Government of West Bengal
Department of Industry, Commerce & Enterprises
IPI Branch
4, Abanindranath Tagore Sarani, Kolkata – 700 016

No.705 -ICE/O/IPI/GEN-MIS/23/2024 **Date: 13.10.2024**

NOTIFICATION

SUBJECT: Programme Operations Manual in Connection with the West Bengal Boosting Logistics Efficiency and Trade Facilitation Program (WBBLETF) - World Bank Assisted Project.

The World Bank-assisted Program for Results (PforR) titled "**West BengalBoosting Logistics Efficiency and Trade Facilitation (WBLETF, Loan Number 9656-IN)**" has been approved by the State Cabinet vide Memo No. 1093 dated 30.09.2024. The total estimated project cost is USD 250 million (INR 2072.67 Cr.), comprising a World Bank loan of USD 150 million (INR 1243.61 Cr.) and a State contribution of USD 100 million (INR 829.07 Cr.).

Tripartite Loan Agreement has been signed on 11.3.2025 between the World Bank, Department of Expenditure (GoI) and Industry Commerce & Enterprises Department (GoWB). Legal opinion on the loan proposal has been given by the Ld. Advocate General on 7.5.2025. **The loan has now achieved effectiveness**, as confirmed by the IBRD's letter dated **May 15, 2025**.

As per the agreement with the World Bank, loan disbursement will be made against the achievement of pre-defined Disbursement Linked Indicators (DLIs) on a year-wise basis. The disbursement process is result-based and not front-loaded. Therefore, timely fulfilment of DLIs is important to receive the funds from the World Bank.

In pursuance of the West Bengal Boosting Logistics Efficiency and Trade Facilitation Program (WBLETF), this Department hereby notifies a comprehensive **Program Implementation Manual**.

The **Program Implementation Manual** serves as a comprehensive guidance document for various stakeholders including implementing agencies, to define standard procedures for the implementation of the WBBLETF project to be implemented

Within **March 2028**, the objective is to facilitate regular monitoring and evaluation through Independent Verification Agency (IVA) for achievement of DLIs and disbursement of funds.

The enclosed booklet consists of **TWO PARTS**:

PART I: Programme Operations Manual (POM)

a) Overview of the current logistics system and the WBBLETF project
b) Institutional arrangements and roles & responsibilities of stakeholders
c) Detailed Result Areas with Disbursement Linked Indicators (DLIs)
d) Fiduciary systems including Financial Management, Procurement Guidelines, and Monitoring & Evaluation
e) Environmental and Social Safeguards
f) Grievance Redressal procedures

PART II: Approved Assessment Protocols

The second part contains the approved assessment protocols of the following departments:

1. **ICE Department** (Industries, Commerce and Enterprises)
2. **Transport Department**
3. **Agriculture Marketing Department**
4. **L&LR Department** (Land & Land Reforms)

All implementing agencies and stakeholders are requested to follow the prescribed procedures and guidelines, ensure timely achievement of DLIs and Key Performance Indicators (KPIs), maintain compliance with fiduciary, environmental and social safeguards and report progress through designated monitoring mechanisms

This notification comes into effect immediately and shall remain valid throughout the project duration.

By Order of the Governor

V. Yadav

[Vandana Yadav, IAS]
Principal Secretary
Department of Industries, Commerce and Enterprises
Government of West Bengal

No.705/1(5) -ICE/O/IPI/GEN-MIS/23/2024 **Date: 13.10.2024**

Copy forwarded for information and necessary action to the:

1. Additional Chief Secretary, Land & Land Reforms Department, GoWB
2. Principal Secretary, Agriculture Marketing Department, GoWB
3. Transport Department, GoWB
4. Executive Director, West Bengal Industrial Development Corporation Limited
5. Website for online publication

13/10/25

Additional Secretary
Department of Industries, Commerce and Enterprises
Government of West Bengal

PROGRAM OPERATIONS MANUAL (POM)

WEST BENGAL BOOSTING LOGISTICS EFFICIENCY AND TRADE FACILITATION PROGRAM

DEPARTMENT OF INDUSTRIES, COMMERCE AND ENTERPRISES

GOVERNMENT OF WEST BENGAL

DATE OF NOTIFICATION XXX

Purpose of the Operations Manual

This operational manual (OM) for WBBLETF project has been prepared as a guidance document for various stakeholders including implementing agencies in order to define the standard procedure to be followed for implementation of the WBBLETF project, which extends till March 2028. The objective is for implementing agencies to become familiar with the principle, concept, project design which is based on Program for Result (PforR) financing of the World Bank and procedures to be followed during the project execution. This document would help contextualize the requirement of achieving the disbursement linked indicators (DLI) and Key Performance Indicator (KPI) by various implementing agencies.

The operational manual (OM) defines the institutional arrangement to be followed at the state and district level with detailed roles and responsibility of various implementing agencies of the project. The OM further details the result area of the project along with details on the activities to be undertaken for achievement of the DLIs. The OM also includes various fiduciary responsibility like financial management, procurement and monitoring and evaluation activities to be carried and monitored by various implementing agencies. Hence OM should ensure effective and time bound implementation to achieve agreed results.

This OM is a 'live document' and might / will undergo changes during the course of the project based on requirements arising from time to time. Such changes would be recommended by the Project Management Unit for approval from the Program Steering Committee before incorporating it in the OM. While OM is a comprehensive guidance document, the following are not covered: • Details on specific, task-level, activities under the direct control of the implementing agencies • Roles beyond the WBBLETF project • Compendium of decision taken by any implementing agencies

How to read the Operational Manual

The operational manual (OM) of the WBBLETF project is a guidance document for ensuring smooth and effective implementation of the project. The OM needs to be referred and read by various project implementation agencies. The operational manual has various section which are as detailed below:

- **Section 1** gives an Overview of the current System of Logistics in India and a brief on the World Bank supported WBBLETF project
- **Section 2** provides the institutional arrangement for implementing WBBLETF. It also details the institutional arrangements and details the roles and responsibilities of various stakeholders associated with WBBLETF.
- **Section 3** gets into the details of various result areas of WBBLETF. The result areas (RA) are explained in detail to understand the underlying objective of the RA, activities to be undertaken to achieve the objective in each RA, metrics for measurement of success in each of these areas, etc. This section is important for the stakeholders to understand the Performance for Results (PforR) framework while executing their assigned tasks.
- **Section 4** deals with the Fiduciary Systems – which includes
  - Financial Management
  - Procurement Guidelines
  - Monitoring and Evaluation
  - Environment and Social Safeguards
- **Section 5** has details of Grievance Redressal procedures – which is very critical in governance of the project and ensuring success at each step.
- **Section 7** contains all the Annexures that are reference in the main document.

All implementing agencies should read the entire manual along with annexures in order to understand the complete program, institutional arrangements, fiduciary arrangements, environmental and social requirements,and results envisaged to be achieved.

All sections should be read as they appear in the manual in order to ensure the requisite flow and consistency to the reader.

Table of Contents

1. Background

1. India has made remarkable progress in reducing extreme poverty over the past two decades. The share of the population living below US$2.15 per person per day (2017 purchasing power parity, PPP) is estimated to have halved between 2011 and 2019. However, the pace of poverty reduction has slowed in recent years, with key welfare indicators being slow to improve. These recent estimates suggest that the pandemic induced spike in extreme poverty (US$2.15), of up to 4 percentage points, moderated in 2021–22. Facilitated by widespread access to vaccines, extreme poverty rates are estimated to have declined to 13.8 percent in 2021–22, although not as low as pre-pandemic levels. More than 40 percent of India's population lived below the lower-middle income poverty line (US$3.65 per capita per day, 2017 PPP) even before the pandemic. Inequality in consumption has remained stable, with a Gini index of around 35 over the past two decades. Child malnutrition has remained high, with stunting prevalence at 35.5 percent stunted and prevalence of anemia in children aged 6–59 months at 67 percent during 2019–21. Headline employment indicators have improved since 2020 but concerns about job quality and real wage growth remain.

2. To strengthen private sector led growth the Government of India (GoI) is focusing on reforms to improve the business environment and enhance efficiency in the logistics sector. India aims to transition to a US$5 trillion economy by 2025, increase exports to US$2 trillion, and achieve Sustainable Development Goals by 2030. Realizing this ambition depends on tackling structural weaknesses, including those that hinder private investment and competitiveness, such as inadequate logistics and export infrastructure, weak regulatory enforcement, high tariff and non-tariff barriers, and burdensome transport and trade regulations. Despite some improvements, factor market regulations, concerning labor and land, constitute large costs to firms. As a result, India faces high logistics costs, estimated at 13.5 percent of GDP, compared to 8 to 10 percent for advanced economies.

3. The GoI launched the National Logistics Policy (NLP) in 2022 and the Gati Shakti scheme in 2021 to reduce high logistics costs. The flagship programs have been complemented by investments to improve connectivity and infrastructure, incentives to increase private investments (Production Linked Incentives, PLIs), Goods and Services Tax (GST) to align tax rates across states, streamlined labor laws, and targeted export promotion (e.g., food processing). The NLP and Gati Shakti programs include state level interventions to encourage states to adopt state logistics policies and action plans for coordinated infrastructure development.

4. West Bengal is the sixth largest state economy in India[1] and among the most urbanized.[2] It contributes over 5 percent to India's GDP. From FY15/16 to FY19/20, the state's real gross state domestic product (GSDP) growth averaged 5.8 percent, slightly lower than the national average of 6.7 percent. Following a sharp contraction, by 6.6 percent in FY20/21 due to the COVID-19 pandemic, real GSDP rebounded with an average growth rate of 9.6 percent in FY21/22–FY22/23, surpassing the national average of 8.1 percent. Nevertheless, at INR 75,561 (about US$944), per capita income in West Bengal is among the lowest in the country. Real per capita income grew at an average of 3.8 percent prior to the pandemic, compared to the national average of 5.1 percent between FY12/13 and FY19/20; real per capita income

[1] In nominal terms, FY21/22 (April–March).
[2] Ranking 11th (out of 28 states), roughly 33 percent of the state's population was urban in 2011–15 (compared to the national average of 32 percent). According to the Ministry of Health and Family Welfare, the share of urban population is expected to reach 41.1 percent in 2031.

contracted by 8.6 percent in FY20/21 before accelerating by an average of 9 percent in FY21/22–FY22/23. Poverty reduction has been slow, with poverty rates declining from 35 percent in 2005 to 20 percent in 2012.Despite its advantageous geographical location, foreign direct investments (FDI) and export performance have lagged. Exports from West Bengal grew 1.5 percent over the five years before COVID-19 (below leading export states such as Gujarat, Maharashtra, and Tamil Nadu), corresponding to about 3 percent of India's exports. West Bengal has one of the lowest rates of FDI growth among the major exporting states.

5. West Bengal has the potential to become a major economic hub and the state's geographical location makes it critical to India's trade infrastructure development plans. It shares borders with Nepal, Bhutan, and Bangladesh, and shares maritime linkages with Myanmar and Thailand. West Bengal also acts as a gateway to the Bangladesh-China-India-Myanmar (BCIM) Corridor, the Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation, and the Asian Trilateral Highway. By making targeted and regionally focused investments in a corridor that leverages trade gateways and develops its logistics sector, the state can boost economic growth. In addition to dense road and rail networks, the state has riverine facilities allowing the use of inland waterways for transport that is ideal for leveraging multimodal connectivity.

6. The Government of West Bengal (GoWB) has identified logistics as a growth-enabling sector. In line with the central government flagship programs, the GoWB has launched its own program to address challenges in the logistics and trade sectors. Fragmented multi-sector investments and initiatives have been consolidated by the state into two overarching strategy documents: the West Bengal Logistics Policy (WBLP, 2023) and the Export Promotion Policy (EPP, 2023). The strategies facilitate the coordination of several multi-sectoral government initiatives (e.g., commerce, industry, transport, agriculture, energy, finance) at the state and central levels with private sector players. These strategies will improve competition and investment planning, likely lowering transactions costs in the logistics sector. The proposed Progra aims to align the logistics sector development in West Bengal with that at the national level.

7. The NLP aims to develop a nationally integrated, cost-effective, reliable, sustainable, and digitally enabled logistics ecosystem for accelerated and inclusive economic growth. The NLP's main objective is to reduce logistics costs in India by 5 percent (from 13.5 percent of GDP) by 2027 and to make the logistics sector competitive through both supply-side and demand-side interventions. The NLP provides an over-arching institutional framework to: (i) create a unified policy and regulatory environment; (ii) create interconnected and multi-modal infrastructure (using integrated action plans and state level master plans for better planned and coordinated investments); (iii) enhance digital transformation to streamline processes and increase transparency; and (iv) create a well-rounded skilling ecosystem to assess and meet the skills needs of the logistics sector and empower workers.

8. In line with the national framework, the WBLP is a strategic intervention to streamline the state's institutional framework of the logistics sector. It aims to strengthen infrastructure, boost technology adoption, improve ease of doing business, promote green logistics, and create a skilled labor force. The policy provides guidance to multi-sectoral stakeholders and addresses challenges to growth. The policy also grants special industry status to the logistics sector, which will allow: (i) easier conversion of agricultural land for logistics use; (ii) access to land banks developed by state government for industrial development purposes; (iii) access to state government funding schemes for industrial infrastructure

development; (iv) access to industrial incentives; (v) eligible for industry grade power tariffs; (vi) access to lower cost of capital for project development; and, (vii) the creation of a single window to support the evaluation of logistics proposals, leading to faster turnaround and realization of investment proposals.

9. An improved logistics sector in West Bengal will mobilize private investment and boost trade. Mining, agricultural, marine, and leather goods make up the bulk of exports from West Bengal. As a part of its EPP, the GoWB intends to support the production and export of goods that have significant domestic value addition. The main items include handicrafts, agriculture products, engineering goods, iron and steel, and chemicals. GVC potential analysis shows that textiles, apparel, leather, and chemicals have many direct domestic suppliers in West Bengal, and chemicals have the highest complexity and coordination intensity of GVCs (measured by production length[3]). The main destinations for these exports are Bangladesh, United Arab Emirates, Nepal, United States, China, and Bhutan (totaling about 51 percent of West Bengal's exports). Europe has grown rapidly as a major destination for West Bengal's exports, with Germany, France, United Kingdom, Italy, and Netherlands together accounting for roughly 8 percent of total exports. The ports of exit are primarily land and sea—almost 85 percent of total exports—and air routes contribute to 13 percent.

10. Land administration acts as a major barrier to logistics sector infrastructure development. Land purchase transactions encounter substantial delays due to the absence of updated and digitalized land records. While the GoWB has created a state-wide land bank, available land needs to be converted for industrial purposes. The process for converting procured land is highly complex and causes significant delays. The GoWB intends to keep an updated and accurate mapping of actual physical demarcations of areas, which can vastly differ from their portrayal on digital or paper maps. Similarly, the GoWB intends to adopt the use of blockchain technology to ensure that the mutation (transfer or change of title from one ownership to other in land records) history attached with the plot records are not contested, leading to ownership conflicts. These interventions require focused investments in a joint geospatial base, land records systems integration, and policy reforms.

11. The logistics sector has traditionally favored male workers. The female workforce participation rate in West Bengal is 27.9 percent, lower than the national average of 32.8 percent. In West Bengal women are largely involved in agriculture related activities and small-scale, self-owned enterprises and face challenges with profitability. Employment rates deteriorate further in the logistics sector, especially in warehousing where, across India, only 3 percent of women are engaged in warehousing and support activities due to lower education and technical/managerial skills levels that are relevant for the logistics sectors, information gaps, safety concerns, lack of amenities such as washrooms, and inter-sectoral mobility.[4] While there is great paucity of state specific data, assessments by the client show that the employment of women in warehousing and support activities is negligible, and that there are no women in higher level leadership roles including in technical and managerial roles.[5] Survey data indicates that women in West Bengal have a strong interest in paid workand the changing nature of the logistics sector could create opportunities for women to work in logistics, especially in warehousing and support activities. According to recent research, improving female labor force participation (FLFP) and

[3] World Bank. 2018.

[4] NITI Aayog. 2016.

[5] A national survey conducted by Gartner and Awesome in 2021 found that women constitute only 15 percent of executive roles across the logistics supply chain (of which warehousing is one part) this percentage has decreased from 17 percent in 2020.

addressing unmet demand for work in West Bengal will require multi-pronged efforts to facilitate access to employment in new sectors.[6]

12. Green infrastructure planning is essential to tackle the state's climate vulnerabilities. As many as 15 districts in West Bengal, home to nearly 72 million people, are exposed to extreme climate events such as cyclones, floods, and droughts.[7] Over this current decade, the average maximum temperature is projected to rise by +1 to +1.04^{o}C and the minimum temperature is projected to increase by +1.17 to 1.22^{o}C in West Bengal. In parallel, precipitation is also expected to decrease by -8.98 percent for representative concentration pathway (RCP) 2.6 and by -10.91 percent for RCP 4.5 and for RCP 8.5 -22.23 percent with respect to the base line simulation (1961–1990). Districts like Howrah, Kolkata, North 24 Parganas, Paschim Medinipur, and South 24 Parganas are hotspots for cyclones, which have increased five-fold in the state between 1970 and 2019. Storm surges have increased by the same rate during this period. The state has had a State Action Plan on Climate Change aligned with national objectives since 2012. Additional green infrastructure planning is required to tackle the state's climate change vulnerabilities efficiently and effectively in a sustainable and participatory manner. Enhanced planning in the logistics sector is particularly critical given the importance of logistics to the economy and the need for the logistics sector to be resilient to climate change.

