



**Directorate of Micro, Small and Medium Enterprises
Government of Haryana**

Terms of Reference

for

**Appointment of 'Project Management Unit (PMU) for
Strengthening of MSME ecosystem in Haryana leveraging
robust policy framework & enhanced institutional support'**

**Directorate of Micro, Small and Medium Enterprises
Government of Haryana**

**Plot No.C-3, HSVP Complex
(Front Block), 3rd Floor, Sector-6,
Panchkula-134109
Email: clusterharyana@gmail.com
cd-cell.msme@hry.gov.in**

Table of Contents

S.No.	Contents	Page No.
1.	Introduction	1 – 2
2.	Project overview & objectives	2
3.	Scope of Work (SoW)	3 – 9
	<p>a. Track 1: Making an Atmanirbhar Haryana by enhancing competitiveness of MSMEs through widening of Government of India’s MSE-CDP cluster development initiative and Cluster Plug and Play Scheme under MSME Policy</p> <p>b. Track 2: Support for effective schemes & policy implementation viz. Haryana Agri Business and Food Processing Policy 2018, HEEP 2020 and MSME Policy 2019</p> <p>c. Track 3: Augmenting MSMEs access to finance and markets through digital transformation and enhancing MSME competitiveness to enable increase in exports from the State including upgradation of Quality Marking Centres</p> <p>d. Track 4: Policy advocacy, internal capacity building of the MSME Directorate and programme management support</p>	
4.	Key Resources requirement	10 – 17
5.	Selection of Consultant	17
6.	General Guidelines	17 – 20
7.	Annexure – I Annexure – II	21 - 23

'PMU for strengthening of MSME ecosystem in the State of Haryana'

Terms of Reference

1. Introduction

The State of Haryana has emerged as one of the most industrialized states in the country. In the past five years alone, the State GSDP at constant prices has grown from INR 4.3 Lakh Crore (FY 2014-15) to INR 7.64 Lakh Crore (FY 2020-21), registering a compounded annual growth rate of 9.5%. In 2020-21, the industrial contribution to GSDP was 33%, while that of the service sector was 51%. Further in 2020-21, despite the adverse impact of COVID 19, the industry sector in the State grew at 6.8% and services sector at 8.8% versus the national average of 2.5% and 6.9% respectively. The State continues to be a leader in manufacturing of cars, two-wheelers, tractors and scientific instruments.

The State boasts of a vibrant Micro, Small and Medium Enterprises (MSME) sector that contributes significantly to the State's income, output and employment. Haryana houses about 9.7 Lakh MSMEs, generating employment for about 20 Lakh people. However, the number of registered MSMEs as per the URC data of MoMSME (as of 21 Sep 22) stands at 3.80 Lakh units, while that of HUM registration stands at 45,091, highlighting a tremendous opportunity to facilitate transition of a large number of micro and small units into the organized domain. The manufacturing MSME spectrum in the state comprises both state-of-the-art medium enterprises (majorly located in Panipat, Faridabad, Sonapat and Gurugram) as well as a large number of traditional micro and small enterprises (majorly located in Ambala, Karnal, Rohtak, Sirsa, Hisar and Kaithal). The major MSME footprint is in the auto/auto components, food & beverages, textiles & apparels, engineering, leather and pharma sectors.

Owing to the state government's commitment to foster a vibrant MSME ecosystem and have a focused institutional mechanism for the growth of the sector, the state government has set up a dedicated Directorate of MSME at Panchkula under the aegis of Industries & Commerce Department. The Directorate provides advisory and facilitation support to MSMEs around all the functional aspects of an enterprise such as credit facilitation, market linkages, cluster & common infrastructure development, technology upgradation, fostering entrepreneurship, innovation & research, capacity building and skill development, etc.

The state government in the recent years has executed an ambitious program 'MSME Ecosystem Transformation in the State of Haryana' wherein massive on-ground impact has been created through initiatives such as MSME cluster development, vendor development, facilitation support and capacity building. The State, leveraging the cluster approach, has been able to enhance competitiveness of thousands of micro and small enterprises through operationalisation of about 25 CFCs and another 17 at various stages of implementation in districts like

Gurugram, Faridabad, Panipat, Charkhi Dadri, Kurukshetra etc. The interventions undertaken further include improving access to markets, financial linkages, technological upgradation, vendor development support, fostering a robust food processing ecosystem etc. through implementation of various policies such as EPP 2015, HEEP 2020, MSME Policy 2019, Agri Business and Food Processing Policy 2018 etc. and signing of strategic MoUs with various organisations to enable MSME growth.

