under the common brand name "GIRIJAN" through a well-developed distribution network, super markets and on-line shops. The products of GCC command good demand in the consumer market.
4. Recently GCC obtained Organic certification for 13 items of MFP and already launched the sale of Organic Honey and Organic Nannarisharbat. Some more organic products are going to be launched.
5. The Government proposes to strengthen the functioning of GCC through a comprehensive Business Development Plan to improve the economic benefits to the tribal population. The proposed Business development strategy would boost up the sales turnovers and to pass on the ultimate benefit to the tribal population.
6. In this context, GCC seeks the services of qualified, reputed and competent Consultant Firm to act as Strategic Business Development Consultant (SBC) who shall undertake a wide range of responsibilities viz., taking up detailed study of

the existing activities and Identifying high growth sectors, developing of overall Business Development Strategies sector-wise, development of market for organic coffee and organic MFP products and developing niche products.

7. GCC now invites proposals to provide consultancy services to articulate and implement a “Strategic Business Development Plan”. More details on the services are provided in the attached Terms of Reference (TOR)
8. The Request for Proposal [RFP] has been addressed to the shortlisted consultants.
9. A Business Development consultant will be selected under Least Cost Selection (LCS) described in this RFP.
10. The RFP includes the following documents:
 - Section 1 - Letter of Invitation
 - Section 2 - Information to Consultants
 - Section 3 - Technical Proposal - Forms
 - Section 4 - Financial Proposal - Forms
 - Section 5 - Terms of Reference
 - Section 6 – Form of Contract
11. Please inform us within a week of receipt of this invitation that you received the letter of invitation in writing to the following:

Yours sincerely,

GIRIJAN COOP. CORPORATION LTD.,
EAST POINT COLONY, VISAKHAPATNAM

VC & MANAGING DIRECTOR,

SECTION 2- INSTRUCTIONS TO CONSULTANTS

The Government proposes to strengthen the functioning of GCC through a comprehensive Business Development Plan to improve the economic benefits to the tribal population.

The objective of the Comprehensive Business Development Plan is to achieve sustainable growth of the business turnovers and thereby make GCC self-supporting, providing quality services to the stake

holders (tribals, GPCMS, Government of Andhra Pradesh and Government of India) and to pass on the ultimate business profit margins to the tribals.

3. A pre-proposal conference open to all prospective consultants will be held on **.05.2016 at 11.00 AM** in the office of the VC&MD, GCC, Visakhapatnam. The prospective consultant will have an opportunity to obtain clarification regarding the scope of the work, terms of reference, contract conditions and any other pertinent information.

4. It is estimated that about **1300** person Days of services will be required for the services and generally you should base your financial proposal on this figure.

5. Please note that the remuneration which you receive from the contract will be subject to normal tax liability in India.

6. You are requested to hold your proposal valid for 90 days from the date of submission without change of personnel proposed for the assignment and your proposed price. The Client will make its best efforts to select a consultant firm within this period.

7. Please note that the cost of preparing a proposal and of negotiating a contract including visits to GCC, Visakhapatnam if any is not reimbursable as a direct cost of the assignment.

8. Submission of Proposals

(A) Proposals should be compiled in two parts namely Technical and Financial which should include the following information:

(a) Technical Proposal

(i) A brief description of the firm/Agency and an outline of recent experience on assignments/ projects of similar nature executed during the last 5 years in the format given in Form F-1.

(ii) Any comments or suggestions of the consultant on the Terms of Reference (TOR) in Form- F-2.

(iii) A description of the manner in which consultants would plan to execute the work, work plan time schedule and the approach/methodology proposed for carrying out the required work in Form F-3.

(iv) The composition of the team of personnel which the consultant would propose to provide and the tasks which would be assigned to each team member in Form F-4.

(v) Curriculum Vitae of the individual key staff members to be assigned to the work and of the team leader who would be responsible for supervision of the team. The curricula vitae should follow the attached Format (F-5) duly signed by the concerned personnel.

(vi) Consultants Work program and time schedule for key personnel in Form No.F-6.

(vii) EMD (refundable) of Rs.50,000/- by way of Demand draft in favour of "Girijan Cooperative Corporation Ltd" payable at Visakhapatnam on any Nationalised bank.

(B) Financial Proposals

The financial proposals should include the Schedule of Price Bid in Form No.F-8 with cost break-up.

(B) Three copies of the proposals should be submitted to on or before .05.0216 5 PM the General Manager (RMD), Girijan Cooperative Corporation Ltd., Opp: VUDA Park, East Point colony, Visakhapatnam- 530 017 or by e-mail to gmrmhgcc@gmail.com

The "Technical" and "Financial" proposals must be submitted in two separate sealed envelopes (with respective marking in bold letters) following the formats/schedules attached. The first envelope marked "Technical proposal" .The first envelope should not contain any cost information whatsoever.