13. To enable logistics sector development and facilitate trade, the GoWB is implementing a program totaling US$800 million. The GoI has approved an NLP in 2022 and implemented the Gati Shakti (National Master plan), which lays out a programmatic approach toward addressing high logistics costs and trade barriers by implementing a series of measures targeting improved multisectoral planning, policy and regulations, institutional capacity, infrastructure availability, service delivery, and skills both at central government level and state level. In line with NLP and Gati Shakti, the GoWB also seeks to address barriers to logistics sector and trade efficiency. The GoWB is streamlining needs of the private sector and workers, particularly women, in the development of its program focusing on addressing the following constraints: (i) the lack of a centralized planning body; (ii) the lack of a coordinated policy focus; (iii) the absence of coordinated land use planning; (iv) the lack of an adequately skilled workforce; (v) limited adoption of technological innovation; and (vi) legacy logistics facilities and infrastructure.

14. The government program is anchored in the NLP and the West Bengal Logistics Development Policy (WBLSDP).[8] The latter aims to streamline the logistics sector, strengthen infrastructure, boost technology adoption, improve ease of doing business, promote green logistics, and create a skilled labor force. It acts as a vision document to integrate the state in global supply chains and promote the state as a preferred investment destination for logistics infrastructure development. Under the policy, the GoWB granted the logistics sector "special industrial status" to ease regulatory and bureaucratic barriers. To improve the state's business ecosystem, the government removed 500 regulatory compliances in 2020–22 and is currently improving its single window system (Shilpa Sathi), which is a one-stop digital solution for statutory compliances. In addition, the state developed a digital application, called Jomir Tothya, to facilitate the digitization of land records—a significant impediment to the development of the sector. It

[6] Deshpande, Ashwini, and Kabeer, Nailla Kabeer. 2019. "(In)visibility, Care and Cultural Barriers: The Size and Shape of Women's Work in India." Discussion Papers Series in Economics (DP No.04/19). Ashoka University, Department of Economics, Haryana, India.

[7] West Bengal State Action Plan for Climate Change, 2020.

[8] The West Bengal Logistics Development Policy has been reviewed by all government departments and received legal vetting. The policy will be launched in the Bengal Global Business Summit on November 21, 2023.

also launched a flagship innovative digital solution—the Suvidha Vehicles Facilitation System Portal—for rapid clearance and the smooth movement of vehicles at Integrated Check Post (ICP) Petrapole and ICP Ghojadanga to support exporters in trade via the Bangladesh border, by substantially reducing the number of days required to cross borders substantially.

15. The GoWB plans to leverage trade facilitation measures to increase GVC participation. The GoWB has created an Export Promotion Cell (EPC) and is in the process of creating 12 District Export Promotion Cells (DEPCs) to provide technical sectoral support to micro, small, and medium enterprises (MSMEs) and policy updates. These institutions aim to build capacity and disseminate information to stakeholders, including training modules and innovation and research and development support. The EPC and DEPCs will assist exporters in understanding evolving market requirements and provide guidance on product development, certification requirements, and packaging, among others. The EPC will also serve the dual role of grievance redressal for DEPC related activities. To increase private sector participation, the GoWB is creating training programs and offering financial incentives. For exporters, in particular MSMEs, farmers, and small industries, it provides transformative information and technology (IT) solutions, export promotion, facilitation measures, and infrastructure, and utilities. The EPC will also collaborate with export promotion councils, trade bodies, and self-help groups to identify the gaps and training needs. It will utilize resources to develop course curriculum and online certification for both exporters and importers.

The Project

The PforR Program aims to support the GoWB in removing regulatory barriers and building capacity for logistics sector development and trade facilitation. The Program will support two key areas targeting capacity building and reducing trade time and costs. The Program aims to: (i) enhance the state's institutional capacity for promoting trade and logistics; and (ii) improve logistics efficiency and reducing trade costs.

	Government program	Program Supported by the PforR
Objective	Boosting state's development through investments, exports, jobs, and ease and efficiency of logistics sector	Enhance export-led growth of West Bengal through strengthening institutions, data for decisions-making, skills, particularly for women, and improving cost efficiency and reliability of logistics and export services.
Duration	2023–2028	2024–2028
Geographic coverage	State of West Bengal	State of West Bengal
Results areas	Institutional strengthening, increase and upgrade road infrastructure, optimize use of export, logistics infrastructure, enhance logistics and exports services, skills enhancement, industrial corridor, ports, inland waterways and multi-modal infrastructure.	Institutional strengthening, optimize use of infrastructure, enhance logistics and exports services and skills.
Overall Financing	US$800 million	US$250 million

Source	Amount (US$, Millions)	% of Total
Counterpart Funding	**100.00**	**40%**
Borrower/Recipient	100.00	40%
International Bank for Reconstruction and Development (IBRD)	**150.00**	**60%**
Total Program Financing	**250.00**	

16. **The IBRD contribution to the PforR Program amounts to US$150 million for an expenditure framework of US$250 million.** The program expenditure boundary for the Program is the aggregated estimated recurrent and capital spending by the four spending agencies for achievement of the RAs for the Program duration of four years. The PforR expenditure framework is based on the GoWB's approved budget for 2023–34, the WBLSDP, and projections of expenditure based on departmental-level work plans designed to achieve the DLIs and the overall results.

2. Institutional Arrangements

Program implementation will be led by the Department of Industries, Commerce and Enterprises (DoIC&E) of the GoWB. The other state departments involved in Program implementation are the Department of Transport (DoT), Department of Agri-Marketing (DoAM), and Department of Land and Land Reforms (DoL&LR). For Program activities, the spending agency for the DoIC&E will be the West Bengal Industrial Development Corporation (WBIDC) and for the DoAM it will be the West Bengal State Agricultural Marketing Board (WBSAMB). There will be no separate spending agencies for DoT and DoL&LR under the Program.

To facilitate interdepartmental coordination, institutional arrangements will include a Program Steering Committee (PSC). The PSC will be chaired by the Chief Secretary in West Bengal and will include Secretaries of DoIC&E, DoT, DoAM, and DoL&LR. The PSC will provide a high-level oversight for state level interventions and inter-departmental coordination. It will meet at least once every six months to: (i) review and guide project implementation; (ii) act as the appellate authority to resolve grievances that are not resolved by junior grievance redressal officers; (iii) ensure smooth inter-departmental coordination to aid implementation; (iv) provide strategic policy advice and orientation; and (v) endorse the verification of results (conducted by the Independent Verification Agent, IVA).

The Program Management Unit (PMU) in the DoIC&E has the overall responsibility to manage, support, and coordinate the successful implementation of all aspects of the WBLETF Program. The PMU will be headed by Commerce Secretary as Program Director and supported by the Secretary Trade Facilitation and Promotion, the Logistics Cell and nodal points in North Bengal and Kolkata. A Program Management Consultant (PMC) with requisite technical expertise and experience will support the PMU. The PMC will report to the Principal Secretary Commerce, GoWB. The PMU will be responsible for ensuring that the Program Development Objective (PDO) of the WBLETF Program are successfully achieved.

Each Program implementing department (DoT, DoAM, and DoL&LR) has a Program Implementation Unit (PIU). Each of the participating departments and respective spending agencies is responsible for their respective DLIs and associated activities. These include procurement, implementation of activities for achievement of DLIs, regular monitoring, and supporting the IVA) to undertake verification of results.

2.1 Program Steering Committee (PSC)

PSC is an overarching entity governing and steering the activities of WBBLETF Program for timely achievements of desired results. The PSC will play a key role in guiding and advising the Program implementation and monitoring the systemic reforms that the Program will initiate.

Roles and responsibilities of the PSC are as follows:

- To undertake policy decisions to facilitate the attainment of the Program goals.
- To provide approval for the annual action plans, and administrative and financial sanctions for the activities of the Program.
- To review the overall Program progress and provide guidance in Program planning and execution.
- To assess the progress and completion of Program activities specific to each of the line departments and agencies, and ensure efficient and timely achievement of the desired outcomes.
- To ensure inter-departmental/agencies coordination and convergence, and address issues related to it.

- To provide overarching guidance to the Program Management Unit (PMU).
- To facilitate timely decision-making and course correction.
- To oversee fund flow and disbursements for smooth implementation of the Program activities.

Frequency of meeting: The committee will meet at least once in six months and may meet in between based on requirement or urgency. In case of any urgency, proposals should be circulated among the members for approval.

2.2 Program Management Unit (PMU)

Project Management Unit (PMU) has been constituted at the Department of Industries, Commerce and Enterprises, GoWB, which is the nodal department for WBBLETF. PMU is directly responsible and accountable for Program implementation, day-to-day management and coordination, and for meeting the administrative and legal requirements of the GoWB and the World Bank. It is also responsible for organization of Implementation Support Missions (ISM) with the World Bank and prepare documents for the ISMs. The PMU will guide and support priority departments, provide information and examples of good practice on all aspects of Program implementation. The PMU will periodically monitor the progress of implementation of the Program. The PMU is the nerve centre of the WBBLETF Program, and would be responsible for the entire planning, implementation, supervision and monitoring of the Program.

Composition of the PMU

The PMU is headed by the Program Director (PD), WBBLETF. The overall functioning of the PMU shall be looked after by the PD, along with the Deputy PD of the WBBLETF. The PD shall be an officer in the rank of Secretary, DoICE deputed to the position. In the event of transfer of the acting PD, the Deputy PD shall be appointed as the PD.

The office of the Program Director, where the PMU will be placed, will act as the nodal centre to the program. Besides the PD and the Deputy PD, the PMU shall consist of a team of dedicated human resource to manage the overall implementation of the Program. They will be selected from the existing staff of the DoICE and posted on deputation for the Program period, and will report to the PD.

Roles and responsibilities of the PMU are as follows:

- Ensuring timely execution of the Program activities and achievement of the results defined for WBBLETF.
- Tracking the progress and completion of Program activities specific to each of the line departments and agencies, and ensuring efficient and timely achievement of the desired outcomes.
- Providing technical support in planning and implementation of all the Program-related activities through the responsible line departments and agencies.
- Consulting various stakeholders, government/private/external agencies for inputs on the design and implementation of the Program or for any other area of the Program, as need arises.
- Setting in place audit mechanisms and setting-up accounting systems, processes and procedures for approval, payment and recording of expenditure incurred.
- Setting standard guidelines/norms to utilize the funds towards various Program activities such as procuring equipment, training and capacity building, research and documentation, procuring technical support, etc.
- Handling of any procurement and procurement logistics work pertaining to the Program.
- Monitoring the work and delivery of the consultancies procured for the Program.
- Preparing and submitting the progress reports, budgets and annual action plans to the PSC and seeking their guidance on the Program activities.
- Ensuring timely record keeping, report preparation and submission from the priority departments and agencies.

- Facilitating inspections, visits and appraisals by various teams from World Bank, GoI, GoWB and any other agencies.
- Undertaking any activity, not mapped to any DLI/not assigned to any department, which is critical to the achievement of the overall Program results.
- Other responsibilities that may be added which are critical to the achievement of the overall Program results.

Frequency of meeting: The PMU shall meet once every month and meet in between based on requirement/urgency.

2.3 Project Management Consultant (PMC)

The Project Management Consultant (PMC) to be hired by PMU will assist the PMU under the supervision of Program Director to provide planning, implementation, technical and monitoring support to the program. It will co-ordinate with the PMU for various Program implementation activities.

The indicative Roles and responsibilities of the Program Management Consultants are as follows:

Team Leader

- Ensure delivery of the program management services detailed in the section on scope of services.
- Lead the PMC team in supporting high quality and timely implementation of the Program.
- Assist in building and maintaining strong partnerships with relevant government departments, private sector entities, academic and technical institutions, and community-based organizations.
- Proactively identify and mitigate potential risks to Program efficiency and effectiveness.
- Proactively identify and utilize opportunities for networking and advocacy within and outside the government to support the Program objectives.

Program Management Specialists(headcount to be decided by the PMU)

- Support the team leader in ensuring efficient delivery of the program management services detailed in the section on scope of services. Each program management specialist will focus on a specific area/s of the program interventions.
- Day-to-day coordination and program support with nodal officers in priority departments and provision of intensive implementation support across key RAs outlined in the loan agreement with the World Bank.
- Collaborate with nodal officers in line departments and other relevant stakeholders to develop and ensure timely execution of a detailed work plan for the Program.
- Establish a collaborative and supportive working relationship with the PMU, the nodal officers of line departments, and other stakeholders.
- Identify potential risks that could impact Program delivery; develop and deploy relevant risk mitigation plans.
- Ensure timely adaptation to changes in Program scope, requirements or timelines.
- Identify opportunities for process optimization and efficiency gains throughout the Program lifecycle.
- Implement lessons learned to improve future Program execution.

Civil Engineer

- Collaborate with the line departments to assess need for infrastructure creation and upgradation.
- Conduct site visits to assess the feasibility of the proposed infrastructure development works.
- Support in preparation of DPRs for infrastructure creation and upgradation.
- Support in procurement process for hiring contractors for the infrastructure development works by providing inputs to and reviewing procurement documents.
- Support line departments in monitoring progress of infrastructure development activities. Develop monitoring schedules, formats, etc., to facilitate systematic monitoring and follow-up actions.
- Ensure that all construction activities comply with relevant building codes, zoning regulations, safety requirements, and all other environmental and social management guidelines and legal requirements.
- Identify potential risks that could impact quality and timely completion of infrastructure development works; develop and deploy relevant risk mitigation plans.

Monitoring & Evaluation Specialist

- Ensure delivery of the M&E support services detailed in the section on scope of services.
- Develop a comprehensive monitoring and evaluation framework including fiduciary and safeguards, that aligns with the Program's results framework.
- Oversee the design, implementation and delivery of the Management Information System, including on fiduciary and safeguards, contracted by the Program – ensure quality control and on-time delivery.
- Oversee the design, implementation and delivery of evaluation studies contracted by the Program – ensure quality control and on-time delivery.
- Regularly track and report on the Program's performance against the pre-defined indicators and targets(Program Action Plans [PAP], Disbursement Linked Indictors [DLIs], Results Framework [RF], etc.) as per the prescribed reporting schedule. Monitor trends, progress, achievements and setbacks over time. Present findings to key Program stakeholders with regular periodicity.
- Support all line departments in planning and conducting M&E activities such as baseline assessments, mid-term reviews and end-of-project evaluations.
- Build the M&E capacity of Program staff and relevant partners through formal orientation, periodic training and on-going mentoring.
- Document all M&E activities and outcomes for future reference and learning.

MIS Associate

- Support the design and development of the Program's MIS, including contributing to defining system architecture, database structure, data flow processes, etc.
- Design processes to ensure accurate and timely data entry and data integrity within the MIS.
- Implement quality control measures to ensure the accuracy and reliability of data captured in the MIS.
- Implement data security measures to protect sensitive information and ensure compliance with data privacy regulations.
- Develop data visualizations and reports to facilitate data-driven decision-making.
- Continuously review the MIS and collect user feedback for planning for necessary enhancements.
- Implement regular data back-up procedures and develop contingency plans for data recovery in case of system failures.

Finance Specialist

- Ensure delivery of the financial management support services detailed in the section on scope of services.
- Collaborate with the team leader and other relevant stakeholders to develop a comprehensive financial management plan for the Program. This plan should outline the estimated costs, funding sources and financial projections throughout the Program duration.
- Prepare and manage the Program budget, ensuring that expenditures are aligned with the approved financial management plan. Regularly update budget forecasts and communicate any significant deviations to the team leader.
- Prepare accurate and timely financial reports, as per the requirements of the government and the World Bank.
- Ensure adherence to financial policies, procedures and regulations set by the government and the World Bank.
- Ensure maintenance of proper documentation for all financial transactions.
- Continuously review Program expenditure to identify opportunities for cost efficiency and savings without compromising the Program's objectives and quality of services.
- Identify financial risks that could impact the Program's financial stability and implement risk mitigation measures. Anticipate and plan for potential financial challenges.
- Coordinate with internal and external auditors to facilitate financial audits of the Program.

Procurement Specialist

- Provide support on achievement of procurement related legal covenants, PAPs, High Value Contracts (HVC), progress of procurement audit, and report the same to the PIU and the Bank
- Identify procurements that contribute to the achievement of DLIs and coordinate and provide necessary support to facilitate timely delivery of those procurements
- Collaborate with the Program team to identify procurement needs and develop a comprehensive procurement plan that aligns with the Program’s objectives and timelines.
- Manage the selection process, including issuing Expression of Interest (EoI), Requests for Quotations (RFQs) and Requests for Proposals (RFPs) through the e-procurement portal (or otherwise).
- Conduct supplier assessments and vendor evaluations to identify reliable and qualified suppliers.
- Organize and manage competitive bidding processes, ensuring transparency and fairness in vendor selection. Analyze bids and proposals to determine the best value for money.
- Negotiate contractual terms and conditions with suppliers, ensuring that contracts are in compliance with relevant laws and regulations.
- Oversee the execution of procurement activities, including issuing purchase orders, reviewing and approving invoices, and monitoring delivery schedules.
- Maintain comprehensive records of procurement activities, contracts and vendor performance.
- Prepare regular procurement reports for management and donors as required.
- Work with M and E expert and other technical experts to report back on integration of procurement reporting in M and E/MIS reports
- Provide support to ensure that procurement related complaints are managed as per agreed arrangements
- Coordinate with auditors identified to carry out procurement audit to expedite quality and timeliness of procurement audits.

2.4 Program Implementation Units (PIUs)

The PIUs will be constituted as an extension of the PMU in the respective line departments of the WBBLETF.

The PIU housed in the respective line departments is headed by respective secretary and will be supported by a nodal officer and a sub-nodal officer. Additional members may be added as per the decision of the respective Secretary. Sub-nodal officer will act as the nodal officer in the absence of the appointed nodal officer.