2. Project Overview and Objectives

To provide a greater impetus to the growth and development of the State's MSME sector and help the sector overcome challenges posed due to the COVID-19 pandemic, the state government through Directorate of MSME intends to engage a HARTRON empanelled consultancy agency as 'PMU for Strengthening of MSME ecosystem in Haryana leveraging robust policy framework & enhanced institutional support'. The consultancy agency shall be hired for a period of two years, extendable as per the provisions of HARTRON letter dated 15.06.2022 for empanelment of companies/agencies for providing consultancy services to Govt. Departments/Organisations.

The Project Management Unit (PMU) will be responsible for scaling up the interventions of the MSME Directorate and fostering a vibrant MSME ecosystem. This would include widening of cluster development initiatives through setting up a network of CFCs and Cluster Plug & Play Infrastructure under key schemes of the centre and state Governments, support the Directorate in providing facilitation and handholding support to MSMEs, designing of new policies & programs for growth of the MSME sector and effective implementation of schemes under HEEP 2020, MSME policy 2019 and Agribusiness and Food Processing Policy 2018 etc. Additionally, the PMU will endeavour to improve financial and marketing linkages, quality standards and technology upgradation for development of the MSME sector as well as support the Directorate in fostering a robust performance oriented internal ecosystem.

3. Scope of Work

The overall scope of work for the consultant is divided into four tracks:

- a) **Track 1:** Making an Atmanirbhar Haryana by enhancing competitiveness of MSMEs through widening of Government of India's MSE-CDP cluster development initiative and Cluster Plug and Play Scheme under MSME Policy
- b) **Track 2:** Support for effective schemes & policy implementation viz. Haryana Agri Business and Food Processing Policy 2018, HEEP 2020 and MSME Policy 2019
- c) **Track 3:** Augmenting MSMEs access to finance and markets through digital transformation and enhancing MSME competitiveness to enable increase in exports from the State including upgradation of Quality Marking Centres
- d) **Track 4:** Policy advocacy, internal capacity building of the MSME Directorate and programme management support

Track 1: Making an Atmanirbhar Haryana by enhancing competitiveness of MSMEs through widening of Government of India's MSE-CDP cluster development initiative and Cluster Plug and Play Scheme under MSME Policy

The Consultant will be responsible for widening of cluster development initiatives under Micro Small Enterprises - Cluster Development Programme (MSE-CDP) scheme of the central government and Cluster Plug & Play scheme of the state government. This would include providing support to the Directorate in promoting the scheme across MSME clusters, capacity building of SPVs, cluster implementation support, etc. Following is the list of activities that will be undertaken as part of this track:

Activity 1.1: Support for evaluation and overseeing implementation of MSE-CDP of Ministry of MSME, Government of India and Cluster Plug and Play Scheme under MSME Policy

- Conduct outreach activities to propagate the recently launched new MSE-CDP scheme guidelines of GoI and Cluster Plug and Play Scheme to sensitize stakeholders regarding the benefits and processes of the scheme and to mobilise applications under the scheme
- Support the Directorate in evaluating and reviewing the proposals submitted under Cluster Plug & Play to the state government for review by Technical Evaluation Committee (TEC) meeting and clearance by State Level Steering Committee (SLSC)
- Support the Directorate in evaluating and reviewing the proposals/ DPRs submitted under MSE-CDP to the state government for clearance by State Level Steering Committee (SLSC)
- Support the Directorate in conducting SLSC meeting for consideration of proposals and preparation of presentations, agenda notes and MoM of SLSCs

- Support the Directorate in undertaking bid process management for MSE-CDP Scheme as per GFR guidelines i.e., review of bidding documents for civil works and plant & machineries procurement prepared by SPV
- Support in preparation of bid evaluation reports and drafting minutes of purchase committee meetings for cluster implementation under MSE-CDP
- Provide inputs for preparation of the agenda notes and minutes of meetings
- Assist the department in drafting grant approval letters for Cluster Plug and Play scheme
- Undertake post approval coordination with the beneficiaries to ensure projects are executed within the allocated time frame
- Assist the MSME Directorate in coordinating with O/o DCMSME, GoI and preparing documents for obtaining grant from GoI and further releasing it to vendors
- Assist the implementing agencies of MSE-CDP projects, i.e., MSME Advancement & Nurturing Support (MEANS) for overall scheme implementation
- Participate in relevant review meetings of State Government, MSME-DI, DCMSME and preparation of status reports
- Assist Directorate in responding to queries raised and information sought by DCMSME from time to time
- Preparation of success stories under MSE-CDP initiatives
- Support in listing of information on services/ job works provided by all CFCs on Directorate's website to enable cross-linkages of CFCs
- Any other support required by the Directorate related to cluster development within the state