The second envelope marked 'FINANCIAL PROPOSAL' must also be sealed should contain the detailed price offer for the consultancy services.

You will provide detailed breakdown of fees as follows:

Remuneration of the Staff members and Taxes etc.

Both the sealed envelopes should again be placed in a sealed cover which will be received in the Head office of GCC, Visakhapatnam.

9. Opening of proposals

The proposals (first envelope containing technical proposal only) will be opened by the Evaluation Committee on .05.2016 at 11 AM

Financial proposals will not be opened until technical evaluation has been completed and notified to all consultants.

10.Evaluation

10.1A two-stage procedure will be adopted in evaluating the proposals: i) a technical evaluation, which will be carried out prior to opening any financial proposal; ii) a financial evaluation. After completion of Technical evaluation, all qualified firms will be invited for opening of the financial proposals of qualified firms and least cost quoted firm will be selected. One Consultant is required for this assignment.

10.2 Technical Proposal

The evaluation committee appointed by the Client will carry out its evaluation applying the evaluation criteria and point system specified below. Each responsive proposal will be attributed a technical score (St).

- (i) Experience of the consultant (as a firm) similar to the assignment for the last 5 years.(10 points);
- (ii) **Adequacy and quality of the proposed methodology, and work plan in responding to the Terms of Reference (TORs)** (20 points)
a.Approach and Methodology-10
b.Work Plan - 10
- (iii) The qualifications of key staff proposed for the assignment (70 points).

Curriculum vitae of key personnel should be included with the proposal (in the format of the sample curriculum vitae). These personnel will be rated in accordance with:

- (i) General qualifications - (30 points)
- (ii) Adequacy for the project (suitability to perform the duties for this assignment. These include education and training, length of experience in fields similar to those required as per terms of reference, type of positions held, time spent with the firm etc.) - (60 points)
- (iii) their language and experience in the tribal areas of the State of Andhra Pradesh (10 points)

Quality and competence of the consulting service shall be considered as the paramount requirement. A proposal shall be rejected at this stage if it does not respond to important aspects of RFP and the Terms of Reference. Technical proposals scoring not less than 75% of the total points will only be considered for financial evaluation. The client shall notify the consultants, the results of the technical evaluation and invite those who have secured the minimum qualifying mark for opening of the financial proposals indicating the date and time.

10.3 Financial Proposal

10.3.1 Opening:

The financial proposal of all the firms(those scoring 75% and more in technical) shall be opened in the presence of the consultants' representatives who choose to attend. The name of the consultant, the quality scores and the proposed prices shall be read out and recorded. The client shall prepare minutes of bid opening.

10.3.2 Evaluation and selection procedure:

The evaluation committee will determine if the financial proposals are complete and without computational errors. Arithmetical errors will be corrected .The client will select one Consultant submitting the lowest financial proposal from the technically qualified agencies by following LCS procedure.

11. Negotiations

11.1 Prior to the expiration period of proposal validity, the Client will notify the selected Consultant in writing by registered letter or e-mail and invite it to negotiate the Contract.

11.2 The aim is to reach agreement on all points and initial a draft contract by the conclusion of Negotiations.

11.3 Negotiations will commence with a discussion of the technical proposal, the proposed methodology (work plan), staffing and any suggestions the consultant made to improve the TORs. Agreement must then be reached on the final TORs, the staffing and person days, logistics and reporting. Special attention will be paid to optimize the required outputs from the Consultants and to define clearly the inputs required from the Client to ensure satisfactory implementation of the Assignment.

11.4. The Client will not consider substitutions during contract negotiations except in cases of unexpected delays in the starting date or incapacity of key professional staff for reasons of health.

11.5. Changes agreed upon in the negotiations will then be reflected in the draft contract.

11.6 .The negotiations will be concluded with a review of the draft form of Contract. The Client and the Consultants will finalize the contract to conclude negotiations.

11.7. The Contract will be awarded after successful negotiations, with the selected Consultant. If negotiations fail, the Client will invite the Consultants who quoted the second lowest price to Contract negotiations.

12. Please note that the Client is not bound to select any of the firms submitting proposals.

13. Assuming that the contract can be satisfactorily concluded on 31.05.2016 you will be expected to take-up/commence with the assignment from 7.06.2016.

SECTION 3: TECHNICAL PROPOSAL

TECHNICAL PROPOSAL SUBMISSION FORM

Hyderabad,

Dated:

To:

The VC & Managing Director,
Girijan Coop. Corporation Ltd.,

Opp: VUDA Park, East Point colony,
VISAKHAPATNAM-530 017

Dear Sir

We, the undersigned, offer to provide the consulting services for **“COMPREHENSIVE BUSINESS DEVELOPMENT CONSULTANT TO GCC”** in accordance with your Request for Proposal dated:and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal, and a Financial Proposal sealed under a separate envelope.