The Overall Responsibility of the Program Implementation Unit (PIU):

- Ensuring smooth implementation and timely achievement of targets.
- Providing supervision and monitoring support to ensure quality and effective execution of activities aligned towards the project goals.
- Providing support to the PD and the PMU through sharing of ideas, feedback and ground experiences for improving the Program.
- Enabling seamless coordination and convergence with other line departments and agencies in project implementation.
- Preparing and submitting progress reports on a monthly basis to the PD.
- Participating in the preparation of the annual action plans.
- Maintaining records of project activities and utilization of funds.
- Arranging and coordinating inspections, visits and appraisals by various teams from World Bank, GOI, GOWB and other agencies.

Other responsibilities may be added which are critical to the achievement of the overall Program results.

Frequency of meeting: The Program Implementation Unit shall meet once every month and meet in between based on requirement/urgency.

Department and their roles

The line departments are responsible for the following DLIs

Disbursement Linked Indicators	Department Responsible
DLI 1. Investment plans in the West Bengal industrial corridor	DoICE / WBIDC
DLI 1.1 Coordinated and sustainable logistics sector development plan adopted	DoICE / WBIDC
DLI 1.2 Change in investment by third party logistics service providers	DoICE / WBIDC
DLI 1.3 Detailed Project reports of investments in the West Bengal Industrial and Economic Corridor developed	DoICE / WBIDC
DLI 2. Specialized logistics skills training programs	DoICE / WBIDC
DLI 2.1 Women trained in specialized logistics training programs	DoICE / WBIDC
DLI 2.2 Training programs operationalized	DoICE / WBIDC
DLI 3. Framework for trade e-governance	DoICE / WBIDC
DLI 4. Share of cold storage units adopting energy efficiency measures	DoAM / WBSAMB
DLI 5 Agriculture produce, and food quality testing facilities operationalized	DoAM / WBSAMB
DLI 6. Improved efficiency in land mutation processes	DoLLR
DLI 6.1 Standard operating procedure for operational efficiency in land conversion applications by titleholders	DoLLR
DLI 6.2 Automatic plot creation upon re-classification of land usage	DoLLR
DLI 6.3 Land mutation period	DoLLR

Disbursement Linked Indicators	Department Responsible
DLI 7. Traceability of freight trucks in West Bengal	DoT
DLI 7.1 Change in number of trucks utilizing the Suvidha portal	DoT
DLI 7.2 Share of freight vehicles adopting vehicle location tracking system (VLTS)	DoT

3. Result Areas

PforR program scope

The PforR Program aims to support the GoWB in removing regulatory barriers and building capacity for logistics sector development and trade facilitation. The Program will support two key areas targeting capacity building and reducing trade time and costs. The Program aims to: (i) enhance the state's institutional capacity for promoting trade and logistics; and (ii) improve logistics efficiency and reducing trade costs.

Table 1. Comparison of Government Program and PforR

	Government program	Program Supported by the PforR
Objective	Boosting state's development through investments, exports, jobs, and ease and efficiency of logistics sector	Enhance export-led growth of West Bengal through strengthening institutions, data for decisions-making, skills, particularly for women, and improving cost efficiency and reliability of logistics and export services.
Duration	2023–2028	2024–2028
Geographic coverage	State of West Bengal	State of West Bengal
Results areas	Institutional strengthening, increase and upgrade road infrastructure, optimize use of export, logistics infrastructure, enhance logistics and exports services, skills enhancement, industrial corridor, ports, inland waterways and multi-modal infrastructure.	Institutional strengthening, optimize use of infrastructure, enhance logistics and exports services and skills.
Overall Financing	US$800 million	US$250 million

The Program will increase climate resilience and sustainability in the logistics and trade sectors. The Program will support the adoption and implementation of sustainability frameworks that would support infrastructure investment plans, green norms in warehousing and cold storage facilities (to increase energy efficiency), and increase overall efficiency of the movement of goods to reduce GHG emissions (logistics parks lend themselves to promote hub and spoke arrangements in freight movement which promote utilization of bigger and fuller trucks which have low GHG footprint). The vehicle location tracking device would reduce congestion on roads and reduce empty movements, thereby increasing the logistics efficiency and reducing wasteful carbon emissions. The identification of trade facilitation interventions across the value chain of potential exportable commodities will include climate mitigation and adaptation considerations. The value-added from this Program are multiple: key technology innovations will be mainstreamed to enable improvements in the business ecosystem; and trade facilitation initiatives that incorporate elements of sustainability in the planning process will be scaled-up.

Program Financing

The WBBLETF is being funded both the Govt. of West Bengal and the World Bank as under:

Source	Amount (US$, Millions)	% of Total
Counterpart Funding	**100.00**	**40%**
Borrower/Recipient	100.00	40%
International Bank for Reconstruction and Development (IBRD)	**150.00**	**60%**
Total Program Financing	**250.00**	

Result Areas:

The WBBLETF program intends to achieve its objective of increased efficiency of logistics sector and trade facilitation in the state of West Bengal through two result areas:

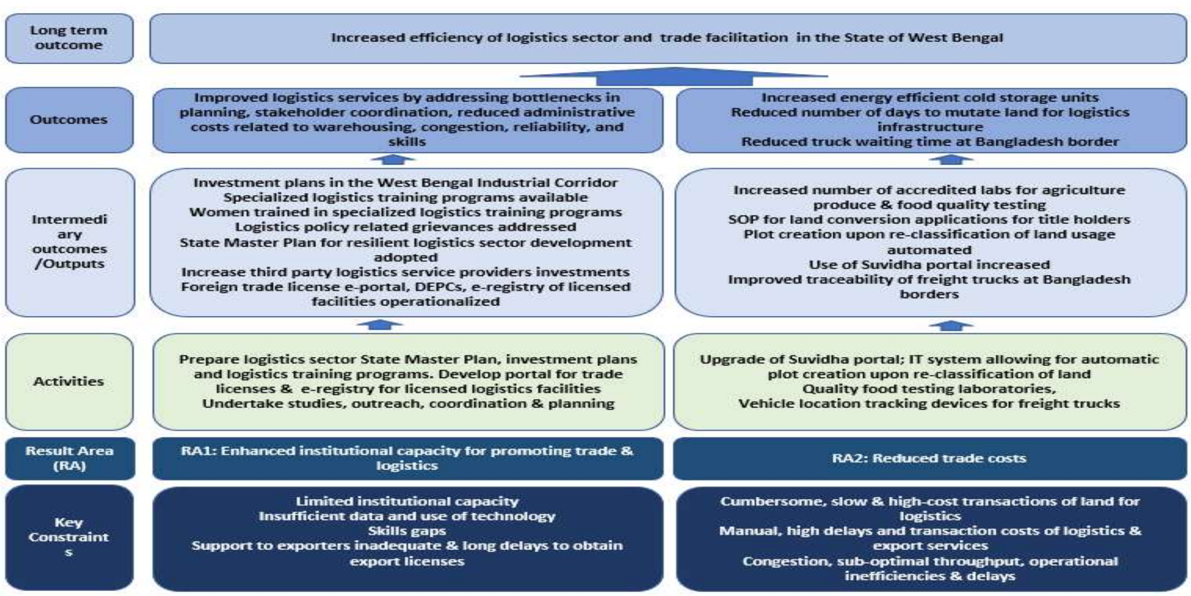
Results Area 1: Enhanced institutional capacity for promoting trade and logistics

Results Area 2: Reduced trade costs

The linkage between the result areas, activities, outputs, outcomes and long term objective is as under:

Theory of Change

Figure 1. Program Theory of Change



The various activities to be undertaken within the WBBLETF program has been described as under:

a) **Results Area 1: Enhanced institutional capacity for promoting trade and logistics:** This results area (RA) aims to address key challenges of the logistics sector pertaining to: (i) lack of coordinated planning processes across departments involved in the sector; (ii) lack of integrated data systems; (iii) limited access to information for small and medium enterprises; and (iv) mismatch in skills and low women workforce participation in the logistics sector.

i. **Disbursement Linked Indicator (DLI) 1. Investment plans in the West Bengal Industrial Corridor:** The Program will support the creation of a state Logistics Master Plan (LMP) for green logistics in line with the NLP and Gati Shakti mission. These interventions are centered on addressing the lack of fiscal incentives for logistics sector development and coordinated infrastructure planning. The LMP will also incorporate sustainability planning in the logistics sector introducing network resilience, avoiding supply chain disruptions, and the introduction of green norms. A framework for evaluating logistics proposals on adopting green building concepts and environmentally sustainable best practices will be included in the development of the Industrial Corridor.

ii. **DLI 2. Specialized logistics skill training programs operationalized:** The Program will develop and launch comprehensive skill upgrade plans and training programs, particularly for women and female led MSMEs, to increase employability and address skills shortages in the logistics sector. As a part of the Program, the GoWB will also conduct placement (jobs) fairs and train at least 500 women annually for sector specific jobs, in warehousing and support activities. This will complement the Women's Employment Platform under the West Bengal Building State Capability for Inclusive Social Protection PforR.

iii. **DLI 3. Framework for trade e-governance:** The Program will support the implementation of the e-governance portal established under the EPP. This will promote exports by MSMEs and traders by addressing lack of knowledge and expertise on trade. The e-Governance facility, anchored in the Export Promotion Cell (EPC), will facilitate the obtaining of updated e-notification and e-circulars and relevant information dissemination.

b) Results Area 2: Reduced trade costs: The second result area will address key identified barriers to private sector investment in the sector and enable the reduction of logistics costs. These include: (i) certification requirements for agricultural trade and perishables in West Bengal; (ii) inefficiencies related to mutation and land conversion for logistics purposes; and (iii) borders congestion and delays.

i. **DLI 4. Share of cold storage units adopting energy efficiency measures:** The GoWB will create an online licensing system for cold storage units and warehouses in the state (577 units as in October 2023). The DoAM will update energy efficiency requirements of operational cold storage units of the state, which will become a necessary condition for licensing approval (or renewal). The upgrade of the Cold Storage Policy to increase the energy efficiency of cold storage facilities in the state, is expected to lead to reduced costs of operation and GHG emissions.

ii. **DLI 5. Agriculture produce and food quality testing facilities operationalized (Number):** The state lacks streamlined standards for physical assets and service quality. In the warehousing value chains, "standardization" is becoming essential for reducing costs, improving efficiency, meeting standards for agricultural export to advanced countries, and ensuring global compatibility and competitiveness. This entails state support and incentivization of private sector laboratories for food quality testing.

iii. **DLI 6. Improved efficiency in land mutation processes:** The Program will reduce time required to convert and mutate land for logistics projects by supporting faster land records digitalization and the publication of a standard operating procedure (SOP) for conversion. The Program supports enhanced transparency of and digitization of existing procedures and is focused on streamlining the procedure for applying for land use change by title holders. It will streamline the chain of actions to be undertaken by a landowner and the GoWB to convert land, thereby reducing processing steps and time required. The Program intends to support the GoWB in digitalizing and automatically updating changes to plots of land—an area West Bengal is already leading compared to other states as a result of the Digital India Land Records Modernization Programme (DILRMP, 2018). This will enhance the ease of doing business in the sector considerably by reducing cost and time spent on converting purchased land. Improved processes are also expected to enable the reduction in land mutation period for industrial applicants (from application acceptance to resolution, barring objections) from 60 days (as in October 2023) to 25 days within the Program duration.

iv. **DLI 7. Traceability of freight trucks in West Bengal:** The GoWB has developed a digitally innovative solution for the quick clearance and smooth movement of vehicles at Integrated Check Posts (ICP) Petrapole and ICP Ghojadanga. Once registered with this portal, freight companies receive all clearances required for the smooth movement of goods crossing the border online, which have been confirmed by initial reports. The Program will support the GoWB in implementing the Suvidha portal across all six Indo–Bangladesh border points and increase the percentage of trucks utilizing portal. The Program aims to enable the reduction in truck waiting time at the border (from an annual average of 46 days in 2023) to 1 day by 2028. In addition, to improve the reliability and safety of cargo, the Program will support the state in adopting vehicle location tracking systems in freight vehicles.

The allocation to the various DLIs along with the responsibility of achieving the DLI has been provided as under:

Disbursement Linked Indicators	US$ Million	Responsibility
DLI 1. Investment plans in the West Bengal industrial corridor	30	DoICE / WBIDC
DLI 1.1 Coordinated and sustainable logistics sector development plan adopted	15	DoICE / WBIDC
DLI 1.2 Change in investment by third party logistics service providers	10	DoICE / WBIDC
DLI 1.3 Detailed Project reports of investments in the West Bengal Industrial and Economic Corridor developed	5	DoICE / WBIDC
DLI 2. Specialized logistics skills training programs	25	DoICE / WBIDC
DLI 2.1 Women trained in specialized logistics training programs	15	DoICE / WBIDC
DLI 2.2 Training programs operationalized	10	DoICE / WBIDC
DLI 3. Framework for trade e-governance	20	DoICE / WBIDC
DLI 4. Share of cold storage units adopting energy efficiency measures	8	DoAM / WBSAMB
DLI 5 Agriculture produce, and food quality testing facilities operationalized	7	DoAM / WBSAMB
DLI 6. Improved efficiency in land mutation processes	30	DoLLR
DLI 6.1 Standard operating procedure for operational efficiency in land conversion applications by titleholders	10	DoLLR

Disbursement Linked Indicators	US$ Million	Responsibility
DLI 6.2 Automatic plot creation upon re-classification of land usage	10	DoLLR
DLI 6.3 Land mutation period	10	DoLLR
DLI 7. Traceability of freight trucks in West Bengal	30	DoT
DLI 7.1 Change in number of trucks utilizing the Suvidha portal	16	DoT
DLI 7.2 Share of freight vehicles adopting vehicle location tracking system (VLTS)	14	DoT

The PDO is to increase logistics efficiency and trade facilitation in West Bengal. The PDO level result indicators will include the following:

- Logistics Development Council established (Yes/No)
- Land mutation period (Days)
- Truck waiting time at Petrapole border (Days)
- Share of cold storage units adopting energy efficiency measures (Percentage, climate change indicator)
- Share of trained women employed in technical and managerial roles in logistics services (Percentage, gender indicator)

The Program Expenditure Framework for achieving the above DLIs are as under:

Implementing Agency	Budget Head	Classification of Expenditure	FY23–24	FY24–25	FY25–26	FY26–27	Total expenditure (projected; in INR crore)
DoIC&E	75-2852-80-001-001**	Salaries	1.54	1.6183755	1.6992943	1.784259	6.6
	75-4885-60-001-001	Civil works, goods, and services	106.21	26.55	27.88	29.27	189.9
	New EAP Budget Head created for WB Logistics	Civil works, IT hardware and software, goods and services, consulting	30.0	420.0	412.0	420.0	1282.0
DoT	53-2041-00-001-003-01*	Salaries	1.40	1.47	1.54	1.62	6.0
	New EAP Budget Head created for WB Logistics	Civil works, IT hardware and software, goods and services, consulting	6.0	6.0	8.0	10.0	
DoL&LR	2053-00-093-001-01*	Salaries	13.4	14.1	14.8	15.5	57.8
	New EAP Budget Head created for WB Logistics	IT hardware and software, goods and services, consulting, technical assistance, salaries	60.0	72.0	68.0	70.0	270.0
DoAM	04-2435-01-101-001*	Salary Expenditure	1.2	1.2	1.3	1.4	5.0
	New EAP Budget Head created for WB Logistics	Civil works, IT hardware and software, goods and services, consulting	20.0	79.0	69.0	67.7	235.7
Total			**238.2**	**620.3**	**602.5**	**615.4**	**2053.1**

The major activities to be undertaken by the respective department to achieve the above DLIs are as under:

Department	Major components
DoIC&E	State Infrastructure Master Plan, Needs assessment studies, DPR preparation (aligned with Gati Shakti), Existing industrial park development, Planning of industrial corridor (Raghunathpur-Tajpur), Skill training and awareness campaigns, Bengal Global Business Summit, Digital mapping of infrastructure (for multi-modal connectivity), District Export Facilitation Centres (under Shilpa Sadan), Promotion activities for the development of the logistics sector and investment, last mile connectivity, logistics council, training programs on logistics and trade facilitation, incentives for logistics park development, employment support for women hired in logistics sector.
DoL&LR	Upgrading hardware and digital requirements, infrastructure for map-printing and delivery of cadastral maps in 23 DoL&LR and district offices, Help-desk in 348 BLLRO offices, Upgrading connectivity, Geo-referencing of cadastral maps, Scanning and digitization of legacy records, Consultancy for geo-referencing of land records.
DoAM	Testing center and upgradation of storage facilities for agricultural, animal and fisheries products (packhouses, irradiation centers, ripening chambers, etc.), Formation and promotion of export-oriented FPOs, Cluster identification, traceability and integrated supply chain management, Conversion of storage units to follow green norms, Export facilitation centers for agri-produce, skill upgradation for export-orientation and training, awareness campaigns, Value chain identification and gaps analysis, incentives for food quality testing private laboratories.
DoT	Annual Maintenance Contract for running five VLTS control room, Fitment of Vehicle Location Tracking Devices with SIM charges in Government Vehicle, Introduction of Public mobile application, Training and awareness generation, Manpower for maintenance International Check Post, Annual maintenance of infrastructure including electronic system, Purchase and operation of remote sensing device, Construction and maintenance of automated testing station.

4. Financial Management

Implementation of the WBBLETF project follows the Program for Result (PforR) instrument. Fund disbursement from the World Bank to the Government of West Bengal (GoI) will be based on achievement of agreed results, known as Disbursement Linked Indicators (DLIs). Each DLI has multiple Disbursement Linked Results (DLRs) with financing linked to each DLR. Upon achievement of each DLR, the respective amount of funds will be disbursed by the World Bank to the Government of West Bengal through the Government of India.

4.1 Budgeting

Annual plans (APs) shall be prepared for the Program that collate the activities to be carried out in the next financial year, costs to be incurred and targets to be met by each implementing agency. The APs shall constitute the basis of the budget requests that would be placed to the State Finance Department for allocation of annual allocations to the Program. The approval of the annual plans would be undertaken by the DoICE based on which the respective department will place the budget requests to the finance department.

