



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

Terms of Reference

for

**Selection of 'Project Management Unit (PMU) for
Implementation of Programme to Accelerate
Development for MSME Advancement (PADMA) in the
state of Haryana'**

**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.	Programme Objectives	1 - 2
3.	Scope of Work (SoW)	3 - 11
	<p>a. Track 1: Shortlisting of blocks, validation of the identified block level products, diagnostic assessment of block level clusters and preparation of project profiles</p> <p>b. Track 2: Establishment of PADMA facilitation centre at district level and overseeing field level facilitation support (pre and post) to prospective entrepreneurs for enabling ease in setting up enterprises in blocks</p> <p>c. Track 3: Forging Strategic Partnerships, PADMA programme promotion and Policy Advocacy</p> <p>d. Track 4: Project Management Support including Monitoring & Evaluation</p>	
4.	Key Resources requirement	12-19
5.	Selection of Consultant	19
6.	General Guidelines	19-22
7.	<p>Annexure – I</p> <p>Annexure – II</p>	23 - 25

'Project Management Unit (PMU) for Implementation of Programme to Accelerate Development for MSME Advancement (PADMA) in the state of Haryana'

Terms of Reference

1. Introduction

Entrepreneurship is one of the most important inputs in nation-building process, particularly at the grassroot level. Entrepreneurship development is critical for the State's economic development, as it provides large-scale employability, balanced regional growth, etc.

Entrepreneurs cannot operate in a vacuum; they need a supporting ecosystem to nurture them. The State Government's Programme to Accelerate Development for MSME Advancement' (PADMA) initiative aims at designing and implementing developmental interventions focused on micro and small enterprises at block level, by leveraging cluster approach, to give a thrust to sustainable employment and entrepreneurship opportunities as well as promote balanced regional growth. Special emphasis shall be given to promotion of locally relevant products and provide an opportunity to state farmers to broaden their horizon – from producers to processors.

The programme aims to encourage holistic socio-economic development across Haryana. A positive organic growth has been witnessed in the industrially advanced districts. This trend is expected to continue, and a concentrated effort is required to significantly scale up growth in developed districts and initiate targeted cluster-based interventions in industrially developing districts. The districts which are still developing, require special impetus from the state government. Thus ensuring, that the youth across the State is provided with equal local opportunities to grow & prosper and be a part of the formal economy. With this intent, a product in each block of the 22 districts in the State has been identified based on the locally available resources, existing MSME ecosystem, stakeholder consultations, raw material availability, demographic profile and growth potential to create sustainable and cost effective clusters. For each block, one new mini-industrial cluster shall be developed by the state government with an intent to have the strengthen the entire value chain of the product. It is envisaged that each cluster shall constitute several new MSMEs, along with Common Facility Centres (CFCs) and BDS hubs.

2. The objectives of the PADMA programme are as under:

- Designing and implementing developmental interventions focused on micro and small enterprises at block level, by leveraging cluster approach, to give a thrust to sustainable employment and entrepreneurship opportunities
- Encouraging holistic socio-economic development and a robust industrial ecosystem at block level
- Empower the state's youth to set up new enterprises by providing them

opportunities to grow and be a part of the formal economy

- Promotion of locally relevant products and provide an opportunity to state farmers to broaden their horizon – from producers to processors

The Directorate of MSME is the nodal department for the overall execution of the PADMA programme. Besides Directorate of MSME, other related departments namely, HSIIDC, Department of Industries & Commerce, Town and Country Planning Department and Skill Development & Industrial Training Department will collaborate and provide necessary support for smooth execution of the programme.

The Directorate of MSME intends to engage a HARTRON empanelled consultancy agency as a dedicated Project Management Unit (PMU) to successfully implement the PADMA programme, develop block level strategies, generate knowledge collaterals, prepare bankable project profiles, provide effective ground level facilitation support, ensure better coordination among all departments etc.

