



**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**

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## Table of Contents

S. No.	Contents	Page No.
1.	<b>Introduction</b>	1 - 2
2.	<b>Project overview &amp; objectives</b>	2
3.	<b>Scope of Work (SoW)</b>	3 - 11
	<p><b>a. Track 1:</b> 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>b. Track 2:</b> Support for effective schemes &amp; policy implementation viz. Haryana Agri Business and Food Processing Policy 2018, HEEP 2020 and MSME Policy 2019</p> <p><b>c. Track 3:</b> Augmenting MSMEs access to finance through innovative solutions and leveraging digital financing and enhancing marketing and export promotion support to accelerate MSME growth</p> <p><b>d. Track 4:</b> Enhancing MSME product quality and enabling standardization and certifications for better competitiveness including upgradation of Quality Marking Centers</p> <p><b>e. Track 5:</b> Policy advocacy, internal capacity building of the MSME Directorate and programme management support</p>	
4.	<b>Key Resources requirement</b>	11 - 14
5.	<b>Pattern of Evaluation</b>	15 - 16
6.	<b>Selection of Consultant</b>	16 - 17
7.	<b>General Guidelines</b>	17 - 19
7.	<b>Annexure - I</b> <b>Annexure - II</b>	19 - 21

## **'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 15<sup>th</sup> Feb 23) stands at 4.80 Lakh units, while that of HUM registration stands at 47,454, 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 operationalization 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 organizations 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 empaneled 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/Organizations.

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 center 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 endeavor 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:** 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
- 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 through innovative solutions and leveraging digital financing and enhancing marketing and export promotion support to accelerate MSME growth
- d) **Track 4:** Enhancing MSME product quality and enabling standardization and certifications for better competitiveness including upgradation of Quality Marking Centers
- e) **Track 5:** 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 mobilize 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
- Preparation of bid evaluation reports and drafting minutes of purchase committee meetings for cluster implementation under MSE-CDP
- Assist in 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 sensitizing 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
- Sensitize 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 sensitizing 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 through innovative solutions and leveraging digital financing and enhancing marketing and export promotion support to accelerate MSME growth**

The Directorate intends to help MSMEs overcome their key challenge of financing through digital enablement. The Consultant shall assist the Directorate in leveraging key digital financing technologies and facilitating MSME linkages with FIs/Banks/NBFCs/FinTechs etc. through dedicated digital platform. 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, across categories (micro, small and medium enterprise)
- Study current financing products/ services available to the State's MSMEs across banks/FIs/NBFCs/FinTechs
- 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 at least 5 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 interactive website & mobile app for facilitating Haryana MSMEs financial linkages**

- Analyze 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 an interactive website and mobile app mapping the end-to-end MSME financing journey and to facilitate linkages of State MSMEs with key ecosystem players to strengthen their access to finance. This would also have inbuilt information about relevant central and state government schemes and incentives, per the eligibility.
- Prepare a plan to engage a technology partner for development of the platforms
- Finalize technology features and allied requirements' list for Hiring Technology Partner to develop the platforms and support Directorate in shortlisting and appointing a technology partner
- Oversee development of the platforms and coordinate with relevant agencies
- Support the Directorate in propagation of the platforms through workshops, awareness campaigns, etc.



### **Activity 3.3: Broadening state MSMEs footprints in domestic markets through e-commerce linkages**

- 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
- Plan & organize e-commerce workshops for MSMEs to enhance awareness around benefits of listing products and the procedure of listing online

### **Activity 3.4: Enhancing Haryana MSMEs' access to international markets**

- Undertake regular consultations with key stakeholders (export promotion councils, DGFT, ITPO, TPCI, ECGC, EXIM Bank, Key Export Houses etc.)
- Provide advisory to MSMEs on export documentation, certifications, quality standards, labelling requirements
- Engage with BMOs, national & international level chambers of commerce and councils to establish strategic partnerships for promotion of MSMEs' access to markets
- Assistance in handling various exports related grievances of Haryana MSMEs such as procedural grievances, taxes, duties, subsidies related grievances etc.
- Support 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 in various national forums such as Board of Trade Meetings, National Council for Trade Facilitation meetings etc.
- Support the Directorate in implementing GoI schemes & programmes for export promotion. Ex. Pragati scheme
- Organize 5 exports capacity building workshops for MSMEs, informing them on exports related procedures & potential profits in exports

### **Activity 3.5: Impact analysis of India's Trade Agreements on Haryana MSMEs**

- Identify key FTAs/PTAs/ BTIAs/Economic Cooperation agreements signed by India which are of relevance to Haryana MSMEs, particularly in thrust sectors
- Analyze the identified trade agreements in terms of sector-wise impact on duty structure, comparative advantage vis-à-vis other countries, ease of trade/investment etc.
- Time-series & benefit analysis of each of the trade agreement on Haryana's MSME exports growth, imports scenario

- Comparative analysis of impact of each Trade agreement on Haryana's trade balance
- Develop knowledge collaterals and effective information dissemination of the key trade agreements to MSMEs and concerned industries associations
- Draft consequent recommendations to be made to GoI on behalf of the State Govt