We hereby declare that all the information and statements made in this Proposal are true and accept that any misinterpretation contained in it may lead to our disqualification.

If negotiations are held during the period of validity of the Proposal, i.e., before the date indicated in **Paragraph 6 of** Instruction to Consultants (ITC), we undertake to negotiate with the client. Our Proposal is binding upon us and subject to the modifications resulting from Contract negotiations.

We undertake, if our Proposal is accepted, to initiate the consulting services related to the assignment not later than the date indicated in **Paragraph 13 of ITC.**

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

We remain,

Yours sincerely,

(Authorized Signature [In full and initials])

Name and Title of Signatory:

Name of Firm:

Address:

TECH FORM F-1–

ASSIGNMENTS OF SIMILAR NATURE SUCCESSFULLY COMPLETED DURING LAST 5 YEARS

1. Brief Description of the Firm/Organization:

2. Outline of recent experience on assignments of similar nature for the last 5 years.

Sl.No.	Name of assignment	Name of project	Owner or sponsoring authority	Cost of assignment	Date of commencement	Date of completion	Was assignment satisfactorily completed
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1 2 3 4 5 6 7 8

Note: Please attach certificates from the employer by way of documentary proof. (Issued by the Head of the office or authorized signatory of the firm)

TECHNICAL PROPOSAL FORM F2

COMMENTS AND SUGGESTIONS ON THE TERMS OF REFERENCE

A - On the Terms of Reference

[Present and justify here any modifications or improvement to the Terms of Reference you are proposing to improve performance in carrying out the assignment (such as deleting some activity you consider unnecessary, or adding another, or proposing a different phasing of the activities). Such suggestions should be concise and to the point, and incorporated in your Proposal.]

TECHNICAL PROPOSAL -FORM F-3

METHODOLOGY AND WORK PLAN TIME SCHEDULE

A.A short note on the line of approach and methodology outlining various steps for performing the assignment.

B.Work plan

SL. No.	Description of the Work	Month-wise Program											
No.		1	2	3	4	5	6	7	8	9	10	11	12

C.Compilation and submission of reports

Name of the Report	Date proposed for
1.Quarterly Reporting	
2. Annual Reporting	

TECHNICAL PROPOSAL-FORM NO.F-4

Composition of the Team Personnel and the task which would be assigned to each

Sl.No	Name	Position	Task assignment

TECHNICAL PROPOSAL - FORM F-5

FORMAT OF CURRICULUM VITAE

FOR MEMBERS OF CONSULTANT'S TEAM

1.Name:

2.Profession/Present Designation:

3.Years with firm/Organization-Nationality

4.Area of Specialization:

5.Proposed Position on Team:

6.Key Qualifications:

(Under this heading, give outline of staff member's experience and training most pertinent to assigned work on proposed team. Describe degree of responsibility held by staff member on relevant previous assignments and give dates and locations. Use up to half-a-page.)

7.Education:

(Under this heading, summarize college/university and other specialized education of staff member, giving names of schools/colleges, etc., dates attended and degrees obtained. Use up to a quarter page.)

8.Experience:

(Under this heading, list all positions held by staff member since graduation, giving dates, names of employing organization, title of positions held and location of assignments. For experience in last ten years, also give types of activities performed and client references, where appropriate. (Use up to three quarters of a page.)

9.Languages:

(Indicate proficiency in speaking, reading and writing of each language by 'excellent', 'good' or 'poor'.)

Signature of Staff Member

Date:

TECHNICAL PROPOSAL FORM F-6

WORK PROGRAM AND TIME SCHEDULE FOR KEY PERSONNEL

Name	Position	Person Days Month Wise				
		1	2	3	4	5.....

TOTAL

FINANCIAL PROPOSAL

- FINANCIAL PROPOSAL SUBMISSION FORM

[Location, Date]

To:

The VC & Managing Director,
Girijan Coop. Corporation Ltd.,
Opp: VUDA Park, East Point colony,
VISAKHAPATNAM-530 017

Dear Sir

We, the undersigned, offer to provide the consulting services for “**COMPREHENSIVE BUSINESS DEVOPMENT CONSULTANT TO GCC**”in accordance with your Request for Proposal dated and our Technical Proposal. Our attached Financial Proposal is for the sum of [Insert amount(s) in words and figures] inclusive of all taxes.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal, i.e. before the date indicated in **Paragraph 6 of ITC.**

We hereby certify that we have taken steps to ensure that no person acting for us or on our behalf will engage in bribery.