3. Scope of Work

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

- a) Track 1: Shortlisting of blocks, validation of the identified block level products, diagnostic assessment of block level clusters and preparation of project profiles
- b) Track 2: Establishment of PADMA facilitation centre and overseeing field level facilitation support (pre and post) to prospective entrepreneurs for enabling ease in setting up enterprises in blocks
- c) Track 3: Forging strategic partnerships, PADMA programme promotion and policy advocacy
- d) Track 4: Project management support including monitoring & evaluation

Track 1: Shortlisting of blocks, validation of the identified block level products, diagnostic assessment of block level clusters and preparation of project profiles

While a preliminary list of the products at the block level has been identified, a campaign will be run to understand the on-ground requirement of MSMEs and verify the relevancy of the identified products through feedbacks from key stakeholders e.g., existing MSMEs, Industries Associations, BDS providers and related institutions etc. Further, consultant will also be required to conduct detailed diagnostic and feasibility studies and prepare comprehensive Diagnostic Reports including model project profiles for each of the block level clusters. Detailed activities under this track will include following:

Activity 1.1: Finalization of blocks and related products to be taken up in first two phases and validation of the identified block level products

- Develop a framework for prioritization of blocks to be taken up in initial phases of intervention
- Map blocks against the framework to shortlist the blocks with maximum impact and entrepreneurship creation potential
- Finalize blocks in consultation with key stakeholders and relevant state government organizations
- Map the appropriateness of the product to the availability of resources in the block
- Conduct stakeholder consultations for validation of block level products
- Finalize the block level focused products

Activity 1.2: Detailed Diagnostic Study of the blocks, product value chain and ecosystem analysis, assessment of infrastructure requirement, financial assessment and preparation of

comprehensive Diagnostic Reports including model project profiles for each of the block level clusters

Block Level Diagnostic Studies

- Assess available resources (land, labour, capital, finance), infrastructure, and existing ecosystem in each block
- Map stakeholder and existing support infrastructure (both Govt. and private)
- Assess available BDS providers who could become partners for PADMA programme implementation at block level
- Assess available facilities such as training centres, CFC, testing laboratory, design centres, CETP or any other such requirement which leads to the enhancement of production, efficiency, quality, marketing, exports, etc.
- Assess government schemes and financial products available at the block level for setting up new MSMEs
- Conduct benchmarking study of similar clusters in other parts of the country as well as internationally
- Detailed analysis to identify major skill requirements in the proposed clusters as well as business incubation requirements
- Assess basic and core infra (including common facilities) for the proposed block cluster
- Explore potential related to establishment of OEMs at the block level for development of clusters by promoting ancillarization
- Undertake a SWOT analysis for the block cluster
- Provide recommendations for common industrial infrastructure development in terms of CFCs and BDS centres at block level
- Provide recommendations for promoting entrepreneurship at block level
- Prepare Block Level Diagnostic Report highlighting block level strategy and implementation plan

Product value chain and ecosystem analysis

- Undertake a comprehensive value chain analysis for the identified focused product in each block
- Map technology ecosystem, plant capacities and new happenings in the identified product segment
- Assess backward and forward linkages of the identified product including market assessment and export potential
- Assess skills and technical workforce and common facilities required by the prospective units in the PADMA industrial parks
- Map the current availability of skilled manpower engaged throughout the product value chain as well as review the existing skill development ecosystem which shall include the availability of training institutes, trainers, courses, etc.
- Assess the current availability and access to technology, tool rooms, R&D inputs etc. for the product

- Assess technology, equipment, processes, raw materials, inputs required for each project
- Assess finance requirements for each model project profile
- Prepare 4-5 standard bankable project profiles for each block highlighting technology, equipment, skill requirement, quality certifications, raw material, inputs, backward-forward linkages, market potential, financial assessment and projection analysis

Activity 1.3: Development of a framework for plot allotment to prospective entrepreneurs

- Design an EOI for participation under the programme by prospective entrepreneurs
- Undertake consultations for developing a framework for plot allotment
- Develop a comprehensive framework to shortlist/select entrepreneurs for allotment of plots in the PADMA cluster, highlighting the following parameters:
 - Educational background
 - Past entrepreneurial/ work experience
 - Financial history
 - Certifications/ skill development programmes completed
 - Which part of supply chain the service/ manufacturing unit will cater to
 - Product category- green/ white/ orange etc.

Track 2: Establishment of PADMA facilitation centre at district level¹ and overseeing field level facilitation support (pre and post) to prospective entrepreneurs for enabling ease in setting up enterprises in blocks

Due to limited size and capabilities, micro and small units often require external support in understanding market needs and opportunities, registering and obtaining the required approvals, accessing finance, leveraging government schemes. Under the PADMA initiative, extensive handholding and on-site facilitation support shall be provided to prospective entrepreneurs. Detailed activities under the track will include:

Activity 2.1: Facilitation support for setting up of Block Level Clusters

- Collate information from field level for preparation of block level diagnostic studies
- Conduct stakeholder interactions and coordination with District Administration

¹ Resources for PADMA Facilitation Centre at District/Block level to be deployed by the Directorate of MSME separately.

