

## *Draft Terms of Reference for Strategic Advisory and Engineering Services*

### **Background**

Santacruz Electronics Export Processing Zone (SEEPZ) is a Special Economic Zone in Mumbai, India with a geographical spread of nearly 110 Acres with 9 major buildings (and other private buildings built by units on leased plots) with multiple private buildings (approximately 4 Lakh square feet of space). On the 19th of August 2021 the Hon'ble Minister, Ministry of Commerce and Industry, Government of India announced a commitment of Rs 200 Crore for the rejuvenation and refurbishment of SEEPZ, SEZ. This is particularly important for SEEPZ as it is entering 50<sup>th</sup> year of its existence in May 2022. The golden jubilee year (from May 2022 to May 2023) shall be celebrated alongside '*Azadi ka Amrit Mahotsav*' which commemorates 75 years of India's independence.

In this backdrop, the SEEPZ SEZ Authority wishes to undertake rejuvenation of the existing SEEPZ complex to state-of-the-art campus (SEEPZ 2.0) in terms of infrastructure, facilities for the businesses on campus and ease of doing business. This would enable SEEPZ to become a gateway to global markets with the largest concentration of gems and jewellery units anywhere globally. Separately, a budget of Rs 50 Crores shall be spent for the establishment of a mega common facility centre under the aegis of the Gem & Jewellery Export Promotion Council (GJEPC). In order to undertake the works as envisioned above, SEEPZ, SEZ authority seeks to onboard a consultancy firm for providing strategic advisory and engineering services for rejuvenation and redevelopment of SEEPZ, Mumbai.

### **Objectives and Scope of Work**

The core objective of engaging a consulting firm for this assignment is to bring in the necessary domain knowledge, experience and institutional expertise to plan and implement the SEEPZ 2.0 vision to help realize its potential as a true gateway to the global markets. The redevelopment shall be centered on the following core aspects:

- A. Benchmarking against best international standards for SEZ operations in terms of infrastructure, facilities and optimum cost of operations.
- B. Carbon foot-print and optimization of energy usage by the SEZ with reference to certain global standards such as LEED Platinum Rating and by harnessing renewable energy sources such as solar energy.
- C. Iconic smart buildings with world class facilities for the units to operate on a plug-and-play basis.
- D. Near zero waste with integrated waste management, sewage treatment, grey water recycling and rainwater harvesting system.

Specific tasks under this assignment shall be as follows:

- a) Preparation of the SEEPZ 2.0 vision document and road map with tentative timelines.
- b) Preparation of a comprehensive Master Plan of the SEEPZ SEZ Area including all details on the existing infrastructure assets and buildings
- c) Thirdly, the strategic advisory consultant shall also assist the SEEPZ, SEZ to prepare the Master plan and bid it out for development with SEZ authority resources and with investment from the Co-developer
- d) Infrastructure gap assessment for all buildings, other civil works, facilities, MEP maintenance, utilities including Sewerage Network, Sewage Treatment plant, Irrigation Network, Utility Corridors, Roads and footpaths, Streetlights, ICT and Security Surveillance.
- e) Support and handholding for finalization of the DCR for SEEPZ including leveraging the global FSI and relaxation, as admissible, for vertical clearance from the ministry of civil aviation for the existing G+5/6 (28 m rise from the ground)
- f) Business Process Reengineering support for
  - i. Establishing a well-defined institutional structure with effective "One window/ One Stop" interface for business entities for business operations/ clearances/ investments. Marketing etc.
  - ii. Maximizing potential investor reach including facilitating lead investment or attracting anchor investor as Co-developer or unit for ecosystem development and incentivizing high technology sectors for establishment of business operations/ units and positioning a 'Unique Selling Proposition' for SEEPZ, SEZ creating a facilitating business environment with multiple options for investors.
  - iii. Reviewing and initiation of effective steps for high value services related to business related services in SEZs including provisioning for an ergonomic and optimal – quality of life avenues for management and workforce in terms of banking services, customs clearances, medical and first aid facilities including in house check-ups, eye clinics etc., courier and postage and similar business support services, business operations and institutional clearances, licenses, registration etc., optimizing process timelines, turnarounds for consignment clearances, forwarding and shipping.
  - iv. Designing and suggesting implementation of continuous upgradation cycles for security services, fire safety and prevention, disaster preparedness, electricity safety, provision of real time safe and secure response force, optimized utilities including civic amenities and facilities such as restaurants and canteens.