We undertake that, in competing for (and, if the award is made to us, in executing) the above contract, **we will strictly observe the laws against fraud and corruption in force in India namely —Prevention of Corruption Act, 1988.**

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

We remain,

Yours sincerely,

Authorized Signature [In full and initials]:

Name and Title of Signatory:

Name of Firm: _____

Address:

FINANCIAL PROPOSAL – FORM F 7

COST ESTIMATE OF SERVICES

Remuneration of Staff

Staff	Name	Daily (Monthly) Rate in Rupees	Working Day	Total Cost In Rupees
a) Team				
Leader				
b)				
c)				
d)				

e)

Grand total

Note: -

- 1. TA will be reimbursed on the basis of actuals as per the guidelines of the RBI /Banking regulation act.It is exclusive of professional fees.**
- 2. The quoted price is exclusive of all indirect taxes.**

SECTION 5-

TERMS OF REFERENCE (TOR)

Context

1. The Government of Andhra Pradesh proposes to strengthen the functioning of the Girijan Cooperative Corporation Ltd (GCC) through a comprehensive Business Development Plan to improve the economic benefits to the tribal population. The proposed Business development strategy would be to boost up the sales turnovers and to pass on the ultimate benefit to the tribal population.

GCC was started in 1956 mainly to protect tribals from the exploitation of brokers, money lenders and intermediaries. As of now GCC covers 90% of the tribal population close to 25 lakh individual tribals with its various activities. The proposed Business Development Plan would be to create best in class collaborations across public, private and nonprofit entities to bring in best practices and implementation and technical development support till such plan become sustainable on its own. The structure will have to enable formation of lasting marketing support by various supply and demand related backward and forward linkages. The Government of Andhra Pradesh has recently taken various steps to strengthen the tribal development through Tribal Sub-Plan (TSP).

2. GCC has taken several initiatives, established industrial units and processing centers in close proximity of the tribal areas and developed value added products out of forest and agricultural produce of the tribals. The products are sold in retail under the common brand name "GIRIJAN" through well-developed distribution network, super markets and on-line shops. Recently GCC obtained Organic certification for 13 items of MFP and already launched the sale of Organic Honey and Organic Nannarisharbat. Some more organic products are going to be launched.
3. In this context, GCC seeks the services of qualified, reputed and competent Consultant Firm to act as Strategic Business Development Consultant (SBC) who shall undertake a wide range of responsibilities viz., taking up detailed study of the existing activities and Identifying high growth sectors, developing of overall Business Development Strategies sector-wise, development of market for organic coffee and organic MFP products and developing niche products.
4. The Consultant is required to use strategic thinking, suggest and guide the organization to develop Institutional frame work for achieving the higher growth rates in the coming 5 years so as to achieve a turnover of Rs.1000 crores per year in next 5 years. This challenging task also calls for variety of other advisory services from the Consultant. Since all the activities of GCC are concentrated in the field, the consultant may have to tour in the tribal areas also and must enjoy working in a fast-paced environment and under tight deadlines. The Consultant must establish positive approach in in all the

activities and for the ultimate benefit of the tribals. The Consultant is expected to undertake the assignment in accordance with the Terms of Reference specified.

1. Overall Scope of Assignment

It is anticipated that the Consultant will apply and emulate outcomes of the scope of services mentioned herein using the best of its global knowledge base for benchmarking, domain expertise to analyze and evaluate and skills to successfully present the strategic case. The objective outline of the scope is as follows:

- a) To develop a 'Comprehensive Business Development Plan by identifying key growth sectors leveraging the strength of Girijan Primary Cooperative Marketing Societies (GPCMS)- this would act as a blue print for conceptualizing, planning and implementing the enterprise plan, including detailed financial plan and institution framework structures. The following considerations would be paramount in this regard:
 - (i) Ensuring that the 25 Lakh tribals to have diversified, sustainable income from MFP
 - (ii) Identification of key sectors and subsectors to focus on covering the gamut of possible and viable business propositions for GCC and GPCMS.
 - (iii) Presenting a granular, detailed plan to increasing turnover through multiple interventions such as increasing productivity, reducing cost, reducing wastage losses, value addition, improved price discovery, lower risk and any other factors that may have a bearing on sustainability of activities.
 - (iv) Recommendations to be based on an extensive and intensive study of similar success stories whether in India or other countries in terms of scale, size and scope.
- b) To develop a implementation plan along with organizational frame work by examining various dimensions such as the existing skill set within the Government, the number of personnel at various management levels, current capacity of GPCMS handholding support needed in the initial years-for the short term, medium term and long term transition so that the initiatives are sustainable in the long run; organizational framework should also account for governance and performance management structures. The organization would take into account the following considerations in the execution of this element:
 - a. Evolving structure with its thematic complementarities
 - b. The existence of multiple stakeholders at various levels with different capabilities-, financial institutions across these levels
 - c. In addition to existing stakeholders, to identify, as part of a cohesive, combined strategy, large level institutions, private sector organizations as well as technical support agencies who can add specific value to the mix
 - d. Clearly mapping out the various stakeholders and their contribution to the strategy such as funding, technology, capital, business support, marketing linkages and any other contributions, forming a basis for collaborative working arrangements
- c) To lead the implementation of the enterprise strategy by forging collaborations with best-in class players in the identified key sectors, and recruiting talent both from technical and managerial experience perspective