- Support in conducting block level promotional events
- Support in identification of relevant business development service providers and listing of service providers
- Identify entrepreneurs who are interested in establishing new enterprises
- Support to prospective entrepreneurs in providing response to the EoIs for clear on-ground scenario

Activity 2.2: Engaging and deploying MSME Facilitation Experts at district/ block level

- Prepare the job description, qualification requirements and key performance indicators for resources to be deployed at PADMA Facilitation Centre
- Prepare Terms of Reference for engaging 2-3 resources per District/ Block level PADMA Facilitation Centre
- Support in conducting interviews, shortlisting and finalising the District Level Facilitation Experts
- Support the Directorate in hiring resources for the PADMA Facilitation Centre through the approved hiring mechanism
- Develop training modules for capacity building of the resources deployed at PADMA Facilitation Centre

Activity 2.3: Overseeing facilitation support to prospective entrepreneurs to set up units in PADMA clusters

- Supervise and support the resources deployed by the Directorate for PADMA Facilitation Centre in assisting prospective entrepreneurs identify relevant projects, understand the project profile and on-board entrepreneurs
- Prepare product/ sector wise skill development plan for entrepreneurs (allotted plots in the PADMA industrial cluster). This plan entails identification of relevant state/ central/ private institutes and bodies that can be aligned for providing capacity building, trainings & certifications to entrepreneurs in the specific product category.
- Support in organizing field visit for the entrepreneurs to state-of-the-art institutions relevant to the product.
- Provide inputs to prospective entrepreneurs for preparation of structured applications along with robust business models/proposal and complete documentation
- Provide guidance to applicants regarding central & state government schemes for MSME financing
- Preparation of collaterals regarding all central/state government schemes for MSMEs (particularly rural industries)
- Coordination with various eCommerce players to help new units list their products on ecommerce platforms

Track 3: Forging Strategic Partnerships, PADMA programme promotion and Policy Advocacy

The state government acknowledges the role of key stakeholders viz. technical institutions, think tanks, industry bodies, BDS providers, to ensure effective implementation of PADMA initiative and intends to establish strategic partnerships to make the programme a success. Moreover, the success of the programme will depend on its outreach so that the state's youth can be provided with maximum entrepreneurship opportunities. Detailed activities under the track will include:

Activity 3.1: Identification and onboarding of relevant partners viz. technical institutions, relevant GoI agencies, BDS providers

- Assist in identifying relevant stakeholders (technical/financial institutions, think tanks, industry bodies, BDS providers, technology centres etc.) to forge strategic partnerships under PADMA
- Assist in establishing strategic collaborations with e-commerce portals, banks, distribution networks, IT solutions etc
- Establish linkages with academic & R&D institutes for product/ technology upgradation, technical assistance etc
- Explore collaboration opportunities with Financial Institutions to offer product/ technology specific credits as per the cluster requirements
- Support in drafting MoUs to formalize the strategic partnerships

Activity 3.2: Linkages with relevant centre and state government institutes and technology centres

- Map relevant government and private technology institutions/centres, and technology providers at domestic and international levels
- Develop a framework to conduct an as-is assessment of the state's Quality Marketing Centres (QMCs), Common Facility Centres (CFCs) and sector relevant technical institutes in the state.
- Provide recommendations to improve both the technical and human resource capabilities of these institutes based on the as-is assessment report.
- Partner with technical institutions, training providers (TPs) to provide skilling solutions in the cluster
- Support in collaborating with relevant government and private agencies for funding support to establish CFCs, BDS hubs and incubation centres
- Categorise products in each block into sectors and link the PADMA industrial block with the relevant QMCs/ CFCs/ State institutes/ Central institutes/ research institutes.