- v. Provision of value-added services in SEEPZ, SEZ for processing/ non processing zone such as recreation centre, sports centre, MICE facilities etc, shopping and other utilities outlet, health facilities etc.
  - vi. vision and action plan to incorporate additional value services based on best practices for manpower, talent services, integrated information system and app-based access to services in the SEZ.
  - vii. Integrated Standard operating procedures for SEZ management to ensure optimally managed infrastructure, time bound cost optimized maintenance and rectification cycles with real time delivery and performance monitoring system for all services in the SEZ such as utilities (cleaning), green utilities such as hazardous waste treatment plant, bio gas plant, Sewage treatment plant etc.
  - viii. Existing space optimization and freeing up underutilized or near probable available space for new units/ businesses including implementation of a global FSI for maximizing floor space for business units given the strategic/ commercial location of the SEEPZ,SEZ in the commercial capital of Mumbai.
  - ix. Initiation of additional revenue streams in consonance with existing Government policy prescriptions and mandate such as advertising / publicity revenue based on the 3.3 kilometres perimeter wall in terms of commercial outdoor advertising space, outdoor hoardings and other business commercials that augment the SEZ authority income.
  - x. Optimizing the interface for transport and ferrying systems for work force and visitors to the SEEPZ, SEZ with integration with multi modes such as Metro, bus service, taxi service and low cost travel options like Uber/ OLA on demand to ensure premium connectivity to SEEPZ, SEZ for mass and individual transportation and goods and bulk movement including provisioning amenities for waiting areas, public comfort in consultation with civic authorities and public authorities outside the ambit of SEEPZ, SEZ administration
- g) Preparation of a transition plan from the existing brown-field infrastructure base to the redevelopment SEEPZ, SEZ including utility management and estate management aspects such as waste management, garden and horticulture, energy consumption optimization, detailed survey and formulation of plans and estimates thereof.
  - h) Assistance in empanelment of works contractors on pre-qualification and pecuniary basis for execution of repair works below the value of Rs. 30 Lakh as permissible under GFR 133(1).
  - i) Coordination with external agencies and establishing linkages with academic and R & D Institutes for any support facility.
  - j) Designing MIS framework for effective monitoring of implementation process and tasks given to third party agencies to keep track of the activities monthly.

- k) Assistance in implementation of approved interventions through effective coordination among stakeholders, companies and government departments, banks and financial institutions, materials and Consultants as necessitated.
- l) Monitoring and evaluation of the multiple projects that shall be undertaken through periodic review meeting using tools like dashboards and progress reports.
- m) Providing support in bid process management for procuring services required for approved interventions – assistance in drafting of tender documents, any support required in evaluation, and to select consultants and developers for the redevelopment of SEEPZ, SEZ.
- n) Assistance in onboarding a security management consultancy after internal examination of the existing security requirements and the multiple contracts for services related to security services thereof, involving ingress/ egress and access management control, baggage screening, frisking, vehicle and carrier checking protocols, security communication protocols including VHF, CCTC upgradation, Emergency Operations and Coordination centre / Command and Control Centre establishment, Disaster response including electrical/ fire safety and preparedness.
- o) Assistance in engaging an estate management consultancy that shall optimize the estate management aspects in the SEEPZ, SEZ management.
- p) Assistance in identifying the training need assessments for the internal staff and officials of the SEEPZ, SEZ and to assist in framing the human resource policy and optimization of the manpower at SEEPZ, SEZ for all activities for administration.
- q) Coordination with the various agencies like the Export Promotion Council, Gems and Jewellery export promotion council, SJGMA, SEEPZ Electronics manufacturers association etc for various stakeholder consultations etc.
- r) Assistance in onboarding resources for internal capacity and skill upgradation with suggestion on training and skill upgradation for staff/ officials on dedicated platforms such as NSDLs SEZ Online/ E -office/ ICEGATE and office procedures and compliances
- s) Assistance in creating in house resource cell for statistical analysis and data interpretation and visualization, report generation and compilation, presentations, documentation services, language translation services, including augmenting capacities of the Hindi Rajbhasha cell
- t) Optimizing the website as a bilingual resource portal, essentially as an all-encompassing interface for online transactions for units/ businesses/ internal administrative processes including security, estate management, waste management and other aspects.
- u) Optimizing and course correction or replacement of all service contracts by the SEZ authority for manpower and all other institutional services like utilities management etc