The objective outline of the scope is as follows:

- (i) Taking up detailed study of the existing activities of GCC / all GPCMS / D.R.Depots and Identifying high growth sectors
- (ii) Developing of overall Business Development Strategies sector-wise

- (iii) Preparation of Business Development Map.
- (iv) Leading efforts for roping in business partners in management and development of **organic Araku valley coffee and marketing of organic MFP products**. Leveraging organic premium to realize higher prices for the produce of the tribals.
- (v) Better branding and marketing of the organic products by forging partnership with multinational companies
- (vi) Study of the existing MFP procurement range and arriving approximate potential of each MFP and developing new processes for value addition and niche products.
- (vii) Developing best practices end-to-end right in supply chain of forest produce
- (viii) Study of existing storage methods and develop scientific practices for storage thereby avoiding storage losses in MFP/SAP.
- (ix) Establishment of Institutional frame work for achieving the higher growth rates in the coming 5 years and variety of other advisory services

2. Detailed Scope of Services

The scope of services for the Business Development Consultant would be in 3 phases:

1. Phase-1: Strategy Development and Report presentation
2. Phase-2. Strategy Execution services including forging collaborations with implementation partners and tracking performance.

2.1. Strategy Development

Under strategy development, the scope of services for the Business Development Consultant would be as follows,

3.1.1 Benchmarking

Assessment:

Undertake a comprehensive assessment to understand the current nature of activities and capabilities of the D.R.Depots / all GPCM Societies and Production Units as mentioned below:

- Study of activities currently taken up with reference to volume of business generated
- Current skill set mapping of the employees at gross root level.
- Quality of the products/ hygienic handling and storage, quality digitalization standards
- Operational efficiencies of the processes followed
- Production levels of the processing units- steps to be taken to optimize the production to the extent of plant capacities- new initiative for stepping up the production.
- Study of the bulk marketing system, improvements and new markets to be explored
- Existing market linkages, retail distribution network and strategies to be followed to capture the major share of the consumer market.

3.2 Environmental Scan:

Undertake a comprehensive environmental scan to understand best practices, as mentioned below:

- Best practices study- Global (majorly emerging markets) and India
- Map the context in which certain practices work better

3.3 Identification of Key Growth Sectors:

Based on the assessment and environment scan, identify key growth sectors, on which GCC should focus in the next 5 years in order to achieve the target goal of Rs.1000 crores per annum business turnover .

- Growth forecasts of existing activities which are currently being focused by the GPCMS,
- Based on the current skill-set and market potential of new activities, identify new high growth sectors (included value-added allied sectors) that the GPCMS/GCC should focus on
- Map the new technologies under each high growth sector, which are going to increase the efficiencies of the processed and which GCC should focus on
- Map the potential for market linkages for such high growth sectors, market linkages should encompass both international and domestic markets

3.1.2 Institutional Framework:

Develop institutional framework and governance mechanism under which each identified sector will operate in, as mentioned below:

- Assess the current skill set of managerial sand on the ground staff of the D.R.Depots/GPCMS / GCC
- Develop an institutional framework which is optimized for efficient and effective implementation with reporting structure from D.R.Depot level/GPCMS level to the VC&MD, GCC.
- Build a coalition partnership model with implementation partners with technical and managerial experience to augment the system capacity for short-term and medium term
- Build a governance framework to drive accountability
- Build a short, medium and long-term capacity building and transition plan so that the system is sustainable in the longer run without external support

3.1.3 Project Implementation Plan:

Develop a Business Development plan for next 5 years, which acts as blueprint for conceptualizing, planning and implementation plan:

- Build a phase wise implementation plan with sectors /sub-sectors and business models
- Develop a capacity building plan to improve the skill among the employees across various functions such as business development, market and quality control, along with technical skills
- Build a 5 year financial plan that would be required to execute the plan both at the GCC level and GPCMS level.
- Set performance management and growth targets at all levels from the GCC Head office to GPCMS that would be tracked periodically

3. 2. Strategy Execution: Implementation

- Based on the strategy developed, build robust implementation engine to effectively deliver on the plan, as mentioned below:
- Set-up a Program Management Office to ensure the sustainability of the program
- Under each sector/ sub-sector set screening criteria and select and lead partnerships with best-in class implantation partners and advisors
- In case of skill gaps in the existing system, set selection criteria and assist in taking the services of individual professions and define their jobs and responsibilities. `
- Lead market linkages and provide business development support for each sector/sub-sector identified
- Provide medium term and short term resource support for each sector/sub-sector to ensure effectiveness of the implementation.