Track 2: Support for effective schemes & policy implementation viz. Haryana Agri Business and Food Processing Policy 2018, HEEP 2020 and MSME Policy 2018

The Government of Haryana is running an ambitious Agri Business and Food Processing Policy which offers a slew of incentives for strengthening the food processing ecosystem in the State. Additionally, the Directorate is also implementing an MSME Policy and MSME related schemes of HEEP 2020. The consultant will be required to support the Directorate in effectively implementing these policies including undertaking pre-approval and post-approval activities under various schemes as follows:

Activity 2.1: Support for implementation of Haryana Agri Business and Food Processing Policy

- Promotion of key schemes under the policy across the State and sensitising potential investors about detailed guidelines of the scheme
- Support the Directorate in evaluation of the received proposals as per the scheme guidelines
- Detailed review of financial feasibility of the projects

- Assist in conducting Technical Evaluation Committee (TEC) and State Level Committee for Food Processing (SLC-FP) meetings
- Provide inputs for preparation of the agenda notes and minutes of meetings
- Assist the Directorate in drafting grant approval letters
- Undertake post approval coordination with the beneficiaries
- Assist the Directorate in undertaking field inspections and preparation of inspection reports
- Sensitise investors about documents required for release of grant as per the scheme guidelines
- Assist in monitoring & evaluation of projects where grant has been disbursed
- Prepare success stories and any other support related to implementation of the policy

Activity 2.2: Support for implementation of other policies like HEEP 2020 and MSME Policy 2019

- Promotion of key schemes under the policies across the state and sensitising potential investors about detailed guidelines of the scheme
- Draft scheme compendiums, brochures and FAQs
- Support the Directorate in conducting state level committee meetings for selection/evaluation of cases, wherever applicable, by providing inputs for preparation of the agenda notes and minutes of meetings, for example, Scheme for Assistance for Startups in the State, etc.
- Support the Directorate in determining success of schemes and provide recommendations for enhancing penetration
- Any other support related to implementation of the policy

Track 3: Augmenting MSMEs access to finance and markets through digital transformation and enhancing MSME competitiveness to enable increase in exports from the State including upgradation of Quality Marking Centres

The Directorate intends to help MSMEs overcome their key challenge of financing and enhance state MSMEs' access to domestic and international markets through digital enablement. The Consultant shall assist the Directorate in leveraging key digital transformation technologies and facilitating MSME linkages with FIs/Banks/NBFCs/FinTechs etc. through dedicated digital platform. Additionally, the Consultant shall also help in planning and implementation of Directorate's initiatives to enhance MSME exports from the state and upgradation of the existing infrastructure available in the form of Quality Marking Centres (QMCs). The Consultant shall perform the following activities as part of this track:

Activity 3.1: Improving MSMEs access to finance by leveraging digital technologies

- Map key financing requirements and challenges faced by the State's MSMEs across sectors
- Study current financing products/ services available to the State's MSMEs across banks/FIs
- Examine key digital technologies and their potential benefit for MSME financing
- Conduct discussions with key ecosystem stakeholders (like Banks/FIs/NBFCs/FinTechs) to develop new solutions/ products or leverage existing solutions/ products to overcome financing challenges of Haryana MSMEs
- Facilitate strategic partnerships between the Directorate and Banks/FIs/NBFCs/FinTechs to customize solutions/products/financing platforms/integrators for Haryana MSMEs

Activity 3.2: Support in developing a dedicated digital platform for facilitating Haryana MSMEs financial/non-financial linkages

- Analyse major B2B financing/non-financing platforms/ integrators available
 - Identify major B2B financing/non-financing platforms/ integrators available
 - Benchmark the functionalities offered by these platforms
 - Examine the products and services being offered
 - Identify implications for the features list of the proposed platform based on the benchmarking
- Design the wireframe for a digital platform (microsite/website/mobile app/etc.) for the State MSMEs to strengthen their access to finance, markets etc. This would also have inbuilt information about relevant government schemes and incentives.
- Prepare a plan to engage a technology partner for development of the platform
- Finalise technology features and allied requirements' list for Hiring Technology Partner to develop the platform and support Directorate in shortlisting and appointing a technology partner
- Oversee development of the platform and coordinate with relevant agencies
- Support the Directorate in propagation of the platform through workshops, awareness campaigns, etc.