**Key Deliverables and Payment Milestones**

SN	Deliverable	Timeline (weeks) T = date of commencement of services	Payment Milestone (% of contract value)
1	Infrastructure Gap Assessment Report	T + 6	5%
2	As-is Report covering all the points mentioned under scope of work d) Business Process Reengineering	T + 8	5%
3	Upgradation and addition to the evolving Functional Requirement Specifications (FRS) for the MIS including all aspects of administration, facility management, and security systems including contract review and supplementation of existing vendors/ Consultants for deliverables	T + 10	5%
4	SEEPZ 2.0 vision document and road map (To-be report and transition plan)	T + 12	10%
5	Creating a contract management database of all Consultants / contractors hired by the SEEPZ Authority including mapping of SLAs and monitoring timelines and finetuning of the performance management and assessment of such contracts	T + 12	5%
6	Preparation of draft HR policy for SEEPZ employees including organization chart, career progression plan for various positions, training plan and other aspects.	T + 15	5%
7	Assistance in onboarding a private co-developer for redevelopment of SEEPZ SEZ as per the SEEPZ 2.0 vision document		
7.1	Preparation of bidding documents including draft contractual terms	T + 20	10%
7.2	Assistance in bid process management (pre-bid meetings, responses to queries, corrigenda and adequate participation in the tender)	T + 28	10% (Payable after the deadline for submission of bids)
7.3	Assistance in finalization of contract along with clear payment / revenue sharing and penalty terms.	T + 32	5%
8	Regular assistance in implementation of	At the end of	40%

	approved interventions, and other tasks mentioned in the scope of work. (Submission of quarterly reports)	every quarter	(5% at the end of every quarter)
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**Requirement of Key Experts**

SN	Key Expert	Essential Qualifications	Expected Input
1	Team Leader	Post graduate degree in management. At least 15 years of experience in leading similar projects for government clients. Experience of managing SEZs / EPZs / Industrial Clusters and demonstrated knowledge of electronics and jewelry export industry would be preferred. Post Graduate Degree in Urban Planning / Urban Infrastructure & Engineering shall also be considered in lieu of a post-graduate degree in management / PGDM.	18 months  (at least 50% field-based)
2	Facility Management Expert	B.Tech / B.E. with a post graduate degree in management or engineering. At least 10 years of experience in managerial capacity looking after facility management for large industrial premises.	8 months  (at least 50% field-based)
3	MIS Expert	B.Tech / B.E. / MCA At least 10 years of experience in developing and implementing MIS for government organizations of which at least 5 years should be in managerial capacity. Must have good knowledge of system architecture and best practices in ERP solutions.	12 months  (at least 75% field based)
4	HR / Organization Development Specialist	MBA / PGDM or equivalent post-graduate degree. At least 10 years of experience in organization development including at least 4 years with a government organization / client. Experience of preparing HR policy and knowledge of best practices in talent acquisition, retention and development practices.	2 months  (at least 50% field-based)
5	Security Services Specialist	Graduate in any discipline At least 15 years of managerial experience in security services management for large campuses (50+ Acre) including experience of IT-enabled security services. Formal qualifications	6 months  (at least 50% field-based)

		in IT-enabled security services would be preferred. Understanding of emergency response and management of fire & emergency services operations would be essential.	
6	Bid Process Management Specialist	Graduate in any discipline At least 5 years of managerial experience in procuring works and consulting services for government entities. In depth knowledge of GFR, CVC guidelines and other advisories as well as drafting bidding documents is a must.	12 months  (at least 50% field-based)
7	Public Works Expert	B.E. / B.Tech Retired engineer from public works department of state / central government. Must have in-depth knowledge and experience of empanelment of contractors, preparation of SoR and procurement of works.	6 months  (at least 50% field-based)
8	PPP / Transaction Advisory Specialist	Graduate in any discipline At least 10 years of experience in providing transaction advisory for infrastructure PPP projects to government clients.	10 months  (at least 50% field based)
9	Project Managers (3)	Engineering graduate with post-graduate degree in management At least 5 years of managerial experience in working with government clients on business process reengineering and project management with excellent inter-personal, presentation and documentation skills. Post Graduate Degree in Urban Planning / Urban Infrastructure & Engineering shall also be considered in lieu of a post-graduate degree in management / PGDM.	Full time (24 months)  Full-time field based.

**Support Provided by Client**

- The client shall provide office space to the consultant’s team. Laptops and peripherals are to be provided to its team by the consultant.
- The client shall provide access to relevant documentation, reports, budget documents, etc. to enable consultant’s team to prepare a comprehensive vision document.
- The client shall grant necessary access permissions to the consultant’s team to visit SEEPZ SEZ Authority office and other parts of the premises for carrying out field visits.
- The client shall make available its conference hall facility which is equipped with Cisco WebEx hardware to carry out online consultations with stakeholders.