- Implement robust performance management system, including revenue and profitability, to track the on-ground delivery of the program and manage the review programs for any corrective actions based on field execution
 - Support in re-orienting the internal budgets and organization structure to be able to deliver effectively.
 - Manage the capacity building programs along with selected implementation partners to ensure that the capacity is built within the system to ensure long term sustainability
 - Develop and execute a communication strategy to ensure that there is a buy-in at all levels including staff and GPCMS
 - Support in reaching out potential funding agencies to mobilize additional funding requirements in the short term including communicating with the agencies, sending pitch documents and organizing meetings.
3. 3. Project Duration

The Business Development Consultant will be engaged for a period of 12 months

4. Deliverables: Strategy development and execution

Month	Deliverables
Month 1	<ul style="list-style-type: none"> • Confirm the aspiration by GCC/GPCMS / D.R.Depots • Identifying the combination of income sources which would lead to the target aspiration of Rs.1000 crores per annum in the next five years
Month 2 & 3	<ul style="list-style-type: none"> • GPCMS level strategy for top 10 GPCMS • .Design of the project management office (including new hires/skills/financial plan) needed to the executed • Design of Governance structure across levels • Mapping of partnership and value brought in by each stake holder to the mix
Months 4-12	<ul style="list-style-type: none"> • 5 cycles of two months each to implement

Subject to funding availability and performance of the agency, the project duration may be extended.

4.1 Project Team for strategy development

It is expected that the consultant will co-locate a core team of consultants with GCC at Visakhapatnam. The core team must consist of the following team members:

Title	Number	Time Spent on project	Role
Senior Business Consultant	1	50%	<ul style="list-style-type: none"> • Overall Guidance and Responsibility • Roping in national and international buyers/exporters/retail market chains • Liaising with senior officials
Project Manager	1	100%	<ul style="list-style-type: none"> • Day to Day Project Management • Accountability for Analysts' work • Supervising Analysts • Engaging with all stakeholders to achieve

			project objectives
Analysts	2	100%	<ul style="list-style-type: none"> • Sector wise Analysis of Data • Secondary Research • Document preparation- & presentations, strategy papers, plan preparation etc. • All coordination/execution to ensure work is completed as per agreed timelines

In addition to the core team, it is expected that the selected agency shall have a wide expertise internally so that sector-wise expertise can be called upon to support project objectives. It is also expected that the core team as well as the wider team members within the agency reach out actively to networks both individual and institutional so that suitable partnerships are built. Specific qualifications and more detailed job descriptions of the core team are provided in the table below:

S. No.	Title	Educational Qualifications	Work Experience	Job Description
1.	Senior Leadership Team	MBA or equivalent Post Graduation from a reputed institute such as IIM, XLRI, IRMA, NSB etc..	Not less than 15 years of experience in conceptualizing, designing and implementation of Management strategies/solutions for public agencies; and Shall have the experience of developing business strategy for organizations intending to scale rapidly.	<ul style="list-style-type: none"> • He will coordinate and supervise the team. It will be his responsibility to guide the team in arriving at solutions within the constraints outlined in the TOR. • The Management Expert/Team Leader maintains a close working relationship with the GCC/GPCMS officials for mentoring, guidance and support for key deliverables of the project. • Ensuring that all the concerns of the stakeholders are taken into consideration and evolve a detailed strategic plan • Coordinating the effort to build governance models, partnerships, funding and staffing of the project so as to ensure strategy execution
2.	Project Manager	. MBA or equivalent Post Graduation from a reputed institute such as IIM, XLRI, IRMA, NSB etc	Not less than 5 years of experience in conceptualizing, designing and implementation of Management strategies/solutions for public agencies; and Shall have the experience of developing business strategy for organizations intending to scale rapidly	<ul style="list-style-type: none"> • Ensuring that the project goals are actionably developing a robust project management system and following through with deliverables • Taking accountability for the documents/ strategic advisory as well as overall quality and timeliness of the deliverables being provided by the project team • Deploying the team of analysts as well as identifying, early on, the other forms of networks/ expertise required within the agency as well as outside in order to fulfil project objectives • Coordinate with the senior consultant to identify the right partnerships and support him with pitching to potential partners and ensuring smooth on boarding and continuous engagement on partnerships • Work closely with GCC team and if required, at districts to get the right information/coordinate any of

				the abovementioned work <ul style="list-style-type: none"> • Any other duties as prescribed by the VC&MD, GCC
3.	Analysts	MBA or equivalent Post Graduation from an institution of repute.	3 years of experience in conceptualizing, designing and implementation of Management strategies/solutions for public agencies; and Shall have the experience of developing business strategy for organizations intending to scale rapidly	<ul style="list-style-type: none"> • Primary Data Analysis • Secondary Research/Market Analysis • Report Preparation • Documentation and Pitch Documents/Presentations Preparation • Any other work assigned by VC&MD, GCC