The AP would feed into the existing budgeting process being followed by the GoWB and budgets would be allocated to the respective department based on the approved AP. A separate budget line would be created for each of the line department under the WBBLETF program allowing for tracking of fund flows from the state exchequer for the Program apart from the existing budget lines as identified in the PEF. Budget estimates shall be prepared and approved in the state legislature before the start of the FY. The AP shall be prepared in line with the budget timelines so that the AP feeds into the budget preparation process.

4.2 Fund Flows

Budget shall be allocated to the respective departments by the Finance Department after approval by the State Legislature. Fund flow shall follow the following approach for payment to be made by the departments:

- **Ongoing Initiatives:** for ongoing initiatives identified under the PEF where an existing budget line exists, funds shall be budgeted along existing budget lines based on AP and shall follow the procedures of making the payment through the treasury after submission of bills by the respective department;
- **New Initiatives:** for new initiatives, funds shall flow under a separate budget line (Externally Aided/WBBLETF Program) which would be created for each line department, however, the payment would be made through the treasury after the submission of bills by the respective department;

The release of budget from the Finance Department would be on quarterly basis based on which the funds can be utilised by the respective departments. The respective departments would undertake the activities as per their annual plans and would submit the bills to the treasury for payment through the IFMS system along with obtaining the necessary approvals.

WBIDCL and WBSAMB will operate through the treasury deposit account. After the administrative approval for the scheme is received by WBIDCL and WBSAMB from DoIC&E and AMD respectively, the respective agencies need to submit fund requests to the respective department based on the invoices received from the vendors. As and when the same is approved by the respective department, the funds will be made available in the treasury deposit account which can be utilized by WBIDCL and WBSAMB for payment of bills. The bills can be submitted by WBIDCL and WBSAMB to the treasury through IFMS for undertaking the payment to the vendors. These deposit accounts are zero balance accounts, and the funds are directly paid by the treasury to the vendors.

4.3 Disbursements

The key principles guiding the disbursement against achievement of DLI targets are as follows:

- GoWB will pre-finance expenditures for the Program using its own budgetary resources through the identified budget lines of the Program Expenditure Framework.

- The PMU under DoIC&E will prepare technical reports to document the achievement of DLIs. The technical reports will be verified by the Independent Verification Agent (IVA) appointed/ designated as per terms of reference agreed with the World Bank. On validation of DLIs by the IVA, the DoIC&E will communicate the achievement of DLIs and corresponding DLI values to the World Bank along with the supporting documents. For time bound DLIs, achievement of the DLIs must happen in the year outlined in the DLI matrix. In the case of non-time bound DLIs, if the DLI targets are not achieved in the anticipated year, disbursement will be rolled over for the future years till such time the DLI is achieved.

- In the case of non-scalable DLIs, the World Bank will disburse the DLI value only upon full achievement of the DLI target. In the case of scalable DLIs, the World Bank will disburse against achievement of the agreed thresholds and targets as set out in the DLI matrix.

- The World Bank will issue an official letter to the DoIC&E endorsing the achievement of the DLI targets and value of disbursement.

- The DoIC&E will submit the disbursement claim of the DLI value to the Controller of Aid, Accounts, and Audit (CAAA) in GoI.

- The CAAA will submit the disbursement claim to the World Bank, and the funds will be disbursed by the World Bank to the GoI under IBRD (International Bank for Reconstruction and Development) loan terms.

- The fund will then be deposited into the State Consolidated Fund by the CAAA.

4.4 Accounting and Financial Reporting

All the payment would be routed through the IFMS either directly or through the treasury deposit account, hence, the expenditure would be recorded in IFMS on a real time basis. Monthly accounts and key indicators are prepared by the PAG (A&E) does not provide the budget v/s actual details, hence the PMU under DoICE would generate the required reports from the IFMS wherein the department wise and budget head wise details are available with respect to the expenditure incurred and submit the same to the Bank on monthly basis. The report needs to be generated for the budget lines identified in the PEF. The report would duly provide the budget as well as the actual expenditure incurred.

With regard to the expenditure incurred by the WBIDCL and WBSAMB, the respective agencies would continue to maintain their own books of accounts on accrual based double entry system of accounting in the Tally software which duly captures transactions undertaken through the treasury as well as other transactions undertaken by them for their day-to-day operations.

Although the reports generated from the IFMS would cover the expenditure incurred by WBIDCL and WBSAMB, the PMU would need to ensure that the annual accounts of WBIDCL and WBSAMB are duly submitted to the bank.

Apart from the above, the PMU would need to prepare an annual financial statement based on the reports generated from the IFMS and should be aligned with the activities undertaken within the Program.

4.5 Internal Controls and Audit

GoWB follows the IFMS for bill processing, accounting and financial reporting. The IFMS has in-built controls and the existing controls and delegation of power would be followed by the program.

Internal Audit being carried out by the head office of DoLLR would also cover the audit of the program activities. Internal Audit wing of the finance department would undertake the internal audit of the transport department.

Internal Audit function in WBIDCL and WBSAMB. The internal audit firms of WBIDCL and WBSAMB will duly cover the audit of the program activities. The revised terms of reference will be finalised in discussion with the World Bank and will be an integrated procurement and FM audit including review of procurement performance and compliance. Internal audit reports for the Program will be collated, monitored, and reviewed by the PMU before being submitted to the Bank.

4.6 External Audit

The Program annual financial statements will be audited by the Office of the Accountant General of West Bengal, on behalf of the Comptroller and Auditor General, under a ToR already agreed for World Bank supported operations. The PMU will ensure that the (i) the program financial statements are generated from IFMIS, (ii) audit observations relating to the Program are complied with/resolved in a time-bound manner, and (ii) annual audit reports are disclosed on their respective department website.

The program specific audit report will also be required to be submitted at the end of the project within nine months of the end of the Project.

5. Procurement

1. List of procuring/ spending agencies under WBLETF Program

S. No.	Implementing Entity	Procuring/ Spending Entity	Legal Status of Procuring/ Spending Entity
1.	Department of Industry, Commerce and Enterprises	West Bengal Industrial Development Corporation Limited (WBIDCL)	It is a Public Sector Undertaking registered under Companies Act
2.	Agricultural Marketing Department	West Bengal State Agricultural Marketing Board (WBSAMB)	It is a Public Sector Undertaking registered under provision of sub section 1 of Section 36 of the West Bengal Agricultural Produce Marketing (Regulation) Act, 1972
		Directorate, Agricultural Marketing Department	It is a Government Department. The Directorate under the Agricultural Marketing Department, Government of West Bengal, has been created as the functional and executive wing of the Department. Public Policy initiatives of the Department shall be implemented in the ground level through the Directorate
3.	Transport Department	Transport Directorate	It is a Government Department. The Transport Directorate under the Transport Department, Government of West Bengal, has been created as the functional and executive wing of the Department. Public Policy initiatives of the Department shall be implemented in the ground level through the Directorate
4.	Land and Land Reforms Department	Land and Land Reforms Department	It is a Government Department

2. **Policy Framework for Public Procurement in the State.**West Bengal Financial Rules, 1977, subordinate Government Orders [GOs]/amendments, and West Bengal Government Servants' Conduct Rules, 1959 as amended from time to time, are the policy documents outlining the applicable Procurement Framework in the state.

3. **Applicable Procurement Rules.** The procurement related GOs issued by the SFD, GoWB from time to time governs the procurement activities in the State. These rules provide broad guidelines for procurement of goods, works and services. Vide Government Order no. 8385 dated November 22, 2013, the Finance Department, GOWB has issued a detailed guideline for procurement of services, which is in line with the Bank Procurement Guidelines for selection of consultancy services. For procurement of works, PWD codes, manuals and guidelines will be followed. The Delegation of Financial Powers Rules, 1977 and its subsequent amendments issued by SFD define requisite threshold/limits of sanctioning and approving the contract award based on the hierarchy in the department. The State has a MoU with Ministry of Commerce and Industries, Government of India dated July 19, 2018, to facilitate the State to onboard GeM, integrate with State Treasury/payment system to make online and time bound payment to suppliers/service providers and provide training to state officials on GeM.

4. **Procurement Exclusions.** *The Program is not expected to procure any high value contracts (HVC)[9] valued at US$ 75 million for works (including turnkey, supply and installation of plant and equipment, and PPP), US$ 50 million for goods, information technology and non-consulting services, and US$ 20 million for consultant services, which are based on "Substantial" risk rating.This information shall be provided to auditors during procurement audit*

5. **Procurement Planning.** All Government departments prepare budgets for each financial year. Once the budget is approved, procurement process is initiated after obtaining necessary administrative and technical sanctions from the competent authorities as per the Delegation of Financial Powers Rules, 1977 (and its subsequent amendments) based on the hierarchy in the department. The monthly progress review meetings are conducted by the implementing departments to monitor the status of the central and state schemes/procurement contracts on regular basis. *A procurement plan will be developed by each implementing agency against a monitorable format and use a list of annual procurement transactions and timelines for each stage of the procurement cycle. This shall be disclosed in public domain to enhance transparency and to enhance competition.A link to websites shall be provided to auditors during procurement audit.*

6. **Available Procurement Methods.** As per SFD memo no. 5400 - F(Y) dated June 25, 2012, Open Tender is used for contract with estimated value INR 1 Lakh[10] and above. Below this thresholds, other methods are permitted such as direct purchase method for value below INR 10,000 and quotation method for value above INR 10,000 and below INR 1 Lakh. For contracts exceeding INR 10 Lakhs, bids are invited in two parts (Technical and Financial bids) under two bid system (single stage two envelope *system is nomenclated as two bid system by the Government of West Bengal). E-Reverse Auction is also allowed*.

7. **Use of Government e-Marketplace (GeM):** The GoWB has mandated use of GeM portal *https://gem.gov.in/* vide FD memo no. 5430-F(Y) dated August 23, 2018, and 3876-F(Y) dated June 14, 2018, to enhance transparency and economy in the procurement process. The state government has further mandated to use GeM vide FD memo no.5480-F(Y) dated August 24, 2018, for procurement of all IT related goods like computers and its peripherals. For procurement using GeM, the value thresholds and methods permitted by the GoWB is as under. Further for procurements under GeM under WBLETF, Special 'Terms and Conditions related to procurement from GeM for World Bank financed Projects' available at https://assets-bg.gem.gov.in/resources/upload/shared_doc/world-bank-stc_1704778647.pdf shall apply.

Table 1: Value thresholds and methods permitted by the GoWB for procurement using GeM

Value Thresholds	Procurement Methods
Up to INR 50,000	Through any of the available suppliers on the GeM, meeting the requisite quality, specification and delivery period provided that procuring authority is satisfied about the reasonability of the rate.
Between INR 50,000 up to INR 1 Lakh	Through the GeM seller having lowest price amongst the available sellers of at least three different manufacturers, on GeM, meeting the requisite quality, specification, and delivery period. The tool for online bidding and online reverse auction available on GeM can be used by the Buyer if decided by the competent authority.

[9] *High Value means contracts with estimated values exceeding the monetary amounts that require mandatory review by the Bank's Operations Procurement Review Committee (OPRC).*

[10] 1 Lakh = 0.1 Million/Lakh is 10 times smaller than Million. INR 1 Lakh = US $1,217 Million; values at current exchange rate including applicable taxes, as recorded in files, shall be taken into consideration.

Above INR 1 Lakh	Through the supplier having lowest price meeting the requisite quality, specification, and delivery period after mandatorily obtaining bids, using online bidding or reverse auction tool provided by GeM.

8. **Use of e Government Procurement Platform.** The GoWB has mandated the use of NIC e-procurement system https://wbtenders.gov.in/ for bidding of procurement contracts with estimated value INR 1 Lakh and above as per FD memo no. 3103-F(Y) dated July 27, 2022. Collection of tender fees from the prospective bidders for e-tender through https://wbtenders.gov.in has been waived vide FD memo no. 1177-F(Y) dated February 28, 2014. The State Government NIC eProcurement portal has been integrated with the Payment Gateway of ICICI Bank for deposit of Earnest Money Deposit (EMD) and other fees by the bidders participating in e-procurement[11]. ICICI payment gateway implemented by the state requires at least 2 days gap between date and time for bid submission and online opening of technical bids so that the funds deducted for Earnest Money Deposit (EMD) from the bidders account is received at collection pooling account of Government of West Bengal, as prospective bidders often tend to submit their bid at eleventh hour. Therefore, there is 2 days (48 hours) time gap that is allowed between date and time for bid submission and online opening of technical bids, which also allows Government Departments to take a call to extend the deadline for bid submission in case sufficient number of bids (minimum 3 bids as per WBFRs) are not received. The Program will use the same e-GP portal and system arrangement for bidding [i.e., from publication of tender notice (NIT) to award of contracts and its publication on the e-procurement portal].

9. **Standard Procurement Documents.**The bidding documents are customized by the implementing agencies as per their requirement. The bid document/Request for Proposal document (RFP) has various sections to enable the potential bidders/providers to submit a responsive bid. It includes the General Conditions of Contract (GCC) and Particular/Specific Conditions of contract (SCC) clauses.

10. **Contract Management.**The contracts are governed by the conditions specified in the signed contract. For procurement of goods, payments are made after satisfactory delivery and installation of required goods at site and on obtaining of delivery challan and confirmation from the respective offices. For works contracts, the contract execution is done at decentralized level by the concerned engineering units. The day-to-day contract monitoring, and supervision is carried by concerned Engineer staff at field level. The state Public Works Department (PWD) contract management practices as prescribe by PWD are followed. The work progress is recorded in the Measurement Book (MB) and accordingly payments are released to the contractors based on the progress of works and on achieving contractual milestones.

11. **Procurement Complaint Handling Mechanism.** The State of West Bengal has a Chief Minister Help line/Toll-free Number 18003458244 to inform the Chief Minister Program Implementation and Grievance Cell to curb corruption. On this number (18003458244), complaint related to fraud and corruption can be lodged by the citizens. Complaints received are then sent to the respective departments to be addressed following the administrative procedure prescribed by the GoWB that adequately maintain written records of the same. The bidder if not satisfied, may have the right to approach the Court of Law for seeking redress. A comprehensive online complaint redressal system will be developed to receive procurement complaints with clearly defined protocols, timelines, and authorities to redress the complaints and their disclosure on the website. This would help in developing confidence in the bidding community and in turn may contribute to improving Bidders' participation.*Protocol for handling of complaints as agreed with the Bank shall be disclosed in public domain. Procurement related complaints, including on Fraud and Corruption, and details of their resolutionshall be reported by the PMU to the World Bank on a quarterly basis in formats agreed with the Bank. This shall also be available in public domainand shall be shared with procurement auditors.*

[11] Earnest Money Deposit through eProcurement Portal of Government of West Bengal

12. **Publication of Tender Notice:** As per FD memo no. 5400-F(Y) dated June 25, 2012 [amendment to WBFRs 1977, Rule 47 (8)] and FD memo no. 2254-F(Y) dated April 24, 2014, the rules for publication of Notice Inviting Tender (NIT) are given as under:

Item	Manner of Tender
For supply of articles or stores or for execution of works and services with estimated value exceeding INR 10,000 up to INR 1 Lakh.	Publication of the work on the notice board and on the official website of the administrative department, if maintained.
For supply of articles or stores or for execution of works and services with estimated value exceeding INR 1 Lakh up to INR 5 Lakhs.	Publication of the work on the notice board and on the website of the administrative department, if maintained and brief referral advertisement in one daily Bengali newspaper [in case of hill areas of Darjeeling District in Nepali newspaper].
For supply of articles or stores or for execution of works and services with estimated value exceeding INR 5 lakhs up to INR 10 Lakhs.	Publication of the work on the notice board and on the website of the administrative department, if maintained and brief referral advertisement in two daily newspapers, one in Bengali [in case of hill areas of Darjeeling District in Nepali newspaper and the other in English.
For supply of articles or stores or for execution of works and services with estimated value exceeding INR 10 Lakh.	Publication of the work on the notice board and on the website of the administrative department, if maintained, and in the official website of Government of West Bengal, and also brief referral advertisement in three daily newspapers, one each in Bengali [in ease of hill areas of Darjeeling District in Nepali newspaper], in English and in Hindi.

13. **Minimum time allowed for bid submission.**As per FD memo no. 5400-F(Y) dated June 25, 2012 [amendment to WBFRs 1977, Rule 47 (8)] and FD memo no. 2254-F(Y) dated April 24, 2014, the minimum period provided to bidders for submission of bids from the last day of advertisement is as per Table.

Table 2: Minimum period for submission of Tenders as per Value

Value of items	Minimum period for submission of tender
For supply of articles or stores or for execution of works or services of estimated value not exceeding INR 10 Lakhs	7 days
For supply of articles or stores or for execution of works or services of estimated value exceeding INR 10 Lakhs and not exceeding INR 1 Crore	14 days
For supply of articles or stores or for execution of works or services of estimated value not exceeding INR 1 Crore	21 days

14. **Evaluation of Bids:**The evaluation of bids is conducted manually (offline) by the tender evaluation committee constituted by the procuring entities. The evaluation of bids is carried out strictly based on terms and conditions specified in the bidding documents. In case of single stage two envelope system, technical bids are opened first and evaluated. Subsequently, financial bids of technically qualified bidders are opened publicly, and evaluated, and lowest evaluated responsive bid (L1) is recommended for award of contract. Bids with bid premium below 10% of the estimated cost is accepted in normal circumstances. However, if the bid premium is above 10% of the estimated cost, the same is referred to Finance Department with comments from the Departmental Tender Committee (DTC) and recommendation from Finance Advisor and HOD of the tender inviting department for concurrence prior to award of the contract (as per FD memo no.2320-F(Y) June 7, 2022). Price negotiations with L1 bidders are not permitted in normal circumstances. However, under exceptional circumstances, if negotiations are warranted, they are allowed with L1 bidder only (refer PWD order no. 178-WC/1M-23/15 dated March 9, 2017), with concurrence from FD) and after obtaining due approval of the competent authority.

