

**Terms of Reference  
For  
Detailed Business Strategy and Plan**

**Capacity Building and Industrial Pollution Management Project  
(CBIPMP)**

**1. Background :**

The Ministry of Environment & Forests, Govt. Of India (MoEF) is implementing a project on Capacity Building [for](#) Industrial Pollution Management (CBIPMP) with financial and technical assistance from the World Bank. The project has been taken up for implementation in the States of Andhra Pradesh and West Bengal as pilot project for its likely replication in other states. West Bengal Pollution Control Board is the implementing agency for the Project for the State of West Bengal.

**2. Project Objective :**

The project seeks to strengthen environmental institutions for capacity building for addressing pollution remediation and make investments in environmentally sound remediation and environmental improvements including rehabilitation of orphan hazardous waste sites and municipal dumpsites to support the development of a policy, institutional and methodological framework for the establishment of a National Policy Program for Rehabilitation of polluted sites. The project will also support the Environment Compliance Assistance Centre (ECAC) to promote knowledge exchange and environmental information sharing, technical assistance for meeting regulatory standards, introduction of small scale clean technologies, stakeholder participation and community outreach with a view to enhance a sustainable environmental management .

**4. Objectives of the ECAC and the Assignment**

The purpose of ECAC is to assist industry to establish, operate and attain regulatory and voluntary environmental compliance in a cost effective manner by providing appropriate technological and legal/administrative information, initially primarily through web based services. To this end, the ECAC collaborates with its strategic partners and deploys program resources to support information collection and dissemination, technical assistance and training. ECAC is also mandated to identify and prioritise the industrial sectors which needs assistance for achieving compliance. The ECAC is expected to serve as an entrepreneur's first stop where all proponents can approach for comprehensive cleaner technology and environmental compliance related information. The ECAC will archive the best environmental practices of different industrial sectors and create awareness through dissemination of information regarding cleaner technologies, environmental regulations, norms and standards, economic instruments etc. through the web-based information network system. The centre will act as a platform for hosting dissemination forums both nationally as well as on an international level. As part of its mandate, ECAC is to hold consultation workshops, exchange visits and trainings for stakeholders including interested entrepreneurs, to introduce them to best practices. It is envisioned that in due course the Centre will function as an independent entity providing a wide range of support and assistance to industries in the State to help them access cleaner

technologies and attain improved environmental compliance.

In 2008, with the help of an AECEN small grant and matching seed money from the WBPCB, an information system and web module have already been created, which could serve as a basis for a more comprehensive service to industry.

One of the objectives of the CBIPM project is to strengthen the ECAC. The business plan consultancy is expected to define a road map to meet its objectives in supporting industrial compliance, information dissemination on cleaner production for various sectors and also achieve the desired self sustenance through comprehensive recommendations of service lines and revenue models that can be implemented over time. Many of the proposed reforms will be aimed at significantly increasing the cost-effectiveness of compliance measures by reducing command-and-control approaches, increasing the flexibility for meeting standards, and relying on market-based incentives.

### **5. Duration of the Assignment :**

Six (6) months from the date of award, unless extended by WBPCB.

### **6. Scope of Work :**

The consultant shall conduct the following tasks :

1. Identify Strategic functions and key focus areas for the ECAC to achieve its objectives of assisting the industry in Environmental Compliance. .
2. Identify business models at the national and international levels for cleaner production and environmental compliance, and assess their feasibility for self sustainability
3. Prepare customised information database for different category of industries in West Bengal, in particular with regard to (i) number and size of plants (ii) ability to comply with environmental regulations with details of pollution control infrastructure (iii) potential for uptake of cleaner production. The consultant shall define methodologies for collection of this information in [the](#) proposal.
4. Undertake market survey of industry to assess its expectations on the key focus areas of ECAC and its willingness to pay the services rendered by ECAC and extent of payment
5. Prepare a plan for establishing a technological bridge - with universities, strategic partners, industrial associations, chambers of commerce and other relevant government institutions. This bridge will support the identification of appropriate clean technologies and demonstration projects for identified sectors
6. Recommend strategies to provide business incentives to industries for accessing cleaner technologies and better pollution control advised by ECAC.
7. Prepare a Detailed Business Strategy and Feasibility Plan, for making the ECAC sustainable in the long term
8. Analyse the techno-financial sustainability of ECAC, as a standalone body, with projection of future streams of revenue generation and expenditure potential as per the strategies recommended.
9. Recommend the future institutional arrangement and staffing pattern of the ECAC, based on the recommended business plan.