Activity 3.3: Promotion and outreach of PADMA programme/block level clusters

- Prepare strategy and outreach plan for promoting the PADMA programme to sensitize local youth, prospective & existing entrepreneurs
- Develop promotional material and toolkits for product and block outreach
- Design and implement an advertising/ marketing strategy to promote PADMA to the central government, bilateral and multilateral institutions to showcase opportunities for grassroots growth through the initiative and to invite investment/ funding opportunities from these institutions.
- Support in creation of brand identities for the identified products at the block level including brand image and key messaging
- Support in accessing new generation marketing channels i.e. Social Media Marketing, eCommerce etc.
- Assist the Directorate in organizing block-level outreach programmes and relevant MSME events
- Support the State Government in running Entrepreneurship Development Programmes for the identified products at block level
- Coordinate with state, national and international authorities in organising B2B & B2G meetings with business/ industrial associations, Govt agencies, Trade promotions bodies etc.

Activity 3.4: Support in developing a dedicated digital platform for facilitating Haryana MSMEs in leveraging PADMA Scheme

- Analyse major B2B e-commerce 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) for the State MSMEs to strengthen their access to market, finance, technology, BDS providers. This would also have inbuilt information about relevant government schemes and incentives.
- Identify vital parameter and design a dashboard to provide simplified view of the real time information regarding the different PADMA Clusters for the leadership.
- Design a process flow for approval of all various applications submitted by the entrepreneurs
- Prepare a plan to engage a technology partner for development of the platform and support the Directorate in obtaining relevant approvals for development and launch 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 and financing schemes through workshops, awareness campaigns, etc.
- Oversee the updation of portal on a day-to-day basis with regards to activities like event calendar, outreach events, workshop videos

Activity 3.5: Policy advocacy and development

- Compilation/As-is study of existing state and central government policies/schemes relevant for PADMA programme
- Conduct as-is study and stakeholder consultations for various sectors under PADMA Blocks to identify challenges and develop recommendations to overcome the challenges.
- Conduct benchmarking study of schemes and policies of other states and incorporate value ideas after studying the impact of implementing the same in Haryana
- Conduct benchmarking of best practices related to access to finance, market, technology, skilled resources etc. with leading states and countries
- Prepare list of cluster requirements as per the objectives of PADMA
- Conduct stakeholder consultations to validate the proposed recommendations.
- Assist in identification of policy level interventions required for promoting block level products and PADMA programme
- Assist in conducting inter-departmental consultation and prepare amendments to policy post stakeholder consultation

Activity 3.6: Designing the collaterals and packaging material

- Conduct a benchmarking study for the various packaging materials used for identified products in PADMA blocks
- Support in creating graphics for labels and packaging materials such as paper or plastic film
- Review product labels for accuracy, including ingredient lists, weights, measures, sizes, prices, and other pertinent information
- Provide inputs for designing packaging lines for fast and efficient product packaging
- Conduct a cost benefit analysis of the different packaging material
- Provide recommendations for testing performance & suitability of packaging under various conditions of major products of PADMA cluster
- Develop a supply chain for the packaging requirements of packaging material for the various products.

Track 4: Project Management Support including Monitoring & Evaluation

The consultant will provide day to day support to the MSME Directorate in overall implementation of the PADMA programme including reviewing of applications for setting up PADMA clusters by private players under the relevant state scheme and capacity building of the Directorate's officials and staff around various aspects of the programme. In addition, the consultant will support in developing an M&E framework and conducting effective evaluation of the programme to ascertain the ground impact. Detailed activities under the track will include:

Activity 4.1: Support for setting up PADMA MSME clusters and scrutiny of applications under the relevant state scheme

- Assist the Directorate in encouraging private sector to participate & set-up PADMA clusters leveraging private land parcels
- Develop process for scrutiny and selections of applications of private players
- Develop a quantitative evaluation and ranking framework for projects under key schemes such as SIIDS
- Assist the Directorate in implementation of SIIDS for development of PADMA industrial blocks
- Evaluate the proposals received as per the scheme guidelines and the ranking framework
- Undertake post approval coordination with the beneficiaries
- Assist the Directorate in undertaking field inspections and preparation of inspection reports
- Provision of all necessary documents as required by department from time to time

Activity 4.2: Support for monitoring & evaluation (M&E) and management of various initiatives under PADMA programme

- Develop quantifiable parameters to monitor the programme interventions and evaluate impact
- Support in design and creation of web-based MIS and monitoring system in consultation with various stakeholders
- Organize training workshop for stakeholders involved
- Design user friendly dashboard for different stakeholder capturing both physical and financial progress of the various interventions
- Coordinate the MIS activities of different stakeholders and resolution of their concerns/issues, if any, from time to time