A minimum of three bids are required for evaluation and award of the contract to L1 bidder. Otherwise, tenders are required to be re-bid. *Details of cases of price negotiations and contract award placed on a non-competitive basis shall be reported to the Bank in agreed formats, and shall also be shared with procurement auditors*.

15. **Disclosure of Contract Award:** *Contract Award Notice (CAN) shall be disclosed on the procuring entities website and on NIC e-procurement portal under the Program. A link to websites shall be provided to auditors during procurement audit.*

16. **Preference Policy:** West Bengal follows a policy of price and purchase preference to small scale industries as well as to government organizations as per Rule 47 of the WBFRs. Exemption for payment of EMD to registered Small Scale Industries (SSI), etc. is also permissible under the rules while participating in the procurement process undertaken by the Government departments/procuring entities.

17. **Snapshot of Agency wise Procurement Arrangement:**The agency wise procurement arrangement for procurement of goods, works and services is given as under:

Particulars	WBIDCL under DoIC&E	Transport Directorate (TD) under DoT	WBSAMB/ Directorate of AMD	DoLLR
Procurement Framework	West Bengal Financial Rules, 1977 and subordinate Government Orders [GOs]/amendments issued by the State Finance Department are followed for procurement of goods, works and services. For works contracts, PWD codes, manuals and guidelines are followed. For procurement of consultancy services, a detailed guideline vide FD Meno no. 8385 dated November 22, 2013 issued by the Finance Department which is in line with the Bank's Guidelines for selection of consultancy services, is being followed.			
Tender Committee for Bid Evaluation	Yes	Yes	Yes	Yes
Procuring Arrangement	Project Division	Director of the Transport Directorate	Engineering Section (for works) and Establishment Section (for services)/ Director, AMD	Purchase Cell
Procurement Planning	All departments prepare budgets for each financial year, and the procurement process is initiated once the budget is approved.			
Standard Procurement Documents (SPDs)	Each agency has developed its own bidding documents as per their requirements based on the GOs/instructions issued by the State Finance Department, GoWB.			
Use of GeM portal	Yes	Yes	Yes	Yes
Use of NIC e-procurement portal	GoI NIC e-procurement portal https://wbtenders.gov.in/ is used for procurement of goods, works and services for contracts valued equivalent to INR 1 Lakh and above			
Procurement Complaints Handling Mechanism	All complaints are received through State of West Bengal Chief Minister Help line/Toll-free Number 18003458244.			
Contract Management Aspects	Work progress is recorded in MB manually.	Payment is made based on satisfactory delivery of goods and services.	Work progress is recorder in MB manually.	Payment is made based on satisfactory delivery of goods and services.

18. **The World Bank's Anti-Corruption Guidelines (ACG) would be applicable for the whole Program.** The Bank's Anti-Corruption Guidelines namely the "Guidelines on Preventing and Combating Fraud and Corruption in Program-for-Results Financing, dated February 1, 2012 and revised on July 10, 2015" shall apply to the Program. The Bank's ACGs shall apply to all procurement activities within the Program boundary. Under this guideline, any firm debarred by the Bank (list of debarred firms are available at Bank's website) is not eligible for any award of the contract. Requirements under these guidelines include but are not limited to (a) borrower's obligation on informing the World Bank about all fraud- and corruption-related allegations and investigations, (b) the World Bank's right to conduct administrative enquiries, and (c) ineligibility of debarred firms for contract awards. To operationalize implementation of the various areas covered in the ACGs, the spending agencies shall:

a) maintain and compile a quarterly report of complaints that may be reported that are related to the Program.
b) incorporate the Bank's listing of ineligible firms in the filter used by Implementing Agencies when they conduct due diligence. This list is available at the following website: http://www.worldbank.org/debarr.
c) incorporate into the filter mentioned above the Bank's suspension list that will be obtained from the World Bank team by the Program Team periodically.
d) report on six-monthly basis, stating that none of the contract awards under the Program are made to any of the ineligible/ suspended firm. For every bidding opportunity under the Program, each participating bidder shall submit (as part of the bidding process) a self-declaration that the firm is not subject to ineligibility or has not been sanctioned under the World Bank system of debarment and cross-debarment.
e) Program audits or annual Procurement Audits under TORs acceptable to the Bank, as well internal audits shall also review and certify above aspects, and submit audit reports in form and substance acceptable to the Bank.

Procurement Plan

Procurement plan defines the procurement requirement in a specified format that the implementing agency will procure from external suppliers. It is required to be submitted by all implementing agencies under all Result Areas . All procurement will be initiated after approval of the procurement plan from authorities as specified in the guidelines. All procurement plans will need to be disclosed in public domain in a legible form by the respective implementing agencies. It may be noted that only approved Procurement plan is to be implemented by the procuring Entities. Procurement plan covering major civil works pertaining to construction of buildings under any result areas is not permitted, however any exception to this must be properly justified by the procuring entities and be submitted to NPIU for its approval before implementation.

Disclosure of Procurement Information

19. The following documents shall be disclosed on the website of procuring entities: i. Approved procurement Plan and updates; ii. Invitation for bids for goods, works, services (consulting and non-consulting) for all National Competitive Bidding (Open Tendering); iii. Shortlists of consultants; iv. Contract award notices of all procurements carried out under WBBLETF v. Action taken report on complaints received on a quarterly basis.

Procurement Audit by auditors and World Bank

20. Post review of all the contracts under the Project as well as interim biannual financial along with procurement audit under the Project will be conducted by the auditors in addition to the mandatory Annual/Statutory audits will be conducted by the auditors as per the laid down procedures. All

documents related to procurement will be filed and kept systematically and safely. The concerned authorities will be required to make available all relevant documents to the World Bank, as and when required. The documents to be kept ready for audit include inter- alia:

a) Copy of approved procurement plan, and its web-link in public domain, and delegation of financial power;

b) All approvals from competent authorities related to procurement decision making including on contract award, and on on contract variations; links to CAN.

c) Advertisement/ details of publicity.

d) Bidding/quotation/RFP documents and addenda;

e) Details of actual key bidding dates;

f) Minutes of pre-bid/pre-proposal conference;

g) Minutes of bid/quotation/proposal opening;

h) Bid/proposal evaluation report together with recommendation for award of contract;

i) Contract document;

j) Details and supporting documents related to payments made to contractors/suppliers/vendors/consultants/service providers

k) Information on procurement related complaints [copy of the complaint and details of action taken towards resolution, etc.]

l) Information on adherence to disclosure requirements as outlined in the Operations Manual.

In addition to above, all procuring entities will maintain the following basic records which will be seen during the audits:

- **Purchase Order Log** - containing a numerical brief record of all purchase orders issued i.e. purchase order number, supplier's name, brief description of stores, total value etc.
- **Open Order File** - containing status of all outstanding orders.
- **Closed Order File** - containing historical data of all completed orders.
- **Vendor Record File** - containing names, addresses, materials that vendor can supply, delivery and quality records etc.
- **Purchases made through GeM portal** - The purchase records of items under GeM to be maintained separately.
- **Purchase Reports** - since the Procuring Entities will be handling a sizable portion of the finances, it is desirable to have some summary reports periodically (monthly/ quarterly/ half yearly/ annually).

21. The procuring entities will maintain all the records of issue, receipt, opening, evaluation of tenders, award of contracts, payments made, and all procurement records in chronological order and the files kept in a safe and identified place, protected from water and pest damage and should be retrievable for scrutiny whenever needed without wastage of time. The records of dispute resolution, complaint handling, correspondence with suppliers/contractors, consultants, banks etc. also should be kept separately and should be retrievable. Records should be maintained for a minimum period of 5 (five) years beyond the closure of the WBBLETF project.

Standard Terms and Conditions of Bidding Documents

22. Each procuring entity shall invariably insert STCs in the bidding and contract documents keeping in view the procurement method applicable and procurement guidelines governing the contract. A set of indicative STCs are given below for ready reference of all procuring entities.

I. Fraud and Corruption

23. It is required that officers, procuring entities as well as Bidders, Suppliers, Contractors, and their sub-contractors, Consultants and sub-consultants under WBBLETF financed contracts, observe the highest standards of ethics during the procurement and execution of contracts.

1. For the purposes of this provision, the terms set forth below as follows:

   i. "corrupt practice" is the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party;

   ii. "fraudulent practice" is any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation;

   iii. "collusive practice" is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party;

   iv. "coercive practice" is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party;

   v. "obstructive practice" is :

- deliberately destroying, falsifying, altering or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a procuring entity investigation into allegations of a corrupt, fraudulent, coercive or collusive practice; and threatening, harassing or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation; and

- acts intended to materially impede the exercise of the procuring entity's inspection and audit rights provided for under sub-paragraph(e) below

2. The procuring entities shall ensure that clauses related to Fraud and Corruption are consistently referred to in advertisement notices, bidding/proposal documents, and contracts for procurement of goods, works, services. The procuring entities shall reject a bid/proposal for award if it determines that the Bidder/Service Provider(Consulting and Non-consulting) recommended for award has, directly or through an agent, engaged in corrupt, fraudulent, collusive or coercive or obstructive practices in competing or execution for the contract.
3. The procuring entity will have the right to require that a provision be included in bidding document and in contracts financed under WBBLETF, a provision be included requiring bidders, suppliers, contractors and consultants to permit the procuring entity or representatives of the World Bank to inspect their accounts and records and other documents relating to the bid submission and contract performance and to have them audited by auditors appointed by the procuring entity or representatives of the World Bank.

4. The procuring entity will inform the Bank of all such cases and also refer all such cases to the State Vigilance Commission (SVC).
5. The procuring entity shall sanction a firm or individual, including declaring them ineligible, either indefinitely or for a stated period of time, to be awarded a contract financed under WBBLETF if it at any time determines that the firm has, directly or through an agent, engaged, in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for, or in executing, a WBBLETF-financed contract.
6. The procuring entity will cancel the portion of the funds allocated to a contract if it determines at any time that representatives of the bidders, suppliers, contractors or consultants engaged in corrupt, fraudulent collusive, coercive or obstructive practices during the procurement or execution of that contract, without the procuring entity having taken timely and appropriate action satisfactory to the PMU to address such practices when they occur.
7. The procuring entity may include other conditions in the bidding documents as relevant.

II. Resolution of Disputes

24. The dispute resolution mechanism will be very clearly indicated in the bidding and contract documents. As far as possible, disputes may be resolved with mutual agreement between the procuring entity and bidders, suppliers, contractors and consultants through alternate dispute resolution mechanisms to avoid going through arbitration and litigation stages.

25. There are a number of causes of disputes during the execution of contract. These may involve for example:

    - Interpretation of the terms and conditions of the contract
    - Delay in delivery/ completion of the works
    - Delay in release of payments
    - Independent test results
    - Condition of the item on arrival at consignee' end after delivery
    - Design/ specification issues

III.Laws Governing the Contract

1. All the contracts will be governed by the laws of India.

2. The courts of the place, from where the acceptance of tender has been issued, shall alone have jurisdiction to decide any dispute arising out of or in respect of the contract.

3. Irrespective of the place of delivery, the place of performance or place of payment under the contract or the place of issue of advance intimation of acceptance of tender, the contract will be deemed to have been made at the place from where the acceptance of the tender has been issued.

IV. Arbitration

The bid/ tender documents should specify the procedure for appointment of arbitrator and his replacement etc. and provisions laid down therein should be followed. In other cases the following information should be suitably incorporated in the request inviting the quotations to obtain the consent of the bidder/ tenderer to accept the arbitration clause.

4. In the event of any question, dispute or difference arising under the contract conditions or any special conditions of contract, or in connection with the contract (except as to any matters the decision of which is

specially provided for by these or the special conditions) the same will be referred to the sole and independent arbitrator who shall not be a serving government servant, and may be appointed from the Indian Council of Arbitration (ICA)(https://www.icaindia.co.in/). The arbitrator shall not be a serving government officer and the decision of the arbitrator shall be final and binding on both the parties to this contract.

5. Arbitrator may, from time to time, with the consent of all parties to the contract enlarge the time for making the award.
6. In pursuance of a reference, the assessment of the costs incidental to the reference and award respectively will be at the discretion of the arbitrator.
7. Subject to as aforesaid, the Arbitration and Conciliation [Amendment] Act, 2015 amended up to date and the rules there under and any statutory modification thereof for the time being in force will be deemed to apply to the Arbitration proceedings under this clause.
8. The arbitrator will be requested to give a reasoned award.
9. The venue of arbitration will be neutral.

V. Insurance

26. The goods/ works under supply must be fully insured against any loss or damage during transit or storage or during construction. Insurance shall be taken for 110% of value of the contract.

VI. Patent Rights

27. The supplier/ contractor should have proper and valid license/ right to the use of and/ or supply the product/ services for their design, material or manufacturing and its patent, trademark or industrial design rights in the purchaser's country. The supplier/ contractor should safeguard the interest of the purchaser from any third party claim towards the infringement of same and indemnify the purchaser. Provision should be kept for the same in the contract.

VII. Force Majeure

28. There could be circumstances/ events where the supplier/ contractor may not be in a position, in spite of his best efforts, to meet the delivery/ completion schedule due to events beyond their control and not foreseeable such as wars, or revolutions, fires, floods, epidemics, natural calamities, quarantine restrictions and freight embargo etc. In such cases suitable delivery extension based on merit of the case may be granted for arranging the delivery of goods or completion of works. Also, the supplier shall not be made liable for forfeiture of performance security, liquidated damages or termination of contract as per provisions made in the contract elsewhere. A suitable clause may be provided in the contract to this effect.

VIII.Ineligibility of debarred/suspended firms as per World Bank'slist of Debarred and Temporatily Suspended Firms

29. The procuring entities shall ensure that a contract award is not placed on entities listed under World Bank's list of temporarily suspended and debarred firms updated from time to time.

IX. Other General and Standard terms and conditions

30. The procuring entities should ensure inclusion of other general and standard terms of conditions such as clauses on warranty, guarantee, post-tender negotiations in all bidding as well contract documents as applicable for type of procurement being carried out.

6. Monitoring and Evaluation

31. A robust Monitoring and Evaluation framework is critical to achieve the objectives of WBBLETF. The project follows Program for Result (PforR) instrument with clearly defined result outcomes (Key Performance Indicators or KPI). Fund disbursement is linked to achievement of each KPI milestone by the implementing agencies. The physical and financial targets outlined under respective result areas of WBBLETF project will be monitored concurrently. The concurrent monitoring will help in tracking progress of agreed targets and thereby identifying bottlenecks during the implementation of the project. The concurrent monitoring will also provide scope for course correction / modification in the project implementation strategies to the various project implementing agencies. This will also be coupled with evaluation studies to assess the impact of various project interventions.

7.1 Monitoring and Evaluation activities

32. The various monitoring and evaluation activities under WBBLETF project are clubbed under three major heads:

Collection of Baseline Data and preparation of M&E templates

Concurrent Monitoring to track achievement of KPI/DLI targets

Commissioning Surveys, Evaluation Studies and Assessments

- **Baseline data collection**– This involves collation of baseline data for all agreed KPI milestones across various project implementing agencies. The accurate baseline will help in measuring performance of Implementing Agencies (IAs) against agreed outcomes. Along with baseline data collection, various indicators will be identified which will help in concurrent monitoring of the project.
- **Concurrent Monitoring** – As WBBLETF follows PforR instrument, hence it needs to be monitored on an ongoing basis using data from the various field offices and respective sources. This is important as it will help in timely identifying bottlenecks and suitably address them in order to ensure progress of the project and thereby achieving its defined Disbursement Linked Indicator (DLI), KPI and Intermediate Result Indicator (IRI).
- **Survey, Studies and assessment** – PMU with assistance from IAs will commission various studies during the course of implementation of the WBBLETF project in order to evaluate the implementation of the project.

6.2 Monitoring and Evaluation Framework

33. The Monitoring and Evaluation framework of WBBLETF depicts the input, activities, output, and outcome in details in order to track the activities which will impact the project and help achieve the desired results

6.3 Monitoring Strategy and Approach

34. PMU will monitor progress of implementation of the project by all IAs.The strategy for ensuring adequate Monitoring and Evaluation (M&E) of the WBBLETF project will involve data collection using the field offices, monitoring field visit, review meetings, quarterly and annual reports and other thematic and case studies on a need basis. The below table summarizes the key activities, responsibility, frequency, method and the output expected

6.4 Monitoring Plan

- PMU will capture information as per the DLI and KPI, Legal Covenants, Program Action Plan and in various result area's sections of the operations manual, including on fiduciary and safeguard performance, in co-ordiation with fiduciary and safeguard experts.
- The PMU will carry out review meetings every quarter to assess the progress of the WBBLETF project
- The PMU will undertake visit on sample basis to the implementing agencies in order to ensure that all the implementing agencies are covered at least once during an implementation year. The purpose of such visits is to assess project implementation progress. During visits, requisite guidance, feedbacks, corrective measures will also be provided.

6.5 Evaluation

35. The purpose of evaluation/impact assessment study WBLETF is to assess the outcome and impact of project intervention to achieve targets outlined.

The Project will be evaluated at the mid-term and end-term.

6.6 Impact evaluation

36. Impact evaluation will help the PMU for better understanding on the extent to which activities reach the beneficiary, for whom the project has been designed. The Impact Evaluation (if required) will be undertaken during the project. This may be conducted through adoption of appropriate research methodology, sample design, sample size, statistical analysis and testing, interpretation and documentation.