4.2 Project Team for strategy execution

Post the strategy development, for execution stage, based on the sectors identified and organization framework suggested, sector specific consultants and organizational transformation consultants to be engaged.

Annexure -I

PROJECT DESIGN & INSTITUTIONAL SET UP

Institutional Set Up

- Girijan Cooperative Corporation Ltd., Visakhapatnam was established in the year 1956 by the State government for improving the living conditions of the scheduled tribes in the state. It is a cooperative apex body located at Visakhapatnam with affiliated Girijan Primary Cooperative Marketing societies (GPCMS) at the primary level.
- GCC and also the GPCMS are governed by its own Bye-laws and Managing committees. The GPCMS form the General Body of GCC while the tribal members form the General Body of the GPCMS.
- The Chairman and other members of the Board of Management of GCC are nominated by the Government (presently the Spl. Chief Secretary to Government, TW Department is the Chairman). The MD, GCC is nominated as Member & Vice-chairman) while one senior officer from the Finance Department, Government of A.P. is also nominated as Member of the Managing Committee.
- In respect of the GPCMS the respective Divisional Managers, GCC who are having jurisdiction over the GPCMS area are the Chairmen of the GPCMS.

- e) The Board of Management would take policy decisions while the day to day administration and business functions are looked after by the VC&MD.

Flow of Funds

- a) GCC has a working capital base of its own for its business operations.
- b) The salary costs of GCC/GPCMS are met by the Government of A.P through subsidy from the TW Budget.
- c) The rentals payable to the Forest Department for the MFP units leased to GCC are also met by the State Government through TW Budget.
- d) Scheme based funding is available from the Government of A.P. and the G.O.I.
- e) GCC is securing subsidy-linked loans from NDCD/NABARD for development of Infrastructure.

Release of Funds to GPCMS

GCC provides funds to the GPCMS for procurement activities and for infrastructure development. The other business activities are carried out by the GPCMS from out of their own working capital resources.

Bank Transactions

Funds release is through on-line transfer to the respective GPCMS. The GPCMS make cash payments to the MFP gatherers while other business transactions are carried out through Banks.

Annexure – II

COMPREHENSIVE BUSINESS DEVELOPMENT

A 'Comprehensive Business Development is anticipated by identifying key growth sectors leveraging the strength of Girijan Primary Cooperative Marketing Societies (GPCMS)- this would act as a blue print for conceptualizing, planning and implementing the enterprise plan, including detailed financial plan and institution framework structures. The following considerations would be paramount in this regard:

- (i) Ensuring that the 25 Lakh tribals to have diversified, sustainable income from MFP
- (ii) Identification of key sectors and subsectors to focus on covering the gamut of possible and viable business propositions for GCC and GPCMS.
- (iii) Presenting a granular, detailed plan to increasing turnover through multiple interventions such as increasing productivity, reducing cost, reducing wastage losses, value addition, improved price discovery, lower risk and any other factors that may have a bearing on sustainability of activities.
- (iv) Recommendations to be based on an extensive and intensive study of similar success stories whether in India or other countries in terms of scale, size and scope.

Key areas for Development

- a. **Procurement and marketing of MFP & SAP of the tribal clientele**
- b. **New items of MFP /SAP to be taken up through resources survey and market survey to augment the income levels of the target group.**
- c. **Accelerated value-addition activity and new products to be launched**
- d. **Revitalizing the processing units and installation of improved machinery**
- e. **Intensified marketing of Organic MFP products and Araku valley coffee**
- f. **Bulk marketing – new areas /segments to be identified to increase the market share**
- g. **Quality services to tribals**

**Annexure-III:-
Details of Units:-**

SECTION 6

STANDARD FORM OF CONTRACT FORCONSULTING SERVICES

SAMPLE CONTRACT FORM

CONTRACT No. [insert]

THIS CONTRACT (—Contract||) is entered into this [insert starting date of assignment], by and between [insert Client's name] (—the Client||) having its principal place of business at [insert Client's address], and [insert Consultant's name] (—the Consultant||) having its principal office located at [insert Consultant's address1].