Activity 3.3: Broadening state MSMEs footprints in domestic and international markets through e-commerce linkages and exports enhancement

- Identify relevant e-commerce platforms and companies and on-board them to form strategic alliances with Directorate to assist MSMEs get better access to markets

- Engage with e-commerce companies to design specially curated packages for Haryana MSMEs and support in signing of MoUs
- Support the e-commerce partner in planning for e-commerce workshops for MSMEs to enhance awareness around benefits of listing products and the procedure of listing online
- Support the Directorate in conducting district and state level events including MSME Sammelans to sensitise stakeholders about government support framework
- Undertake consultations with key stakeholders (export promotion councils, DGFT, ITPO, TPCI, ECGC, EXIM Bank, key Export Houses etc.) regarding amplifying Haryana MSMEs' exposure to international markets
- Support Directorate in providing advisory to MSMEs on export documentation, certifications, quality standards, packaging & labelling requirements
- Engage with BMCs, national & international level chambers of commerce and councils to establish strategic partnerships for promotion of MSMEs' access to markets
- Support the Directorate in handling various exports related grievances of Haryana MSMEs such as procedural grievances, taxes, duties, subsidies related grievances etc.
- Assist the Directorate in taking up demands & concerns of Haryana MSME exporters with relevant GoI bodies such as Ministry of Commerce, Director General of Foreign Trade, Directorate General of Anti-Dumping & Allied Duties etc.
- Create various collaterals and support the state govt. in presenting the State's point of view at various national forums such as Board of Trade Meetings, National Council for Trade Facilitation meetings etc.
- Support the Directorate in implementing the GoI schemes for export promotion
- Assistance in organizing exports promotion workshops for MSMEs, informing them on exports related procedures and potential profits in exports

Activity 3.4: Upgradation and enhancement of Quality Marking Centres

- Map current services offered by existing QMCs/IDCs/HTCs
- Undertake consultations with MSMEs and industries associations to identify relevant testing, training and tool room needs for upgradation of QMCs across sectors
- Study and identify latest testing and machining technologies in the QMC domains and obtain expert inputs
- Recommend a suitable organisation structure and working model for the revamped QMCs
- Preparation of detailed proposals for revamping of QMCs and support the Directorate obtain necessary government approvals for the same
- Support the Directorate in availing GoI assistance for upgradation of QMCs

- Design a training curriculum for capacity building of QMC officers on product quality, certifications and standardisations
- Support the Directorate in coordinating with PWD for building updates
- Support the Directorate in monitoring progress of QMCs under upgradation
- Support the Directorate in procurement of plant and machinery as per the specifications shared by the Directorate in accordance with GFR guidelines i.e., preparation of bidding documents, technical/financial evaluation including preparation of agenda notes and minutes of purchase committee meetings

Track 4: Policy advocacy, internal capacity building of the MSME Directorate and programme management support

The consultant will be required to provide policy advocacy and policy formulation support to the Directorate to support MSMEs. Further, the Consultant shall provide project management support including internal capacity building of the Directorate. Following are the detailed activities which will be undertaken as part this track:

Activity 4.1: Sharing MSME issues and policy advocacy at regular intervals

- Monitor trends in key MSME/business sectors, engaging with key stakeholders for identification of issues, particularly due to economic disruptions, if any
- Assess expectations of MSMEs related to government support for various interventions. Consultations with key internal and external stakeholders to identify policy initiatives for development of MSME sector
- Benchmark international practices for facilitation and promotion of MSMEs
- Periodically share sector/ district wise inputs with the Directorate and provide advisory inputs suggesting possible sectoral interventions for policy formulation
- Support in drafting of new policies, schemes on key priority areas such as MSME digital enablement, export promotion, etc. and review/updation of existing policies for the enablement of MSMEs in Haryana

Activity 4.2: Partnering with Business Development Services (BDS) providers to provide advisory services to MSMEs

- Regular reporting of grievances/suggestions from Industries Associations to the Directorate
- Map BDS providers across all service categories and prepare a comprehensive list of BDS providers in the state
- Support in conducting BDS melas in districts with expert in different fields like finance, marketing, productivity, textile, engineering etc.
- Co-ordinate and support the Directorate in setting-up of BDS centres in selected districts
- Develop a framework for linking BDS providers with MSMEs of the state