37. The impact assessment will be undertaken over the baseline data and changes which have occurred therein after project implementation. For this purpose, Ex-ante and Ex-post evaluation method may be considered.

6.7 Other Studies

38. Other studies may be carried out during the project period to find out the short-term project impact on the project beneficiaries. These studies may be concurrent evaluation studies, thematic studies, case studies capturing information on success stories etc. However, the topics and themes of these studies will have to be conceptualized by respective domain experts

6.8 MIS

39. An important focus will be on establishing an effective Management information system (MIS) across the sector. As part of this, the project will ensure that the MIS is collecting all required data points and a special purpose data analytics dashboard is established to enable the specific monitoring requirements of the Results Framework and the DLIs. These data points will be subject to periodic randomized audits and third-party validation to ensure its accuracy.

6.9 Monitoring Reports

40. Monitoring reports will be shared by PMU on monthly, quarterly and yearly basis. The reports will measure the progress of the project outcomes and create scope for corrective measures.

Four Quarterly Report periods shall be treated as First Quarter (August-October), Second Quarter (November-January), Third Quarter (February-April) and Fourth Quarter (May-July).

The Quarterly and Annual Report will cover both the physical and financial progress achieved during the year under observation, progress on fiduciary and safeguard aspect in accordance with the project design and legal covenants.

Monitoring reports on allowed civil works, project progress reports such as consolidated quarterly reports, results of studies, annual reports etc. will be uploaded on project website on timely basis which will be accessible to the public.

6.10 Monitoring Risks

41. The monitoring and evaluation framework have below listed inherent systemic risks:

- Data collection, analysis, reporting and management information system (MIS) skills are required to implement performance monitoring systems. Hence, the personnel operating MIS, should have both the project as well ICT knowledge. In the absence of such skilled personnel the MIS may not function as desired for the project.
- Capacity building of the Monitoring and Evaluation staff might take some time
- Likelihood of errors related to data entry & data Validation.
- Risk related to data not been updated by the implementing agencies in time
- Implementing performance monitoring systems may take 6–12 months.
- Ensuring data quality and reliability at each stage starting from data collection, upload, generation and submission of report

6.11 IVA for Data Verification

42. The progress of achievements under WBBLETF project will be monitored internally by the PMU. However, to validate data and information provided by the implementation agencies, an Independent Verification Agency (IVA) will be appointed by the PMU. The IVA as the third party will not be a part of WBBLETF project implementation

43. The IVA needs to conduct periodic validation of the authenticity of the data & information provided by the IAs as a part of project progress. The IVA has to prepare report on the findings related to the achievement against agreed physical targets of IAs.

44. Before undertaking validation, the IVA has to prepare and submit detailed methodology for data collection, which include: Sample Design, Sample Size, Data Collection and Data Analysis protocol focusing on the activities pertaining to the DLIs outlined for all Result Areas. The IVA will cover all implementation agencies for each cycle by adopting appropriate statistical significance sample size determination method in line with DLI verification protocol as mentioned in the financing agreement.

Monitoring & Evaluation Plan: PDO Indicators by PDO Outcomes

Reduced number of days to mutate land for logistics infrastructure	
Land mutation period (Days)	
Description	This indicator will measure the number of days (reduction in average time) required for land record mutation as part of logistic and storage support by the department
Frequency	Annual
Data source	DoL&LR
Methodology for Data Collection	MIS report
Responsibility for Data Collection	IVA
Institution for coordinated planning and monitoring of logistics sector established	
Logistics Development Council established (Yes/No)	
Description	The logistics development council is established for improved coordination.
Frequency	Annual
Data source	DoIC&E
Methodology for Data Collection	GO on the establishment of the LDC ; Bi-annual meeting minutes
Responsibility for Data Collection	IVA
Reduced truck waiting time at Bangladesh borders	
Truck waiting time at the Petrapole border (Days)	
Description	This indicator will measure the average of truck waiting time at the Petrapole border anually
Frequency	Annual
Data source	DoT
Methodology for Data Collection	Suvidha portal MIS report
Responsibility for Data Collection	IVA
Improved energy efficient cold storage capacity	
Share of cold storage units adopting energy efficiency measures (Percentage)	
Description	The indicator will measure the increase in number of cold storage units that are energy efficient; baseline 2024 (577)
Frequency	Annual
Data source	DoAM
Methodology for Data Collection	MIS reports
Responsibility for Data Collection	IVA
Women trained in specialized logistics training programs employed	
Share of trained women employed in technical and managerial roles in logistics services (Percentage)	
Description	The indicator will track the share of women trained in logistics sector skill development programs under the operation who are employed in technical and managerial roles (defined as non-elementary occupations in the National Occupations Classification, 2015).
Frequency	Annual
Data source	DoIC&E
Methodology for Data Collection	MIS report
Responsibility for Data Collection	IVA

Monitoring & Evaluation Plan: Intermediate Results Indicators by Results Areas

Reduced trade costs	
Foreign trade license e-portal operationalized (Yes/No)	
Description	Trade e-portal is established by the Export Promotion Cell and includes a compilation of free trade agreements, country and product-wise certification requirements, information regarding tariff and non-tariff barriers, etc. for export markets. The portal is to be linked to the Government of India's portal for trade registration.
Frequency	Annual
Data source	**DoIC&E**
Methodology for Data Collection	Government Order on the operationalization of the portal
Responsibility for Data Collection	**IVA**
Share of cold storage units adopting energy efficiency measures (Percentage) [DLI]	
Description	The indicator measures the share of total cold storage units that are energy efficient (using an existing national label, baseline: 577 units).
Frequency	Annual
Data source	**DoAM**
Methodology for Data Collection	MIS report
Responsibility for Data Collection	**IVA**
Change in traceability of freight trucks in West Bengal (Percentage) [DLI]	
Description	The indicator will measure the share of freight trucks in West Bengal that have adopted vehicle location tracking devices
Frequency	**Annual**
Data source	**DoT**
Methodology for Data Collection	**MIS report**
Responsibility for Data Collection	**IVA**
Enhanced institutional capacity for promoting trade and logistics	
Investment plans in the West Bengal industrial corridor (Number) [DLI]	
Description	This indicator measures the development of various investment plans needed to develop the industrial corridor. The IVA will report on the fact that the Detailed Project Reports of Industrial corridor investment plans are aligned with i) State government Environment and Social safeguards, (ii) align with the quality and content of the State Masterplan, West Bengal Logistics Policy and Gati Shakti
Frequency	Annual
Data source	DoIC&E
Methodology for Data Collection	MIS report
Responsibility for Data Collection	IVA
Specialized logistics skills training programs operationalized (Number) [DLI]	
Description	Number of programs established under the Logistics Centre of Excellence
Frequency	Annual
Data source	DoIC&E
Methodology for Data Collection	Government order; MIS reports
Responsibility for Data Collection	IVA
Share of logistics policy related grievances addressed (Percentage)	
Description	The intermediate indicator will measure the share of grievances related to the logistics policy that have been successfully addressed.
Frequency	Annual
Data source	DoIC&E
Methodology for Data Collection	MIS report
Responsibility for Data Collection	IVA

Verification Protocol Table for the Disbursement Linked Indicators

1 : Investment plans in the West Bengal industrial corridor (Number)	
1.1 : Coordinated and sustainable logistics sector development plan adopted (Text)	
Description	A State Masterplan for resilient and coordinated logistics sector development will be adopted by the GoWB. The masterplan should be prepared in a participatory manner involving relevant govt departments (with private sector stakeholders). It should include a framework for i) promoting green and sustainable logistics; (ii) outlining private sector participation, iii) prioritized investment plans, and (iii) define third-party logistics providers (3PL) and 3PL investments.
Data source/ Agency	DoIC&E
Verification Entity	IVA
Procedure	The verification of DLI will be done by IVA based on desk review of Master plan. The IVA would report on the facts that quality and content of the masterplan is line with requirements of West Bengal Logistics Policy, and Gati Shakti; (ii) process of preparing masterplan is participatory i.e., consultations of key stakeholders both government and private sectors (iii) Masterplan includes a framework for promoting green and sustainable logistics; (iv) the masterplan includes a framework to prioritize public investments and to promote Public Private Partnerships; and (v) the Master plan has been approved by the competent authority of GoWB and notified on official website.
1.2 : Change in investment by third party logistics service providers (Percentage)	
Description	The DLI measures the increase in tenancy by third party logistics providers in government industrial parks increases by 15% compared to the baseline (31st March 2023).
Data source/ Agency	DoIC&E
Verification Entity	IVA
Procedure	The IVA will verify that the number of tenants renting units in West Bengal industrial parks has increased using WBIDC MIS reports
1.3 : Detailed Project reports of investments in the West Bengal Industrial and Economic Corridor developed (Number)	
Description	This indicator measures the development of various investment plans needed to develop the industrial corridor. The IVA will report on the fact that the Detailed Project Reports of Industrial and Economic corridors investment plans are aligned with i) State government Environment and Social safeguards, (ii) align with the quality and content of the State Masterplan, West Bengal Logistics Policy and Gati Shakti, and iii) details are published on official website.
Data source/ Agency	DoIC&E
Verification Entity	IVA
Procedure	The IVA will verify that the investment plans have been approved by relevant authorities and published, including on relevant GoWB websites
2 : Specialized logistics skills training programs (Number)	
2.1 : Women trained in specialized logistics training programs (Number)	
Description	This DLI measures the number of women enrolled in government certified logistics and trade training programs
Data source/ Agency	DoIC&E
Verification Entity	IVA
Procedure	The IVA will verify the number of women enrolled in government certified logistics and trade vocational training programs using MIS reports of Centre for Logistics Excellence
2.2 : Training programs operationalized (Number)	
Description	This DLI measures the development of specialized logistics skills training programs with a special focus on training of women.
Data source/ Agency	DoIC&E
Verification Entity	IVA
Procedure	The IVA will verify that training programs have been operationalized on the basis of gazette government notification of the programs and MIS reports on enrollment
3 : Framework for trade e-governance (Text)	
Description	(i) Portal for trade license applications linked to the Government of India's online platform operationalised (ii) 5 District Export Promotion Centres operationalized in major trading hubs of the state (iii) e-registry of licensed logistics facilities (including warehouses, packhouses and other logistics facilities idetified in the POM) operationalized on relevant GoWB website Foreign trade licensing applications through the portal
Data source/ Agency	DoIC&E
Verification Entity	IVA

Procedure	The IVA will verify the operationalization of the trade e-governance framework on the basis of: **(i)** Functional and Software requirement specification for the trade license application portal liked to the Government of India's website, government notification as well as MIS reports **(ii)** Government notification of DEPCs and MIS reports on the queries received and resolved **(iii)** Functional and Software requirement specification for the e-registry of logistics facilities, government notification as well as MIS reports MIS reports of licensing applications processed through the portal
4 : Share of cold storage units adopting energy efficiency measures (Percentage)	
Description	The DLI measures the share of cold storage units in West Bengal (baseline: 577) that have adopted energy efficiency measures (according to existing national labels)
Data source/ Agency	DoAM
Verification Entity	IVA
Procedure	The IVA will verify the share of cold storage units that have adopted energy efficiency measures as inidcated by the portal. The source of information would be gazetted government notification of the cold storage licensing portal and MIS reports generated by the portal
5 : Agriculture produce and food quality testing facilities operationalized (Number)	
Description	The DLI measures the number of agriculture produce and food quality testing centers established by obtaining accreditation through NABL and Agmarknet.
Data source/ Agency	DoAM
Verification Entity	IVA
Procedure	The IVA will verify that the state has operationalized an NABL certified testing center with APEDA accreditation and an Agmarknet using gazette government notification and the NABL documentation
6 : Improved efficiency in land mutation processes (Text)	
6.1 : Standard operating procedure for operational efficiency in land conversion applications by titleholders (Yes/No)	
Description	The DLI measures the creation of a standard operating procedures for conversion of land usage applications by titleholders toincrease operational efficiency and reduce delays in filing for land conversion applications
Data source/ Agency	DoL&LR
Verification Entity	IVA
Procedure	The IVA will verify the creation of a standard operating procedure for conversion of land usage applications by titleholders using government gazetted notification and online (DoL&LR website) and creation of a new land classification for logistics and storage (including silos and cold storage)
6.2 : Automatic plot creation upon re-classification of land usage (Percentage)	
Description	The DLI measures the share of automatic plot creation upon re-classification of land usage by titleholders in revenue villages where the reconciliation between map and records has been achieved (out of a baseline of 35,000 land parcels).
Data source/ Agency	DoL&LR
Verification Entity	IVA
Procedure	The IVA will verify the automatic plot creation upon re-classification of land usage using e-Bhuchitra MIS reports
6.3 : Land mutation period (Days)	
Description	The DLI measures the number of days to mutate land reduced to 25 from application to resolution (barring objections) for at least 35 percent of total mutation applications anually
Data source/ Agency	DoL&LR
Verification Entity	IVA
Procedure	The IVA will verify the average number of days taken to mutate land for logistics and storage units (from date of application to resolution, barring objections) for at least 35% of total filed applications using the e-Bhuchitra MIS reports.
7 : Change in traceability of freight trucks in West Bengal (Percentage)	
Formula	**Refer to formulae for 7.1 and 7.2**
Description	**Refer to description for 7.1 and 7.2**
Data source/ Agency	**Refer to data source for 7.1 and 7.2**
Verification Entity	**Refer to verification entity for 7.1 and 7.2**
Procedure	**Refer to procedure for 7.1 and 7.2**
7.1 : Change in number of trucks utilizing the Suvidha portal (Percentage)	

Formula	US200,000 for every percent point increase in trucks utilizing the Suvidha portal upto 50 percent of trucks at the Bangladesh border; additional US$6,000,000 for 25 percentage point increase in trucks utilizing the Suvidha portal upto 75 percent of trucks at the Bangladesh border (baseline 2023)
Description	The DLI measures the increase in the number of freight trucks utilizing the Suvidha portal at the Petrapole border
Data source/ Agency	DoT
Verification Entity	IVA
Procedure	The IVA will verify theincrease in the number of freight trucks utilizing the Suvidha portal at the Petrapole border using DoT/ Suvidha portal MIS reports
7.2 : Share of freight vehicles adopting vehicle location tracking system (VLTS) (Percentage)	
Formula	US$200,000 for every percent of trucks with VLTS adoption upto 50 percent of freight trucks registered in West Bengal; additional US$6,000,000 for 20 percent of trucks upto 70 percent of trucks registered in West Bengal
Description	The DLI measures the share of freight trucks registered in West Bengal that have adopted vehicle location tracking devices
Data source/ Agency	DoT
Verification Entity	IVA
Procedure	The IVA will verify the share of freight trucks in the state that have adopted VLTS using DoTMIS reports

7 Social Safeguards

7.1 Environmental and Social Systems

Environmental: The environmental risks of the interventions of the government program would be in three specific areas – air emissions, water pollution, and generation of inorganic solid waste. The potential environmental impacts are primarily due to large scale civil works and construction activities; potential loss of green cover due to felling of trees; loss of topsoil and biodiversity impacts; generation and disposal of battery waste and e-waste which would need specific mitigation measures. Disposal of all forms of waste generated from the certification laboratories; setting up of check posts, rescue and aid posts; and development of parking complexes for transport vehicles are likely to have adverse environmental impacts. Although the program may eventually reduce congestion and improve efficiency of the transport corridors, increased emissions and dust levels would be anticipated around the newer infrastructure such as logistics parks. The construction/maintenance of associated facilities will also lead to noise, dust and water pollution which may adversely impact adjacent water bodies unless such facilities are developed as “zero discharge” facilities. It is anticipated that multiple small vendors, formal or informal, will set up establishments in the vicinity to provide a range of services to the logistics hubs and in the process generate significant volumes of inorganic wastes. The potential for seepage and leakage of hazardous chemicals and oils from operations of logistics cannot be ruled out.

Social: Some of the adverse potential social impacts include risks associated with purchase/acquisition of land, resettlement of non-titleholders; permanent or temporary economic/livelihood impacts on third parties (tenants, sharecroppers, businesses, agriculture laborers, etc.); influx of migrant labor; potential GBV and risks to community health and safety, and low awareness of and access to established grievance redressal systems, particularly by the project affected persons. Activities such as provision of services through District Export Facilitation Centres, promotion activities for the development of logistics centers and related investments at the district level, physical and digital last mile connectivity, and incentives for logistics park development might exclude the poorest and most vulnerable communities from accessing/benefiting from the Program. It is felt that plans to ensure inclusion of all have not yet been fully thought through and there is potential elite capture of project incentives.

7.2 Activities to be undertaken

The interventions planned under WBBLETF are expected to result in substantial social and environmental benefits to the society at large, especially to the poor and vulnerable sections. Adverse impacts that are sensitive, diverse, and unprecedented on the environment and/or people are not foreseen. However, planned efforts are essential to ensure that the proposed interventions do result in sustainable social and environmental benefits. To ensure appropriate mitigation, the following would be developed and complied with under the Program:

- Prepare an ESMF for the Program that will include:
    - exclusion list;
    - procedure for E&S risk screening, categorization, guidance for avoiding and minimizing risks and impacts identified through screening;
    - procedures for land management;
    - Labor Management Procedures;
    - GBV and SEA/SH Framework;
    - Tribal Development Framework;

  - ➢ Stakeholder Engagement Framework (including, as and where required, activity specific GRMs);
  - ➢ procedures to mitigate adverse impacts on soil, air, noise, water, waste disposal, etc.; and
  - ➢ templates for E&S management plans (to be detailed for each activity based on activity specific E&S risk classification).

- Preparation of specific ESMS for the DoIC&E, DoT, DoAM, and DoL&LR
- Develop an SOP for tracking and managing risks arising out of transit of hazardous chemicals and petroleum products; and
- Develop an SOP for occupational health and safety and community health and safety and one for accidents and incidents reporting.