Activity 4.3: Project Management Support and internal capacity building

- Coordinate with other related departments such as I&C, HSIIDC, TCP, Development & Panchayat, Industrial Training & Skills for various PADMA related meetings and reviews
- Support towards getting various approvals for block level cluster development programme 'PADMA' from the state government
- Support for managing activities related to various marketing and promotion events for the launch of PADMA programme
- Develop training material and capacity building of the Directorate's officials and staff
- Assist the Directorate's officials in organizing block and product centric events from time to time
- Assist the Directorate's officials in participating at various events of national and international importance to promote PADMA
- Support in coordination for various meetings required and create agendas and minutes to records the proceedings for the relevant meetings
- Draft reports/presentations as per the requirement of the Directorate from time to time.
- Any other work related to PADMA scheme and its implementation.
- Coordinate with other related departments such as I&C, HSIIDC, TCP, Development & Panchayat, Industrial Training & Skills for various PADMA related meetings and reviews
- Support towards getting various approvals for block level cluster development programme 'PADMA' from the state government
- Support for managing activities related to various marketing and promotion events for the launch of PADMA programme
- Develop training material and capacity building of the Directorate's officials and staff
- Assist the Directorate's officials in organizing block and product centric events from time to time
- Assist the Directorate's officials in participating at various events of national and international importance to promote PADMA
- Support in coordination for various meetings required and create agendas and minutes to records the proceedings for the relevant meetings
- Draft reports/presentations as per the requirement of the Directorate from time to time.
- Prepare progress update reports on quarterly basis for review.
- Any other work related to PADMA scheme and its implementation.

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 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. Com/ B.Tech/ BBA/ B.A) from reputed national or international institutes, with at least 55% aggregate marks or equivalent CGPA 	<ul style="list-style-type: none"> Minimum experience of 10 years (post qualification) with minimum 8 years in State or Central Government/ Bilateral or 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 Central Government/ Bilateral or Multilateral/ State or Central PSUs. Experience of designing large-scale entrepreneurship, industrial development and technology improvement programmes for state/centre Government Experience of working towards MSME ecosystem development, particularly in following areas: <ol style="list-style-type: none"> Leading significant CFC cluster development

					<p>projects with DPR approval</p> <p>ii. Linkages with Business Development Service Providers and overseeing MSME facilitation</p> <p>iii. Enhancement of marketing linkages</p> <p>iv. Policy formulation and implementation</p>
2.	Senior Consultant # 1	MSME Cluster Development Expert	BE/ B.Tech/ Post-Graduate with 60% marks And/ Or MBA	Full time regular MBA/ PGDM/ PGDBM/ Masters or Equivalent (in Marketing/ Finance/ Rural Management etc.) with graduation (B.E/ B.Com/ B.Tech/ 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 major sectors under PADMA - Engineering, Textile, Food processing, Chemicals/Plastics, ESDM /Electronics etc. as well as traditional sectors • Experience of undertaking industrial development projects for micro enterprises under central/state

					government schemes
3.	Senior Consultant # 2	MSME Financing Expert	BE/ B.Tech/ Post Graduate with 60% marks And/ Or MBA	Full time Chartered Accountant	<ul style="list-style-type: none"> • Minimum experience of 6 years (post qualification) with at least 3 years in assisting MSME 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 • Experience in facilitating small loans/micro financing
4.	Senior Consultant # 3	Public Policy Expert	BE/ B.Tech/ Post Graduate with 60% marks And/ Or MBA	Full time regular MBA/ PGDM/ PGDBM/ Masters or Equivalent (in Public Policy/ Public Administration/ Economics/ Rural Management etc.) with graduation (B.E/ B.Com/B.Tech/ 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 formulating & implementing industrial/ MSME schemes & policies • Experience of working with State or Central Government/ Bilateral or Multilateral organisation/ State or Central PSUs on policy advocacy • Experience in evaluating proposals/ projects received for assistance under State or Central Government schemes • Experience in facilitating approval of projects under State or Central