#### **Track 4: Enhancing MSME product quality and enabling standardization and certifications for better competitiveness including upgradation of Quality Marking Centers**

The Consultant will be required to support the Directorate in helping the state MSMEs across all sectors improve their product quality, undertake process standardization, and obtain national/international certifications. Additionally, the consultant will help the Directorate in upgrading the existing infrastructure available in the form of QMCs. The track will involve following activities:

##### **Activity 4.1: MSME product quality improvement through standardization and certifications**

- Map all key products manufactured in Haryana across main sectors like auto/auto components, engineering, food processing, textiles & apparels etc.
- Conduct extensive primary and secondary study to identify relevant domestic and international certifications applicable on the products and the units
- Map domestic center/state agencies and technical, testing & certification institutes such as NPC, QCI, tool rooms etc. who could be engaged for the activity and conduct stakeholder interactions
- Map center/state schemes to enhance MSME product quality and obtaining certifications
- Develop an action plan to improve MSME product quality across all sectors
- Prepare a comprehensive report on certifications on products and units (applicable both in domestic and international markets) and the BDS providers/agencies who could help MSMEs adopt these certifications. Detailed procedure for obtaining these certifications along with recommendations should be mentioned in the report. The SoW for the report will be finalized in consultation with the Directorate.
- Prepare a ready reckoner on certifications and standardizations
- Support the Directorate in signing MoUs with prominent bodies like QCI and NPC to foster a culture of quality and productivity among MSMEs in the state
- Develop knowledge bank to showcase process flow and requirements to obtain certifications

- Undertake programs across the state to sensitize MSMEs about the importance of obtaining certifications and provide necessary facilitation support

#### **Activity 4.2: 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 organization structure and working model for the revamped QMCs
- Prepare detailed proposals/DPRs 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 standardizations
- 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 in accordance with GFR guidelines i.e., finalization of machinery specifications, preparation of bidding documents, technical/financial evaluation including preparation of agenda notes and minutes of purchase committee meetings

#### **Track 5: 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 as well as enhance facilitation support through DMCs. Moreover, the consultant will be required to provide project management support at the state and district levels including internal capacity building of the Directorate. Following are the detailed activities which will be undertaken as part this track:

#### **Activity 5.1: Support in propagation of government schemes and enhancing district level MSME facilitation & handholding**

- Support the Directorate in conducting district and state level events including MSME Sammelans to sensitize stakeholders about government support framework
- Enable partnerships with state and national level industries associations and chambers of commerce to enhance visibility of government schemes and address key MSME issues
- Coordinate with District MSME Centers to ensure information availability to MSMEs and Industries Associations regarding all central/state government schemes for MSMEs

- Prepare a plan to enhance number of registrations on HUM and UR portal
- Regular reporting of grievances/suggestions from Industries Associations to the Directorate
- Coordinate with agencies/departments of center/state governments as and when required

**Activity 5.2: 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/up-gradation of existing policies for the enablement of MSMEs in Haryana

**Activity 5.3: 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 centers in selected districts
- Develop a framework for linking BDS providers with MSMEs of the state

**Activity 5.4: Internal capacity building and performance improvement of the Directorate of MSME**

- Study and analyze 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 training modules on schemes and soft skills for the staff
- Conduct training programmes for the officers/staff at HQ/districts

#### Activity 5.5: 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 center/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 various center-sponsored schemes & programmes
- Drafting concept notes, presentations, responses 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

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

S. No	Resource Category	Proposed Role	Educational Qualification	Relevant Experience
1.	Principal Consultant	Team Leader cum MSME Sector Development Expert	<ul style="list-style-type: none"> <li>• Full time regular MBA/PGDM/PGDBM / Masters or Equivalent (in Marketing/ Finance/ Management/ Economics) with graduation (B.E./B.Tech/ B. Com/ BBA/B.A./ B.Sc.) from reputed national or international institutes, with at least 55% aggregate marks or equivalent CGPA in both graduation and postgraduation</li> </ul>	<ul style="list-style-type: none"> <li>• Minimum <b>experience of 10 years</b> with minimum <b>8 years in state or center government/ bilateral/ multilateral organizations/state or central PSUs</b> sponsored projects in the MSME sector development in India</li> <li>• Experience of <b>leading projects</b> in MSME sector development in the country with <b>state or center government/ bilateral/ multilateral organizations /state or central PSUs</b></li> <li>• Experience of designing large-scale <b>entrepreneurship and technology improvement</b> programmes for government</li> <li>• Experience of working towards MSME/Industrial ecosystem development, particularly in following areas:</li> </ul>