WHEREAS, the Client wishes to have the Consultant perform the services hereinafter referred to, and

WHEREAS, the Consultant is willing to perform these services,

NOW THEREFORE THE PARTIES hereby agree as follows:

1. Services (i) The Consultant shall perform the services specified in Annex A, —Terms of Reference and Scope of Services,|| which is made an integral part of this Contract (—the Services||).
- (ii) The Consultant shall provide the personnel listed in Annex B, —Consultant's Personnel, to perform the Services.
- (iii) The Consultant shall submit to the Client the reports in the form and within the time periods specified in Annex C, —Consultant's Reporting Obligations.||

2. The Consultant shall perform the Services during the periodcommencing [insert starting date] and continuing through [insert completion date], or any other period as may be subsequently agreed by the parties in writing.

3. Payment

A.Ceiling

For Services rendered pursuant to Annex A, the Client shall pay the Consultant an amount not to exceed [insert amount]. This amount has been established based on the understanding that it excludes all localindirect taxes of the Consultant's costs

B.Schedule of Payments

The schedule of payments is specified below:

- a. Twenty- (20%) percent of the contract amount shall be paid after submission of the Interim Assessment Report

- b. Eighty-(80%) percent of the contract amount shall be paid after submission of the Business Development Plan

C.Payment Conditions

Payment shall be made in INR no later than 30 days following submission by the Consultant of invoices in duplicate to the Coordinator designated in **paragraph 4**.

4. ProjectAdministration:

A. Coordinator.

The Client designates the General Manager (RMD) as Client's Coordinator; the Coordinator will be responsible for the coordination of activities under this Contract, for acceptance and approval of the reports and of other deliverables by the Client and for receiving and approving invoices for the payment.

B.Reports.

The reports listed in Annex C, —Consultant's Reporting Obligations, || shall be submitted in the course of the assignment, and will constitute the basis for the payments to be made under paragraph 3.

5. Performance:The Consultant undertakes to perform the Services with the highest standards of professional and ethical competence and integrity. The Consultant shall promptly replace any employees assigned under this Contract that the Client considers unsatisfactory.

6.Confidentiality

The Consultants shall not, during the term of this Contract and within two years after its expiration, disclose any proprietary or confidential information relating to the Services, this Contract or the Client's business or operations without the prior written consent of the Client.

7.Ownership of Material belongs to the client only. The consultant shall not use the documents and software, reports related to these assignments without prior written permission of the client. Any reports or other material, graphic, software or otherwise, prepared by the Consultant for the Client under the Contract shall belong to and remain the property of the Client. **The Consultant may retain a copy of such documents and software**

8.Consultant not to be engaged in Certain Activities: The Consultant agrees that, during the term of this Contract and after its termination, the Consultants and any entity affiliated with the Consultant, shall be disqualified from providing goods, works or services (other than consulting services that would not give rise to a conflict of interest) resulting from or closely related to the Consulting Services for the preparation or implementation of the Project

The key personnel shall not be engaged in any other assignment during the contract period.

Professional Liability:-The consultant is expected to carry out its assignment with due diligence and in accordance with prevailing standards of the profession.

The consultant's liability towards the employer

There is no limitation in case of the consultant's gross negligence or wilful misconduct

b.The consultant liability to the employer is one time for total contract price .

9.Insurance: You will be responsible for appropriate insurance coverage. In this regards you shall maintain medical, travel, accident and third party liability. You shall indemnify and hold harmless all claims, demands, and/or judgments of any nature brought against the GCC arising out of the services under this assignment.

10. Assignment: The Consultant shall not be permitted to assign this Contract or sub-contract any portion of it.

11. Law Governing Contract and Language: The Contract shall be governed by the laws of [Government of India], and the language of the Contract shall be English.

12. Dispute Resolution

Any dispute arising out of the Contract, which cannot be amicably settled between the parties, shall be referred to adjudication/arbitration in accordance with the laws of the country.

13. Termination: If the Consultant fails to perform the services, the Client may terminate this Contract with at least ten (10) working days prior written notice to the Consultant after the occurrence of any of the events specified in paragraphs (a) through (d) of this Clause:

(a) If the Consultant does not remedy a failure in the performance of its obligations under the Contract within seven (7) working days after being notified, or within any further period as the Client may have subsequently approved in writing;

(b) If the Consultant, has engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for or in performing the Contract.

(c) If the Client, in its sole discretion and for any reason whatsoever, decides to terminate this Contract.

FOR THE CLIENT

FOR THE CONSULTANT

Signed by _____

Signed by _____

Title: _____

Title: _____

ANNEXURE-IV

LIST OF ANNEXES

Annex A: Terms of Reference and Scope of Services

Annex B: Consultant's Personnel and corresponding unit rates

Annex C: Consultant's Reporting Obligations