It will be the sole responsibility of the consultancy firm to obtain necessary data and reports from all relevant sources.

## **7. Deliverables and payment schedule**

The consultancy firm shall work under the directive of the Project Director, Member Secretary, WBPCB, and shall furnish all Reports as mentioned in the Objectives and Scope of Work. All deliverables shall be provided in 3 colour hardcopies and in electronic form also as per the following table:

- 10% upon signing of the contract; A table of contents should be submitted within 15 days of issuance of contract
- Thirty (30) percent of the lump-sum amount shall be paid upon submission of 1<sup>st</sup> interim report having information database for different categories of industries through primary survey and submission of market survey- within 2 months and 4 months of the award of contract respectively:
- Submission of report having market survey - within 4 months of award of contract;
- Forty (40) percent of the lump-sum amount shall be paid upon submission of Draft final report - within 5 months of the award of contract:   . This would incorporate comments on the 1<sup>st</sup> draft report and describe the findings and recommendations. This would be discussed with Project Director and ECAC Expert Committee for inputs and clearance.
- Twenty (20) percent of the lump-sum amount shall be paid upon submission of Final Report - within 6 months of the date of award of contract:

After submission of all draft reports, at end of month 4 - the consultancy firm shall organise a discussion meeting involving all the important stakeholders particularly the industries, to present the findings and seek comments and assess whether the formulated strategy is in line with the requirements of the industry sector. All comments shall be responded to in written form, and as much as practicable, recommendations shall be incorporated / implemented by the consultancy firm in the final report.   

Similarly, after submission of draft final report, - at end of month 5 - the consultancy firm shall organise a workshop involving all stakeholders indicated by the Project Director, to present the findings and seek comments. All recommendations shall be incorporated / implemented by the consultancy firm in the final report.

## **8. Procedures for Review of Reports**

The reports submitted by the consultancy firm would be sent to the Project Director. The consultant would be required to make presentation of all the reports as per the delivery schedule to the PIU / ECAC Expert Committee and all

concerned stakeholders and seek its comments. [which](#) shall be incorporated / implemented by the consultancy firm.

### 9. Consultant / Consultancy Firm Qualifications :

The consultancy is aimed for a firm having experts with appropriate qualifications and experience of working with both private and public sector organizations. The consulting firm should propose a team of minimum two members as detailed below

Particulars / Position	Minimum requirements	Desired attributes
Team Leader: will be responsible for overall leadership to the assignment, interactions with agencies and institutions, quality control and report delivery.	Masters level qualifications in Business Administration, preferably in Finance, with a minimum of 15 years overall experience . Should possess adequate experience of institutional assessment of public sector institutions.	Experience of working with <u>  </u> in West Bengal and in industry is highly desired. Good working knowledge of cleaner production, <u>  </u> . Experience in working with para statal or private institutions with the goal of self sufficiency highly desirable.
Environmental Engineer	Masters degree in Mechanical/ Production/ Civil / Environmental Engineering with minimum 8 years experience in handling industrial pollution issues <u>  </u>	Possession of MBA degree and experience of working with private sector, <u>  </u> <a href="#">industry</a> engineering organizations in West Bengal, and general knowledge of compliance and cleaner production

The consultancy firm can combine more than one expertise and could include other technical specialists as required to perform the scope of work envisaged in the TOR.

The consultant should mobilize adequate staff and resources to complete the assignment within the stipulated time frame. The comprehensive details of such staff and resources and their deployment schedule shall be provided in the technical proposal.