In addition to above, E&S capacity building of Program implementing agency staff, contractors, and other associated stakeholders would be conducted. A detailed training plan would be developed and training would be conducted based on the same.

At the PMU, there will be a nodal officer who shall address environment and social systems related concerns for the implementation of the WBBLETF project. In addition DoICE, DoT and DoAM need to appoint two senior officials who can undertake the work of an environment and social specialist.

The detail on the Environmental and Social Nodal Officer is as follows:

1. The Officer will be part of the PMU and will report to Program Director
   a. The Nodal (Environmental and Social) Officer will be responsible for the overall coordination of all environment and social systems related activities in order to ensure that there is no violation of statutory provisions, standard protocols and identified environment and social systems rules and procedure. The Officer will support in implementing environment and social system related activities, and will provide guidance and support, as required.

   b. The Officer will be responsible for planning, formulation and coordination of the environment and social system activities.

2. Specific responsibilities of the Officer will include the following:
   a. Monitor implementation of environment and social system regulations relevant for project implementation.
   b. Ensure environment and social system information is available and regulations updated at state level.
   c. Monitor activities adhere to existing regulations
   d. Ensure relevant capacity building courses and syllabus are incorporated in training activities
   e. Promote green buildings, water saving and energy efficient systems, where possible
   f. Develop and include an environment and social system checklist including provisions for continued sustainability of environmentally appropriate and safe interventions to be a part of regular monitoring activities and ensure that it is used as a part of the regular monitoring activities.
   g. Identify gaps in the implementation of environment and social systems and work with Departments to address them.

3. Reporting and Communication

    a. The Officer will report to the PD, but may communicate directly with the implementing agencies for environment and social systems related works.

    b. For strategically important decisions regarding the duties (assignments), the Officer needs to obtain approvals of the PD or appropriate authorities from time-to-time.

    c. Prepare Monthly Progress (or as defined under the project) Reports for all environment and social systems related activities;

    d. Prepare Minutes from the meetings with the environment and social systems consultants, if any, appointed for project purposes.

4. Meetings:

    The Officer will,

    a. Participate in the Project Steering Committee meetings/Implementation support Mission, if required;

    b. Have regular/periodical meetings or discussions with the state level environmental and social systems nodal in-charge, to ensure required environmental and social systems are being implemented properly;

    c. Have regular meetings with the consultants, suppliers and contractors, in order to monitor the progress of their work;

    d. Organize/attend ad-hoc meetings, when necessary.

5. Qualifications and Experience

    Candidates with following qualifications may be selected by nomination or on deputation.

    a. Essential Qualifications:

        i. A B.E. or B.Tech. preferably with an engineering degree in civil/environmental engineering or an environment degree or equivalent from a recognized university, or having at least 5 years of experience in managing environment issues.

        ii. Should have proficiency and strong communication skills in English and the local language.

        iii. Should have knowledge of Information Technology (IT) & Computer skills including database management.

    b. Desired Qualifications:

        i. Candidate should be able to deliver results without any supervision and able to work independently, conversant with environmental monitoring tools and techniques and familiarity with State Government and National standard procedures and practices will be given preference.

        ii. Experience of working in government as a consultant/staff in similar projects

7.3 Program exclusion

The Program will not invest in, support, or implement any activity that will involve:

- Air, water, or soil contamination due to project activities leading to significant adverse impacts on the health or safety of individuals, communities, or ecosystems.
- Significant conversion or degradation of critical natural habitats or critical cultural heritage sites.
- Projects/ Activities causing adverse impacts on cultural property resources.
- Usage of land that was procured without paying full compensation to Titleholders and Rehabilitation and Resettlement Assistance to Non-Title Holders as per The Right to Fair Compensation and Transparency in Land Acquisition, Rehabilitation and Resettlement Act 2013.
- Production or activities involving harmful or exploitative form of child labor or forced labor.
- All activities excluded as per Bank's PforR policy (as outlined in Bank's PforR Guidance Manual).

8 Grievance

GRMS of the GoWB. The Rules (West Bengal Right to Public Services Rules, 2013) notified to implement the Act clearly outlines the steps to be followed, with associated timelines, for processing applications received from eligible applicants and a feedback mechanism for the same. It outlines a three-tiered approach whereby applicants can request review of their petitions by a higher authority in case they are not satisfied with the decisions taken at the lower level(s). Residents can also register their complaints/grievances to the Program Implementation and Grievance Cell set up in the Office of the Chief Minister, GoWB in June 2019. Complainants may call a toll-free number (18003458244) to register their complaints or send a text message to a dedicated number (+919073300524) or send their complaints through email (wbcmro@gmail.com). Complaints received at the Program Implementation and Grievance Cell are supposed to be resolved by the concerned department within seven days.

The PMU would keep a track of all the complaints received by the Implementing Agencies under the Program and followup for their resolutions. A status update would be provided to the World Bank at frequent intervals. Relevant records would be maintained by the PMU with regard to the grievances received by the implementing agencies and its resolution.

Grievance Redress. Communities and individuals who believe that they are adversely affected as a result of the Bank supported PforR operation, as defined by the applicable policy and procedures, may submit complaints to the existing program grievance mechanism or the Bank's Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed in order to address pertinent concerns. Project affected communities and individuals may submit their complaint to the Bank's independent Accountability Mechanism (AM). The AM houses the Inspection Panel, which determines whether harm occurred, or could occur, as a result of Bank non-compliance with its policies and procedures, and the Dispute Resolution Service, which provides communities and borrowers with the opportunity to address complaints through dispute resolution. Complaints may be submitted at any time after concerns have been brought directly to the Bank's attention, and Bank Management has been given an opportunity to respond. For information on how to submit complaints to the Bank's Grievance Redress Service (GRS), visit https://www.worldbank.org/GRS. For information on how to submit complaints to the Bank's Accountability Mechanism, visit https://accountability.worldbank.org.

Each of the implementing agencies already have a nodal officer for resolving the grievances and would continue to maintain the same during the program duration.

An online system for procurement complaint handling will also be developed under the program. This could be an off the shelf software or could be a bespoke development which may also be integrated with the existing grievance redressal mechanism. The online system will cover all the level of the government responsible for implementing the program. The online system would enable tracking of the complaints from the moment it is lodged till its satisfactory resolution. The current escalation matrix would be duly used for resolving the complaints.

The steps to be undertaken for resolving the procurement grievances are as under:

- PMU shall initiate immediate action on receipt of complaints to redress the grievances.
- All offline complaints on receipt should be entered in a register.
- All complaints should be handled at a level higher than that of the level at which the evaluation/ procurement process is being undertaken.

- If allegations are found correct, appropriate remedial measure should be undertaken by the higher administrative authorities.
- If an individual staff is found responsible, suitable disciplinary proceedings should be initiated, against such staff under the applicable conduct rules.
- An appropriate response should also be sent to the complainant.
- The report in the prescribed Performa must be submitted to PMU in order to ensure its closure. The closure report must have feedback from complainant covering his/her satisfaction on the resolution provided.

DLI 1: Investment plans in the West Bengal Industrial and Economic corridor

DLR 1.1	**Adoption of the state master plan for resilient logistics sector development**
Description	A state master plan for resilient and coordinated logistics sector development will be adopted by the Government of West Bengal (GoWB). The master plan should be prepared in a participatory manner involving relevant government departments (with private sector stakeholders). It should include a framework for (i) promoting green and sustainable logistics; (ii) outlining private sector participation; (iii) prioritized investment plans; and (iv) define third party logistics (3PL) providers and 3PL investments.
Verification Procedure as per PAD	The verification of DLI will be done by IVA based on desk review of Master plan. The IVA would report on the facts that: (i) quality and content of the masterplan is line with requirements of West Bengal Logistics Policy (ii) process of preparing masterplan is participatory i.e., consultations of key stakeholders both government and private sectors (iii) the Masterplan includes a framework for promoting green and sustainable logistics; (iv) the masterplan includes a framework to prioritize public investments and to promote Public Private Partnerships; and (v) the Master plan has been approved by the competent authority of GoWB (in this case, the Department of Industries, Commerce and Enterprises) and notified on official website.
DLI Allocation amount and Target as per PAD	US$15,000,000 • State master plan for resilient logistics sector development has been adopted
Documents to be obtained: • State Master Plan, GoWB notification for approval, final draft of the Master plan uploaded on an official GoWB website • West Bengal Logistics Policy (approved version). • Minutes of meetings with stakeholders	
Verification Methodology:	
Desktop Review by IVA 	• Review of the state master plan and the West Bengal Logistics Policy (WBLP) to establish that: i) the content of the master plan is in line with WBLP It includes (1) List of stakeholders consulted, including respective government departments and private sector representatives, (2) Documentation of stakeholder consultations (e.g., meeting minutes, workshop reports, feedback received etc.), (3) Evidence of incorporation of relevant feedback from consultations into the final plan. ii) it includes a framework for promoting green and sustainable logistics (e.g., strategies for reducing carbon emissions and promoting clean energy, provisions for green infrastructure (e.g., EV charging stations, solar-powered warehouses), measures for waste reduction, etc). iii) it includes (1) Clear prioritization of public investment projects based on criteria such as impact, feasibility, and alignment with policy goals, (2) Identification of potential PPP opportunities and enabling mechanisms, risk-sharing frameworks, and institutional arrangements for PPP implementation. iv) it includes definition of 3PL providers and 3PL investments (defined as units of industrial parks occupied by 3PL providers) • Verify whether the state master plan has been approved by competent authority and notified on official website.

DLR 1.2	Investment by third party logistics service providers
Description	The DLI measures the increase in the number of 3PL service provider establishments by 15 percent compared to the baseline as on March 31, 2023. *(Third-party logistics (3PL) providers are entities to whom firms outsource logistics functions. They include service providers that deliver core activities such as transportation, handling, and warehousing, as well as those that bundle and integrate a wider range of services—covering distribution, packaging, inventory management, cold chain, order fulfilment, reverse logistics, and related supply chain solutions. 3PLs may own those assets or not, and may operate from within or around industrial parks but are not limited to them, as their services extend across the broader state logistics ecosystem.)*
Verification Procedure as per PAD	The IVA will verify the increase in the number of 3PL service provider establishments in West Bengal by using WBIDC MIS reports.
DLI Allocation amount and Target as per PAD	US$ 10,000,000 - US$5,000,000 for a 10 percent increase in third party logistics service providers in West Bengal (compared to baseline as of March 2023); US$1,000,000 for each additional increase of 1 percentage point (compared to baseline as of March 2023) up to a total of 15 percent increase in such establishments in West Bengal.

Documents to be obtained are:

- WBIDC authenticated MIS Reports (containing details among others - name of 3PLservice provider establishments, documentary support for their registration/ incorporation, date of registration/ incorporation, date of their commencement of business in West Bengal etc.)
- Above will include – numbers as on baseline (31 March 2023) and on 31st March 2025

Verification Methodology:

Desktop Review 	- Collect 3PL entity wise data from WBIDC's MIS and supporting as mentioned in "document required" - Validate MIS details and supporting to ensure that all 3PL service providers are established in West Bengal. - Calculate percentage increase in numbers of 3PL service provider establishments from baseline year.

<table>
<tr><th>DLR 1.3</th><th>Approval of detailed project reports of investments in the West Bengal Industrial and Economic Corridor (Number)</th></tr>
<tr><td>Description</td><td>The indicator measures the development and approval of the detailed project reports for developing the West Bengal industrial and Economic corridor. The IVA will report on the fact that the detailed project reports of Industrial and Economic Corridors investment plans:
(i) align with state government E&S safeguards
(ii) align with the West Bengal Industrial and Economic Corridor Policy (2023) and
(iii) details are published on official website</td></tr>
<tr><td>Verification Procedure as per PAD</td><td>The IVA will verify that the investment plans have been approved by relevant authorities and published, including on relevant GoWB websites.</td></tr>
<tr><td>DLI Allocation amount and Target as per PAD</td><td>US$5,000,000
• US$1,000,000 for each approved detailed project report of investment plan up to a total of 5 investment plans</td></tr>
<tr><td colspan="2">Documents to be obtained are:
• Approved detailed project reports (DPR) for the Industrial and Economic Corridor as prepared by WBIDC, Office order for approval
• State government E&S safeguards (guideline/norm/regulation)
• URL of GoWB website where Investment plan is published.</td></tr>
<tr><td colspan="2">Verification Methodology:</td></tr>
<tr><td>Desktop Review
</td><td>• Review the DPRs prepared by WBIDC for Industrial and Economic Corridors investment plans to establish the fact:
(i) it is aligned with the West Bengal Industrial and Economic Corridor Policy (2023)
(ii) it is aligned with state government E&S safeguards
• Check the approved plan has been uploaded on relevant GoWB websites, and is available through official circular, public notice.
• Cross-check the published version with the approved version to ensure alignment</td></tr>
</table>

DLI 2: Specialized logistics skills training programs (Number)

DLR 2.1	**Women trained in specialized logistics training programs (Number)**
Description	This DLI measures the number of women enrolled and certified by government certified logistics and trade training programs
Verification Procedure as per PAD	The IVA will verify the number of women enrolled in government certified logistics and trade vocational training programs and duly certified, by using MIS reports of center of logistics excellence.
DLI Allocation amount and Target as per PAD	US $ 15,000,000 • US$1,000,000 for every 100 women trained, up to a total of 1,500.
Documents to be obtained are: • MIS reports of center of logistics excellence (set up by Govt Notification), duly authenticated by head of the CoE.MIS will contain among others - Gender, date of enrolment, date of training, Name of the ”logistics and trade vocational training programs” certified by government, Name of Training Centres) • Certificate of training provided by GoWB after training completed by women	
Verification Methodology:	
Desktop Review 	• Obtain the authenticated MIS of Center of logistics excellence, validate it, if any. Filter the MIS report of women trainees, verify that the enrolment dates and training provided are within the DLI reference period, • Cross verify training program names appearing in government certified logistics and trade training programs lists. • Select a random sample of women trainees (e.g., 5%) and verify their enrolment through phone confirmation and by cross-checking with the attendance sheet. Verification will be conducted from Client place. • Compile the Final count of the number of valid, eligible women enrolments in certified programs during the DLI reference period from the MIS report.

DLR 2.2	Training programs are operational
Description	This DLI measures the development of specialized logistics skills training programs. deleted the “with special focus on training of women”
Verification Procedure as per PAD	The IVA will verify that training programs have been operationalized on the basis of gazette government notification of the programs and MIS reports on enrolment
DLI Allocation amount and Target as per PAD	US$10,000,000 - US$2,000,000 for each vocational training program up to 5 training programs (including technical and managerial).
Documents to be obtained are: - Government Order for the training programs - Work Orders issued to training agency - Training plan/programme, Training Materials, Training completion report - Authenticated MIS reports on Enrolment (Gender, date of enrolment, date of training, Name of the training programs)	
Verification Methodology:	
Desktop Review	- Obtain the Government Order and check whether logistics sector skills are explicitly covered in the Order. Also, whether the training contents cover both technical as well as managerial aspects. - Confirm that the training programs were conducted (specialised logistics skill training covering technical as well as managerial aspects) by verifying the authenticated Training completion Report - Ensure that the training program listed in MIS report matches those mentioned in the Government Order and Work Order.

DLI: 3 Framework for trade e-governance

DLR 3.1	**Portal for trade license applications through the portal operationalized**
Description	The DLI measures the operationalization of a digital link for repository on processed trade license applications.
Verification Procedure as per PAD	The IVA will verify the operationalization of link in Shilpa Sathi portal containing the processed trade license applications.
DLI Allocation amount and Target as per PAD	US $ 5,000,000

Documents to be obtained are:

- Shilpa Sathi portal MIS report on processed trade licence application (duly authenticated)and supporting documents provided for trade licence applications of EOUs
- Government order/notification for operationalisation of Portal
- Screenshots or system demo/URL access to confirm live and functional status.