Activity 4.3: Internal capacity building and performance improvement of the Directorate of MSME

- Study and analyse existing processes for implementation of MSME related schemes and providing various services to the MSMEs
- Identify and recommend improvements in existing processes for implementation of MSME related schemes
- Develop KPIs/KRAs for officers and staff of the Directorate for better output
- Develop training modules on schemes and soft skills for the staff
- Conduct training programmes for the officers/staff at HQ/districts
- As a part of the capacity building, the PMU team will support in conducting National/International tour(s) during the course of the project (based on best practices adopted by different states/countries for MSME development). The charges for this will be paid for separately by the Directorate

Activity 4.4: Programme Management Support

- Support in documentation for various project related activities i.e., drafting of minutes of the meeting and preparation of agendas etc.
- Coordination with various agencies /departments of centre/state governments as and when required for project related activities
- Drafting of RFP for hiring of external agencies to meet ad-hoc requirements of the Directorate such as development of web portal, hiring of BDS service providers etc. as and when required
- Coordination with central government departments and ministries to support the Directorate in implementation of schemes & programmes, for example: RAMP Scheme, Gati-Shakti, CAQM guidelines in NCR region, etc.
- Drafting concept notes, presentations for facilitating state's participation in the Government of India's initiatives/ schemes
- Prepare progress update reports on quarterly basis for review
- Any other tasks and activities assigned by the Directorate from time to time

4. Key Resource Requirement

4.1 The team shall comprise of 9 resources to be hired full time as under:-

S. No	Resource Category	Proposed Role	Educational Qualification as per HARTRON empanelment	Preferred Educational Qualification	Relevant Experience
1.	Principal Consultant	Team Leader cum MSME Sector Development Expert	BE/ B.Tech/ Post Graduate with 55% marks And/ Or MBA	<ul style="list-style-type: none"> ▪ Full time regular MBA/PGDM/PGDBM/ Masters or Equivalent (in Marketing/Finance) with graduation (B.E./B.Tech/ B. Com/ BBA/B.A) from reputed national or international institutes, with at least 55% aggregate marks or equivalent CGPA ▪ Additional Certificate/Diploma related to MSME Sector Development is desirable 	<ul style="list-style-type: none"> • Minimum experience of 10 years (post qualification) with minimum 8 years in state or centre government/ bilateral/ multilateral/state or central PSUs sponsored projects in the MSME sector development in India • Experience of leading projects in MSME sector development in the country with state or centre government/ bilateral/ multilateral/state or central PSUs • Experience of designing large-scale entrepreneurship and technology improvement programmes for government • Experience of working towards MSME ecosystem development, particularly in following areas: <ul style="list-style-type: none"> i. Leading significant CFC cluster development projects with DPR approvals ii. Linkages with Business Development

					<p>Service Providers and overseeing MSME facilitation</p> <p>iii. Enhancement of marketing linkages</p> <p>iv. Leading market development programmes enabling anchor units/OEMs and MSME tie-ups</p> <p>v. Policy formulation and implementation</p> <p>vi. International, cross-country collaboration experience for MSME growth & development</p>
2.	Senior Consultant #1	MSME Cluster Development Expert	BE/ B.Tech/ Post Graduate with 60% marks And/ Or MBA	<ul style="list-style-type: none"> ▪ Full time regular MBA/PGDM/PGDBM/ Masters or Equivalent (in Marketing/Finance/Economics) with graduation (B.E./B.Tech/ B. Com/ BBA/B.A) from reputed national or international institutes, with at least 60% aggregate marks or equivalent CGPA 	<ul style="list-style-type: none"> • Minimum experience of 6 years (post qualification) with at least 3 years in assisting state or centre government/ bilateral/ multilateral/state or central PSUs in undertaking MSME cluster development and setting up new CFCs in MSME clusters • Experience of undertaking cluster development throughout the lifecycle, including DSR, DPR and implementation in thrust sectors - Engineering, Textile, Food processing, Chemicals/Plastics, ESDM /Electronics etc. as well as traditional sectors