					<p>Government schemes.</p> <ul style="list-style-type: none"> • Experience of getting State or Central Government grant released.
5.	Senior Consultant # 4	Project Formulation Expert	BE/ B.Tech/ Post Graduate with 60% marks And/ Or MBA	Full time regular MBA/ PGDM/ PGDBM/ Masters or Equivalent (in Marketing/ Finance/ Economics/ Rural Management) with graduation (B.E/ B. Com/ B.Tech/ 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 Central Government/ Bilateral or Multilateral organisation/ State/ Central PSUs in undertaking MSME cluster development and setting up new MSME clusters • Experience of undertaking cluster development throughout the lifecycle, including DSRs, DPRs and implementation in major sectors under PADMA- Engineering, Textile, Food processing, Chemicals/ Plastics, ESDM/ Electronics etc. as well as traditional sectors
6.	Senior Consultant # 5	Marketing Expert	BE/ B.Tech/ Post Graduate with 60% marks And/ Or MBA	Full time regular MBA/ PGDM/ PGDBM or Equivalent (in Marketing) with graduation (B.E/B. Com/ B.Tech/ 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/

					<p>multilateral/state or central PSUs</p> <ul style="list-style-type: none"> • Experience of preparation of market/ export promotion/vendor development reports • Experience of organising marketing and outreach events for central/state government • Experience in creation of marketing linkages, strategic collaborations between state/central government and private players for MSMEs along with development and review of marketing collaterals
7.	Senior Consultant # 6	Design & Packaging Expert	BE/ B.Tech/ Post Graduate with 60% marks And/ Or MBA	Masters in Design/ Packaging/ Design innovation with Graduation in related fields	<ul style="list-style-type: none"> • Minimum experience of 6 years (post qualification) with at least 3 years in branding/designing innovative packaging solutions /marketing • Experience of marketing & branding/designing & packaging in relevant sectors under PADMA, i.e., Engineering, Textile, Food processing, Chemicals/ Plastics, ESDM / Electronics etc.
8.	Senior Consultant # 7	Project Management and M&E expert	BE/ B.Tech/ Post Graduate with 60% marks And/ Or MBA	Full time regular MBA/ PGDM/ PGDBM/ Masters or Equivalent (in Business Management/ Finance/ Economics/	<ul style="list-style-type: none"> • Minimum experience of 6 years (post qualification) with 3 years in implementing industrial/sectoral/ MSME policies or

				Statistics) with graduation (B.E/ B.Com/ B.Tech/ BBA/ B.A) from reputed national or international institutes, with at least 60% aggregate marks or equivalent CGPA	<p>programme for state or centre government/ bilateral/ multilateral/state or central PSUs</p> <ul style="list-style-type: none"> • Experience in evaluating proposals/projects for assistance under state/central government schemes • Experience in facilitating approval of projects under state/centre government schemes • Experience of getting state/central grant released • Experience in project management, designing M&E frameworks, MIS reporting etc.
9.	Senior Consultant # 8	IT & Digital Expert	BE/ B.Tech/ Post Graduate with 60% marks And/ Or MBA	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 at least 3 years of experience in promoting digital initiative (s) preferably within a State or Central Government setup • Experience of working on project for setting up a digital platform for State or Central Government

**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	8 marks (Qualification) 8 marks (Interview)
2.	Senior Consultant #1: MSME Cluster Development Expert	4 marks (Qualification) 4 marks (Interview)
3.	Senior Consultant #2: MSME Financing Expert	4 marks (Qualification) 4 marks (Interview)
4.	Senior Consultant #3: MSME Public Policy Expert	4 marks (Qualification) 4 marks (Interview)
5.	Senior Consultant #4: Project Formulation Expert	4 marks (Qualification) 4 marks (Interview)
6.	Senior Consultant #5: Marketing Expert	4 marks (Qualification) 4 marks (Interview)
7.	Senior Consultant #6: Design & Packaging Expert	4 marks (Qualification) 4 marks (Interview)

S. No.	Resource Category	Maximum Marks
8.	Senior Consultant #7 Project Management and M&E Expert	4 marks (Qualification) 4 marks (Interview)
9.	Senior Consultant #8 IT & Digital Expert	4 marks (Qualification) 4 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 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 ToR. Selection of resources shall be done on basis of 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/ MBA/ BE/ B.Tech/ Post Graduate 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, payment 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 be 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

Curriculum Vitae Format

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				
Project 1:				
Year:				
Location:				
Client:				
Position Held:				
Main features:				
Activities Performed:				
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

Annexure-II

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			