Verification Methodology:

Desktop Review 	• Verify whether Shilpa Sathi portal of West Bengal government is having the link of processed trade licence applications. • Perform test application to check the working of linkage functionalities of the portal and take screenshot therefrom • Examine the MIS report to verify number of clicks made in the Shilpa Sathi portal

DLR 3.2	**District Export Promotion Centres operationalized in major trading hubs of the state**
Description	The DLI confirms the operationalization of five District Export Promotion Centres (DEPCs) in major trading hubs of the state of West Bengal to support exporters with technical guidance and policy information.
Verification Procedure as per PAD	The IVA will verify establishment of the Centres, government notification/order of the DEPCs and MIS reports on number of queries received and resolved at DEPCs
DLI Allocation amount	US $ 3,000,000

Documents to be obtained are:

- Government notification/Government order of establishment of DEPCs major trading hubs of the state.
- **Organizational structure** and staffing details of each DEPC.
- MIS reports on the queries received and resolved (Applicant name, Applicant Export Id, Date of application, District, Query, Query Category (E.g., technical issue, document query, delay), Date resolved, Status of query, Resolution Mode (Email, Phone)

Verification Methodology:	
Desktop Review	• Check the Government notification/Order which mandates the establishment of 5 District Export Promotion Centres. • Check the no. of staffs deployed in DEPC. Visit the DEPCs to verify that these are operational. • Obtain MIS reports and check total number of number of queries received and resolved.
DLR 3.3	**e-registry of licensed logistics facilities operationalized on relevant GoWB website**
Description	The DLI checks the launch and use of an online e-registry of licensed logistics facilities hosted on the Government of West Bengal's website (including warehouses, pack houses, and other logistics facilities identified in the POM)
Verification Procedure as per PAD	The IVA will verify the operationalization of the e-registry of licensed logistics facilities through government notification as well as MIS reports of e-registry system.
DLI Allocation amount and Target as per PAD	US $ 2,000,000
Documents to be obtained are: • Government notification/Order on launch of the e-registry • MIS reports on Number and type of logistics facilities listed, frequency of access or updates to the registry etc. "Deleted the FRS & SRS requirements"	
Verification Methodology:	
Desktop Review	• Verify the Govt. Notification/order which mandates the creation and operationalization of the e-registry system. • Perform test application to check the working of functionalities on the portal "Deleted the FRS & SRS requirements"
DLR 3.4	**Foreign trade licensing applications processed through the portal**
Description	The DLI measures the numbers of foreign trade licensing applications being processed through the trade licencing application portal of government of West Bengal.
Verification Procedure as per PAD	The IVA will verify use of the foreign trade license portal through MIS reports showing number of export license applications processed via the portal.
DLI Allocation amount and Target as per PAD	US $ 10,000,000 • US$1,000,000 for every 20 export license applications through the portal
Documents to be obtained are: • Review of actual licencing activity data	

• MIS reports of licensing applications processed through the portal (as on baseline date and Verification date e.g., 31st July 2025) (Applicant Nane, Applicant ID, Application type, Date of Application, Current status of the application, Date of approval.)	
Verification Methodology:	
Desktop Review	• Obtain the actual data on foreign trade license application in the State • Obtain system-generated MIS reports for the review period • Check total applications received vs. processed • Identify number of pending/rejected applications without justification

DLI: 7 Change in traceability of trucks in West Bengal (Percentage)

DLR7.1	Number of trucks utilizing the Suvidha portal (Percentage)
Description	The DLI measures the increase in the number of trucks (defined as total vehicles using the Suvidha portal)utilizing the Suvidha portal at the Petrapole border
Verification Procedure as per PAD	The IVA will verify the increase in the number of trucks utilizing the Suvidha portal at the Petrapole border usingDoT/ Suvidha portal MIS reports.
DLI Allocation amount and Target as per PAD	US $ 16,000,000 • US$200,000 for every percent point increase in trucks utilizing the Suvidha portal up to 50 percent of trucks at thePetrapole Border • Additional US$6,000,000 for 25 percentage point increase in trucks utilizing the Suvidha portal up to75 percent of trucks at the Petrapole Border (*baseline 31 March 2023: 66,289*).

Information required:

- MIS report from Suvidha portal (PDF as well as in excel spreadsheet duly authenticated/ approved by the Principal Secretary) from the date portal becoming operational as of31 May 2025 on number of trucks using Suvidha portal.

Information provided by the DoT:

- Month-wise total vehicle using the Suvidha Portal from July 2022 to May 2025 from Petrapole.

Information / document further required:

- *Number of trucks utilizing the Suvidha Portal at the Petrapole border from June 2023 (when the portal became active) till 31 Mar 2025 (PDF as well as in excel spreadsheet*duly authenticated/ approved by the Principal Secretary*).*

Verification Methodology:

Desktop Review	• Collect Suvidha Portal's MIS Reportsfrom DoT on the Truck registered on the portal for movement clearance and obtaining pass. • Identify number of trucks using the Suvidha portal as of31May2025 at the Petrapole border. • Calculate percentage increase in the number of trucks in a fiscal year(as above) on baseline (66,289 as on March 31, 2023).

Dr. SAUMITRA MOHAN, IAS
Secretary
Transport Department
Government of West Bengal

DLR7.2	Share of freight vehicles adopting vehicle location tracking system
Description	The DLI measures the share of goods carriers registered in West Bengal that have adopted vehicle location tracking devices. (Freight trucks defined as "goods carrier")
Verification Procedure as per PAD	The IVA will verify the share of goods carriers in the state that have adopted VLTS using DoT MIS reports.
DLI Allocation amount and Target as per PAD	US $ 14,000,000 • US$200,000 for every percent of trucks with VLTS adoption up to 50 percent of freight trucks registered in West Bengal; additional US$4,000,000 for 20 percent of trucks up to 70 percent of trucks registered in West Bengal.

Information required:

- Authenticated/Approved (by Principal Secretary) MIS report of Department of Transport on the number of goods carriers registered in West Bengal as of 31 May 2025 (including Vehicle type, , etc.)
- Authenticated/Approved (by Principal Secretary) MIS report of Department of Transport on goods carrier-wise details of numbers of vehicles with VLTD installed as of 31 May 2025 (including Vehicle type, VLTS Installation Date etc.)

Information provided by the DoT:

- Year-wise number of registered Transport Motor Vehicles in West Bengal (2021-22 to till year to date May 2025).
- Year-wisenumber of VLTD installed with vehicles registered in West Bengal(2021-22 to till year to date May 2025).
- Latest status on fitting of VLTD in various categories of commercial vehicles -A snapshot from "ATR based on the SCCoRS directions in order to promote Road Safety measures"

Further Information / document required:

- Authenticated/Approved (by Principal Secretary) *MIS report on year-wise number of goods carriers (vehicle category wise), registered in West Bengal as of 31 May 2025*
- Authenticated/Approved (by Principal Secretary) *MIS report on year-wise number ofgoods carrierregistered in West Bengalutilizing the VLTD as of 31May 2025 (*including the details like vehicle type, VLTS Installation date etc.*)*

Verification Methodology:

Desktop Review	• Collect MIS Reports from DoT showing the Total registered goods carrier under the Motor Vehicles Act in the state. Identify the no. of goods carrier in which VLTS is installed and prepare such list. • Calculate the number of goods carrier in which VLTS is installed and status of VLTS is active as on verification date. • Arrive at the share of vehicles using VLTS (compared to total registered vehicles, by category; baseline 0 as of March 31, 2023)

Dr. SAUMITRA MOHAN, IAS
Secretary
Transport Department
Government of West Bengal

Month	ICP Petrapole	ICP Ghojadanga	ICP Mahadipur	ICP Hili	ICP Changrabandha	ICP Fulbari	Total Vehicle Exported
	Vehicle Exported	Vehicle Exported	Vehicle Exported	Vehicle Exported	Vehicle Exported	Vehicle Exported	
F.Y. 2022-2023							
July, 2022	1043	177					**1220**
August, 2022	6240	5721					**11961**
September, 2022	8433	7130	300	461	103	91	**16518**
October, 2022	7748	5929	2882	2836	2449	528	**22372**
November, 2022	7673	6163	6838	3777	7099	3632	**35182**
December, 2022	7554	5265	7218	2199	7987	2597	**32820**
January, 2023	7804	5819	9054	2432	8147	2487	**35743**
February, 2023	9809	7393	7042	3045	8949	2930	**39168**
March, 2023	9985	9021	8140	3892	8638	2370	**42046**
Total	**66289**	**52618**	**41474**	**18642**	**43372**	**14635**	**237030**
F.Y. 2023-2024							
April, 2023	8019	6856	7619	3174	4723	2853	**33244**
May, 2023	7625	7690	9979	3026	7530	3736	**39586**
June, 2023	6837	6866	8037	2442	6707	2380	**33269**
July, 2023	7625	6955	7517	2394	6802	939	**32232**
August, 2023	8176	7261	7974	2813	6472	976	**33672**
September, 2023	7822	4804	8346	2153	4496	1915	**29536**
October, 2023	7901	5911	7820	2038	4526	1771	**29967**
November, 2023	7647	6276	8760	2142	5696	837	**31358**
December, 2023	7811	4557	7445	1792	6316	1854	**29775**
January, 2024	7882	4044	7126	1115	6840	1494	**28501**
February, 2024	9899	4758	7117	1532	6535	1455	**31296**
March, 2024	10116	5689	7796	2065	6559	2305	**34530**
Total	**97360**	**71667**	**95536**	**26686**	**73202**	**22515**	**386966**
F.Y. 2024-2025							
April, 2024	7443	4580	6780	1936	4828	1941	**27508**
May, 2024	7952	4572	7543	1559	8372	2694	**32692**
June, 2024	8898	4530	5990	967	5512	1362	**27259**
July, 2024	7890	4812	5432	1580	5874	1062	**26650**
August, 2024	6666	4118	4668	1346	5487	815	**23100**
September, 2024	7636	4407	4832	1310	6093	860	**25138**
October, 2024	8127	5089	5662	1657	4938	840	**26313**
November, 2024	9883	6582	7695	2720	6742	506	**34128**
December, 2024	10232	6984	8292	2508	7582	24	**35622**
January, 2025	9978	5107	8367	2187	9486	1650	**36775**
February, 2025	9911	5687	7639	2221	2010	2605	**30073**
March, 2025	9354	6097	7761	2566	6153	2192	**34123**
Total	**103970**	**62565**	**80661**	**22557**	**73077**	**16551**	**359381**
F.Y. 2025-2026							
April, 2025	8655	4566	6993	2223	7208	3108	32753
May, 2025	7746	4552	6172	756	6623	4287	30136
Total	**16401**	**9118**	**13165**	**2979**	**13831**	**7395**	**62889**

Secretary
Transport Department
Government of West Bengal

1. Number of Goods Carriers registered in West Bengal as on 31.05.2025:

Category of Goods Carriage	Registered as on 31.05.2025
Heavy Goods Vehicle	4,09,728
Medium Goods Vehicle	6,43,366
Light Goods Vehicle	46,465
Total	10,99,559

2. Financial Year wise Number of Goods Carriage as on 31.05.2025:

Category of Goods Carriage	Registered in 2023	Registered in 2024	Registered in 2025 (upto May)
Heavy Goods Vehicle	13143	12534	4923
Medium Goods Vehicle	881	1,486	759
Light Goods Vehicle	16,697	16,993	7,823
Total	30,721	31,013	13,505

3. No of Goods Vehicles fitted with VLTD:

	2023	2024	2025 upto 31.05.2025
Heavy Goods Vehicle	6096	4980	1967
Medium Goods Vehicle	279	389	202
Light Goods Vehicle	386	331	146
Total	6761	5700	2315

Secretary
Transport Department
Government of West Bengal

DLR: 4 Share of cold storage units adopting energy efficiency measures (Percentage)

DLR4.1	Share of cold storage units adopting energy efficiency measures
Description	The DLI measures the share of cold storage units in West Bengal (out of a baseline of 577 registered cold storage units as measured as of XXXX datethat have adopted energy efficiency measures (according to existing national labels)(To confirm the baseline as on 31st March 2023 with the DoA&M)
Verification Procedure as per PAD	The IVA will verify the share of cold storage units that haveadopted energy efficiency measures as indicated by the portal. The source of information would be gazetted government notification of the cold storage licensing portal andMIS reports generated by the portal.
DLI Allocation amount and Target as per PAD	US $ 8,000,000 o US$80,000 for every 3 units of cold storage unit certified as energy efficient up to a maximum of 300 cold storage units(out of 577 registered cold storage units in West Bengal).

Documents/Information to be obtained are:

- Gazetted government notification of the cold storage licensing portal.
- MIS reports as on 31 March 2026generated by the cold storage licensing portal. This MIS will include information among other Names of cold storage units, Certificate/ license no.,etc.)
- Certification/appropriate documentation from the certifying authority (DoA&M) on the energy efficiency measures adopted by the cold storage units. The parameters will be defined in due course*. (Energy efficient measures will be set by WBREDA)
- URL of cold storage licensing portalwhere energy efficiency measuresaredisplayed.

*Energy efficiency measures as per National level needs to be specified after discussion with appropriate authority (such as WBREDA). Parameters for energy efficient measures will be decided upon discussion between the DoA&M, the appropriate authority, the World Bank.Necessary documentation/ certification required for confirmation of adoption of energy efficient measures will be decided. Once these are decided, the POM will undergo modification on this basis, and verification protocol will be updated.

Verification Methodology:

Desktop Review	o Review the Government gazetted notification for the number and details of cold storage units in West Bengal. o MIS generated from the portal, confirmed by respective certification (as mentioned in the "documents required") on adoption of energy efficiency measures by the cold storage units. o Calculate share of cold storage units in West Bengal (out of a baseline of 577 registered cold storage units) that have adopted energy efficiency measures

22.10.2024

ONKAR SINGH MEENA, IAS
Principal Secretary,
Agricultural Marketing Department
Government of West Bengal

DLI: 5 Agriculture produce and food quality testing facilities that have been operationalized (Number)

DLR5.1	Agriculture produce and food quality testing facilities that have been operationalized (Number)
Description	The DLI measures the number of agriculture produce and food quality testing centers established that have obtained NABL certification and Agmarktesting.
Verification Procedure as per PAD	The IVA will verify that the state has operationalized two NABL certified testing centers, of which one providesAgmark certification, using gazette government notification and the NABL documentation.
DLI Allocation amount and Target as per PAD	Target as provided PAD:US$ 7,000,000 o US$3,500,000 each for: (i) new testing center receiving approval and NABLcertification; (ii) Agmarknet certification. (To confirm from DoA&M, GoWB that "new testing center receiving approval" will be a Plant Quarantine Office or other testing center)

Documents to be obtained are:

- Gazette government notification for establishment and operationalisation of NABL certified testing centers and one of the labs will be an Agmark standards testing facility
- NABL certification documentation for accreditation of testing labs
- Agmarknet approved documents to confirm that the lab is authorized to carry out Agmark testing
- Relevant authenticated documentation/ papers on operationalisation of the testing centers, such as staff deputation, sample test reports and registers, etc.

Verification Methodology:

Desktop Review	o Review the government notification that notifies the establishment of agriculture produce and food quality testing centers o Verify the NABL certificate, Agmarknet approval/ certificate of Agriculture produce and food quality testing centers. o Review the recent sample test report, tests register maintained to confirm the operation of the Agriculture produce and food quality testing centers.Review during the site visit that the testing center is staffed and equipment are installed, o Verify that the agriculture produce and food quality testing center is listed on Agmarknet portal and take screen shot of the same.

22. [illegible]

ONKAR SINGH MEENA, IAS
Principal Secretary,
Agricultural Marketing Department
Government of West Bengal

DLI: 6 Improved efficiency in land mutation processes

DLR 6.1	Publication of standard operating procedure for operational efficiency in land conversion applications by titleholders (Yes/No)
Description	The DLI measures the creation of SOPs for conversion of land usage applications to increase operational efficiency and reduce delays in filing for land conversion applications
Verification Procedure as per PAD	The IVA will verify the creation of a Standard Operating Procedure (SOP) for conversion of land usage applications using government gazetted notification and online (Government website).
DLI Allocation amount and Target as per PAD	US$ 10,000,000
Documents/Information to be obtained are: SOP for conversion of land usage applications Government Gazette notification URL of Government website where this SOP and notification are published.	
Verification Methodology:	
Desktop Review	Review the Government Gazette notification which notifies the SOP Check whether the above notification specifies "Standard Operating Procedure (SOP) for conversion of land usage applications Check the SOP is available in public domain (Government Website) Good to have: a) Review of the contents of the SOP, whether this is for conversion of land usage.

Director of Land Records & Surveys and
Joint Land Reforms Commissioner,
West Bengal

DLR 6.2	Automatic plot creation upon re-classification of land usage (Percentage)
Description	The DLI measures the share of automatic plot creation upon re-classification of land usage in revenue villages where the reconciliation between map and records has been achieved (out of a baseline of 35,000 land parcels).
Verification Procedure as per PAD	The IVA will verify the automatic plot creation upon re-classification of land usage using e-Bhuchitra MIS reports.
DLI Allocation amount and Target as per PAD	US $ 10,000,000 US$1,000,000 for every 6 percent of automatic plot creation upon re-classification of land usage by titleholder.

Documents to be obtained are:

Authenticated e-Bhuchitra MIS reports (Applicant name, Application ID, District, Block, Mouza, IDN, Sheet No, Plot no, Land classification(before & after), reclassification date, New plot no.(after creation of bata)
Process walkthrough document on automatic plot creation.
Applicant Name, Address, Application date, Conversion Case No., Date of Issue of Certificate, Block, Mouza with JL. No. & PS, Khatian No. (LR), Area (in Acres), Ansh as per Pariman/Area, Plot Modification(PM) No., PM Case Date, Actual Mother Plot Area, Created Subdivided Plot Area, Balance portion in mother plot, Execution Date of case disposal.

[Baseline date to determine}

Verification Methodology:

Desktop Review 	Review authenticated e-Bhuchitra MIS reports to verify the reclassification of parcel / plot wise land usage Process walkthrough on sample basis. o Verify whether automatic plot boundary has been created after reclassification of land usage o Verify the linkage between map and records. Calculate the no. of new automatic plot creation upon re-classification of land usage – New Plot created after baseline.

Director of Land Records & Surveys and
Joint Land Reforms Commissioner,
West Bengal

DLR 6.3	Reduction in land mutation period for industry (Days)
Description	The DLI measures the number of days to mutate land reduced to 25 from the date of completion of application to the date of disposal (barring objections) for at least 35 percent of total mutation applications annually.
Verification Procedure as per PAD	The IVA will verify the average number of days taken to mutate land for industry units from the date of completion of application to the date of disposal (barring objections) for at least 35 percent of total filed applications using the e-Bhuchitra MIS reports.
DLI Allocation amount and Target as per PAD	US $ 10,000,000 US$ 8,000,000 for average mutation period of 30 days; additional US$ 2,000,000 for average mutation period of 25 days annually (for at least 35 percent of total applications filed) annually.
Documents to be obtained are: Authenticated e-Bhuchitra MIS reports for cases applied for Industrial Purpose (application ID, Case no, Application date, District, Block, Mouza, Name of Applicant, , disposal date, Objection with remarks,	
Verification Methodology:	
Desktop Review 	Obtain the authenticated e-Bhuchitra MIS reports for cases applied for Industrial Purpose from Department of Land and Land Reforms and Refugee Relief & Rehabilitation, Government of West Bengal Calculate average no. of days taken for mutation for eligible application (baseline of October 2023) Arrive at the average mutation period (Weighted average of the mutation period taken on annual basis)

Director of Land Records & Surveys and
Joint Land Reforms Commissioner,
West Bengal