					<ul style="list-style-type: none"> • Experience of undertaking industrial development projects for micro enterprises under central/state government schemes. • Experience of undertaking CFC projects under MSE-CDP scheme of GoI and assisting states in obtaining grant from GoI
3.	Senior Consultant #2	MSME Marketing Expert	BE/ B.Tech/ Post Graduate with 60% marks And/ Or MBA	<ul style="list-style-type: none"> ▪ Full time regular MBA/PGDM/PGDBM/ Masters or Equivalent (in Marketing) with graduation (B.E./B.Tech/B. Com/ BBA/B.A) from reputed national or international institutes, with at least 60% aggregate marks or equivalent CGPA 	<ul style="list-style-type: none"> • Minimum experience of 6 years (post qualification) with experience in market strategy, market research & analysis, media outreach, partnerships & collaborations and at least 3 years of working with state or centre government/ bilateral/ multilateral/state or central PSUs • Experience in planning & implementation of marketing initiatives in international markets • Experience of preparation of market/ export promotion/ vend or development reports for centre and state governments • Experience of organising marketing and outreach events for central/state government • Experience in creation of

					<p>marketing and ecommerce linkages, strategic collaborations between state/central government and private players for MSMEs along with development and review of marketing collaterals</p> <ul style="list-style-type: none"> • Experience of undertaking market/ecommerce/export linkages and organising MSME vendor development programs
4.	Senior Consultant #3	MSME Financing Expert	BE/ B.Tech/ Post Graduate with 60% marks And/ Or MBA	<ul style="list-style-type: none"> ▪ Full time Chartered Accountant 	<ul style="list-style-type: none"> • Minimum experience of 6 years (post qualification) with at least 3 years in assisting MSMEs leverage funding from banks/FIs • Experience of evaluating proposals for MSME projects • Experience of preparing DPRs and financial modelling for MSME development projects • Experience of enhancing linkages of micro enterprises with FIs/NBFCs • Experience of facilitating small loans/micro financing
5.	Senior Consultant #4	Public Procurement Expert	BE/ B.Tech/ Post Graduate with 60% marks And/ Or MBA	<ul style="list-style-type: none"> ▪ Full time regular MBA/PGDM/PGDBM// Masters/ Diploma or Equivalent (in Business Management/Finance/ Economics/Marketing 	<ul style="list-style-type: none"> • Minimum experience of 6 years (post qualification) with at least 3 years experience in undertaking public

				<p>etc.) with graduation (B.E./B.Tech/ B. Com/ BBA/ B.A) from reputed national or international institutes, with at least 60% aggregate marks or equivalent CGPA</p>	<p>procurement through GFR, CVC guidelines for state or centre government/ bilateral/ multilateral/state or central PSUs sponsored projects for industrial infrastructure/CFC development (procurement of machinery and civil works)</p> <ul style="list-style-type: none"> • Experience of leading projects in procurement of machinery and civil work • Experience in the procurement for clusters in thrust sectors – Textile, Food processing, Automobile / General engineering or Metal, Chemical and Plastics, textile as well as traditional sector
6.	Senior Consultant #5	Policy Implementation and M&E Expert	BE/ B.Tech/ Post Graduate with 60% marks And/ Or MBA	<ul style="list-style-type: none"> ▪ Full time regular MBA/PGDM/PGDBM/ Masters or Equivalent (in Business Management/ Finance/Economics/Statistics) with graduation (B.E./B.Tech/ B. Com/ BBA/ B.A) from reputed national or international institutes, with at least 60% aggregate marks or equivalent CGPA 	<ul style="list-style-type: none"> • Minimum experience of 6 years (post qualification) with 3 years in implementing industrial/sectoral /MSME policies or programmes for state or centre government/ bilateral/ multilateral/state or central PSUs sponsored projects • Experience in evaluating proposals/projects for assistance under state/ central government schemes • Experience in facilitating approval of

					<p>projects under state/centre government schemes</p> <ul style="list-style-type: none"> • Experience of getting state/central grant released • Experience in project management, designing M&E frameworks, MIS reporting etc.
7.	Senior Consultant #6	IT & Digital Expert	BE/ B.Tech/ Post Graduate with 60% marks And/ Or MBA	<ul style="list-style-type: none"> ▪ Full time regular Masters or Equivalent (in Computer Science or IT) with graduation (B.E./B.Tech/BCA/BS) from reputed national or international institutes, with at least 60% aggregate marks or equivalent CGPA 	<ul style="list-style-type: none"> • Minimum experience of 6 years (post qualification) with 3 years of experience in promoting digital initiative (s) preferably within a state or centre government set up
8.	Consultant #1	Support Consultant	BE/ B.Tech/ Post Graduate with 60% marks And/ Or MBA	<ul style="list-style-type: none"> ▪ Full time regular graduation (B.E./B.Tech/ B.Com/BBA/B.Sc) Or MBA/PGDM/PGDBM/ Masters or Equivalent (in Business Management/Public Policy/Engineering/ Finance/Marketing, etc.) from reputed national or international institutes, with at least 60% aggregate marks or equivalent CGPA 	<ul style="list-style-type: none"> • Minimum 3 years of experience (post qualification) • Experience of working for at least one state or centre government/ bilateral/ multilateral/state or central PSUs sponsored project on MSME/ industrial development
9.	Consultant #2	Support Consultant	BE/ B.Tech/ Post Graduate with 60% marks And/ Or MBA	<ul style="list-style-type: none"> ▪ Full time regular graduation (B.E./B.Tech/ B.Com/BBA/B.Sc) Or MBA/PGDM/PGDBM/ Masters or Equivalent (in Business Management/Public Policy/Engineering/ Finance/Marketing, etc.) from reputed national or international institutes, with at least 60% aggregate marks or equivalent CGPA 	<ul style="list-style-type: none"> • Minimum 3 years of experience (post qualification) • Experience of working for at least one state or centre government/ bilateral/ multilateral/state or central PSUs sponsored project on MSME/ industrial development

**Weightage shall be given to the maximum relevant experience.*

4.2 The Resource marks are as under:-

S. No.	Resource Category	Maximum Marks
1.	Principal Consultant Team Leader cum MSME Sector Development Expert	6 marks (Qualification) 6 marks (Interview)
2.	Senior Consultant #1: MSME Cluster Development Expert	5 marks (Qualification) 5 marks (Interview)
3.	Senior Consultant #2: MSME Marketing Expert	5 marks (Qualification) 5 marks (Interview)
4.	Senior Consultant #3: MSME Financing Expert	5 marks (Qualification) 5 marks (Interview)
5.	Senior Consultant #4: Public Procurement Expert	5 marks (Qualification) 5 marks (Interview)
6.	Senior Consultant #5: Policy Implementation and M&E Expert	5 marks (Qualification) 5 marks (Interview)
7.	Senior Consultant #6: IT & Digital Expert	4 marks (Qualification) 4 marks (Interview)
8.	Consultant #1 Support Consultant	2.5 marks (Qualification) 2.5 marks (Interview)

S. No.	Resource Category	Maximum Marks
9.	Consultant #2 Support Consultant	2.5 marks (Qualification) 2.5 marks (Interview)
10.	Presentation <ul style="list-style-type: none"> • Understanding of the assignment • Approach & methodology 	20 marks
Total Score for Criterion		100 Marks

5. Selection of Consultant

- 5.1 Internal Committee headed by the Administrative Secretary (Committee constituted vide order dated 04.07.2022) shall evaluate the **Proposals and Resumes** received from the bidders.
- 5.2 Team Assessment: The resources to be deployed by the bidder shall possess the requisite qualification and experience as per this ToR. CV of every resource to be deployed shall be provided in World Bank format (Maximum 4 Pages).
- 5.3 Selection of resources shall be done on the basis of CVs as well as personal interview by the Internal Committee.
- 5.4 The decision of the Internal Committee in the evaluation of responses shall be final. No correspondence will be entertained outside the process of negotiation/ discussion.
- 5.5 The Internal Committee reserves the right to reject any or all Proposals without assigning any reason.

6. General Guidelines

6.1 Bid Submission

- a. Proposal shall include the company profile (maximum 4 pages) and resumes of all proposed resources in the format as per **Annexure-I**.
- b. The bidder shall submit the proposal via email on clusterharyana@gmail.com, cd-cell.msme@hry.gov.in within the prescribed period of 21 days after the date of issue of ToR.
- c. The financial bid of only the highest technical scorer will be opened. Man-month rates per resource category so received from the top scorer will be opened and negotiated by the Department before finalizing the agency to ensure that the Department is able to negotiate the rates according to the quality of the individual recommended by the top scorer. Company obtaining the maximum technical score will be awarded the work post the negotiation.

- d. Technical score (maximum 100) will be calculated as per table under Clause 4.2 pertaining to resume and interview score of candidates.
- e. Qualifications & experience of resources will be as per empanelment or ToR whichever is better.

6.2 Team Assessment:

The resumes of resources to be deployed by the consultancy Company/ Agency shall have the requisite qualification and experience as per the ToR. Selection of resources shall be done on basis of CVs as well as personal interview to be conducted by the Internal Committee.

6.3 Pattern of Evaluation:

Evaluation of the qualified consultancy company/agency shall be done based on the following evaluation criteria:-

Sr. No.	Criteria	Maximum Marks
1	Qualification of resources (Team Leaders & Team Members)	40
2	Interview	40
3	Presentation	20

6.4 Duration of Service

The Project duration will be 24 months. As per requirement/necessity of the department, the same may be further extended upto 12 months as per the provisions of HARTRON empanelment. The same will be communicated in written to the consulting firm. The financial implication for the extension will be calculated on a pro-rata basis. All resources shall be deployed full time at client site.

6.5 Timelines:

The consultancy company/agency shall submit their proposal in sealed cover within 21 days after date of issuance of ToR.

6.6 Other Guidelines

- a. Sub-contracting of resources by the consulting firm/ agency shall not be allowed.

- b. If at any point in time, the Government of Haryana feels that a resource is not up to the mark, a replacement will be demanded in written and the consulting firm/ agency shall provide the replacement within two weeks as per ToR.
- c. The proposed resources should have PGDM/PGDBM/MBA/Masters/Post Graduate/BE/B.Tech degrees from Top NIRF Ranked Institutes/Premier/ Reputed National or International Institutes.
- d. The consulting firm/ agency shall deploy the same resources as per the proposal submitted within 15 days of issuance of work order.
- e. Penalty, replacement of resources, payments and other terms & conditions etc. shall be as per the guidelines laid down by HARTRON and as revised from time to time.
- f. Payment to the consulting firm/ agency shall be made on quarterly basis in 8 quarters.
- g. The team will be dedicated to work with the department and sharing of resources will be not allowed with any other project/assignment.
- h. Each Resource person will make his/her attendance in MSME office manually/electronically. Resource Person will be allowed to avail the leave of kind due as per Service Rules of their employer.
- i. Proposed Resources should on the company payrolls at the time of deployment on project and should be available at the time of interaction. The selected resource should be on-boarded on the payrolls of the company before deployment.
- j. The deployment of resources including age limit will be in accordance with the prevailing norms of the state government.
- k. The consulting firm/ agency shall give the quotation indicating rates of per consultant, per man month as per **Annexure-II** so that subsequent addition/ deletion can be affected as per the requirement. In cases, where additional manpower is required, the same may be deployed at the Man-month rates provided by the company. For any other service related to research or any material beyond scope of work in this domain or other assignment, the additional payment shall be made on the basis of the efforts (calculated in terms of additional man-month basis).

No extra payment shall be made for any deliverables mentioned in the Scope of Work. All charges related to deliverables are covered under manpower costs.

- I. The Directorate of MSME, Govt. of Haryana, in its sole discretion and without incurring any obligation or liability, reserves the right, at any time, to:
 - (i) Suspend and/or cancel the Selection Process and/or amend and/or supplement the Selection Process or modify the dates or other terms and conditions relating thereto;
 - (ii) Consult with any Bidder in order to receive clarification or further information;
 - (iii) Retain any information and/or evidence submitted to the Directorate of MSME, Govt. of Haryana by, on behalf of and/or in relation to any Bidder; and/or
 - (iv) Independently verify, disqualify, reject and/or accept any and all submissions
- m. It is clarified that compensation shall be binding to both the parties under the Arbitration and Conciliation Act, 1996.

Annexure-I

PHOTO	1. Name			
	2. Position			
	3. Date of Birth			
	4. Education			
5. Employment Record	From	To	Company	Position Held
6. Brief Profile				
7. Countries of Work Experience				
8. Languages Known				
9. Work Undertaken that Best Illustrates Capability to Handle the Task Assigned				
<p>Project 1:</p> <p>Year:</p> <p>Location:</p> <p>Client:</p> <p>Position Held:</p> <p>Main features:</p> <p>Activities Performed:</p>				
Project 2:				

Year:

Location:

Client:

Position Held:

Main features:

Activities Performed:

Certification:

I the undersigned, certify that to the best of my knowledge and belief that this CV correctly describes myself, my qualifications and my experience. I understand that any willful misstatement described herein may lead to disqualification or dismissal if engaged.

FULL name of authorized representative

Resource wise Financial Quote

Sr. No.	Name of the Resource	Resource Type (Managing Consultant/ Principal Consultant/ Senior Consultant/ Support Consultant)	Proposed Man- month rate (Excluding Taxes)
1			
2			
3			
4			
5			
6			
7			
8			