				<ul style="list-style-type: none"> <li>i. Leading significant <b>CFC cluster development</b> projects with <b>DPR approvals</b></li> <li>ii. Linkages with <b>Business Development Service Providers</b> and overseeing MSME facilitation</li> <li>iii. Enhancement of <b>marketing linkages</b></li> <li>iv. Leading <b>market development programmes</b> enabling <b>anchor units/OEMs and MSME tie-ups</b></li> <li>v. <b>Policy formulation and implementation</b> <ul style="list-style-type: none"> <li>• <b>International, cross-country collaboration</b> experience for MSME growth &amp; development</li> </ul> </li> </ul>
2.	Senior Consultant #1	MSME Cluster Development Expert	<ul style="list-style-type: none"> <li>• Full time regular MBA/PGDM/PGDBM / Masters or Equivalent (in Marketing/Finance/Economics) with graduation (B.E./B.Tech/ B. Com/ BBA/B.A./ B.Sc.) from reputed national or international institutes, with at least 60% aggregate marks or equivalent CGPA in both graduation and postgraduation</li> </ul>	<ul style="list-style-type: none"> <li>• Minimum <b>experience of 6 years</b> with at least <b>3 years in assisting state or center government/ bilateral/ multilateral organizations /state or central PSUs</b> in undertaking <b>MSME/ industrial cluster development</b> and setting up new CFCs in MSME/ industrial clusters</li> <li>• Experience of undertaking <b>cluster development throughout the lifecycle</b>, including <b>DSR, DPR and implementation in thrust sectors</b> - Engineering, Textile, Food processing, Chemicals/Plastics, ESDM /Electronics etc. as well as <b>traditional sectors</b></li> <li>• Experience of undertaking industrial development projects for micro enterprises under central/state government schemes.</li> <li>• Experience of <b>undertaking CFC projects under MSE-CDP scheme of GoI</b> and assisting states in obtaining grant from GoI</li> </ul>
3.	Senior Consultant #2	MSME Marketing Expert	<ul style="list-style-type: none"> <li>• Full time regular MBA/PGDM/PGDBM / Masters or Equivalent (in Marketing/ Strategy) with</li> </ul>	<ul style="list-style-type: none"> <li>• Minimum <b>experience of 6 years</b> with experience in <b>market strategy, market research &amp; analysis, media outreach, partnerships &amp; collaborations</b> and at least <b>3</b></li> </ul>

			<p>graduation (B.E./B.Tech/B.Com/ BBA/B.A./ B.Sc.) from reputed national or international institutes, with at least 60% aggregate marks or equivalent CGPA in both graduation and postgraduation</p>	<p><b>years of working with state or center government/ bilateral/ multilateral organizations/state or central PSUs</b></p> <ul style="list-style-type: none"> <li>• Experience in planning &amp; implementation of marketing initiatives in <b>international markets</b></li> <li>• Experience of <b>preparation of market/ export promotion/ vendor development reports for center and state governments</b></li> <li>• Experience of <b>organizing marketing and outreach events for central/state government</b></li> <li>• Experience in <b>creation of marketing and ecommerce linkages, strategic collaborations</b> between state/central government and private players for MSMEs/ industries along with <b>development and review of marketing collaterals</b></li> <li>• Experience of undertaking <b>market/ ecommerce/ export linkages</b> and organizing MSME/ industrial <b>vendor development programs</b></li> </ul>
4.	Senior Consultant #3	MSME Financing Expert	<ul style="list-style-type: none"> <li>• Full time Chartered Accountant</li> </ul> <p><b>Or</b></p> <ul style="list-style-type: none"> <li>• Full-time regular MBA/PGDM/PGDBM / Masters or Equivalent (in Finance) with graduation (B.E./B.Tech/B.Com/ BBA/ B.A./B.Sc.) from reputed national or international institutes, with at least 60% aggregate marks or equivalent CGPA in both graduation and postgraduation</li> </ul>	<ul style="list-style-type: none"> <li>• Minimum <b>experience of 6 years</b> with at least <b>3 years</b> in assisting <b>MSMEs/ industries leverage funding</b> from banks/FIs</li> <li>• Experience of <b>evaluating proposals for MSME/ industrial projects</b></li> <li>• Experience of <b>preparing DPRs and financial modelling</b> for MSME/ industrial development projects</li> <li>• Experience of enhancing linkages of <b>micro enterprises with FIs/NBFCs</b></li> <li>• Experience of <b>facilitating small loans/micro financing</b></li> <li>• Experience in <b>assisting MSMEs in availing center/ state government support for credit</b></li> </ul>

5.	Senior Consultant #4	Public Procurement Expert	<ul style="list-style-type: none"> <li>• Full time regular MBA/PGDM/PGDBM / Masters/ Diploma or Equivalent (In Business Management/Finance/ Economics/ Marketing etc.) with graduation (B.E./B.Tech/ B. Com/ BBA/ B.A/ B.Sc.) from reputed national or international institutes, with at least 60% aggregate marks or equivalent CGPA in both graduation and postgraduation</li> </ul>	<ul style="list-style-type: none"> <li>• Minimum <b>experience of 6 years</b> with at least <b>3 years'</b> experience in undertaking <b>public procurement through GFR, CVC guidelines</b> for <b>state or center government/ bilateral/ multilateral organizations/state or central PSUs</b> sponsored projects for <b>industrial infrastructure/CFC development</b> (procurement of machinery and civil works)</li> <li>• Experience of leading <b>projects in procurement of machinery and civil work</b></li> </ul>
6	Senior Consultant #5	Policy Implementation and M&E Expert	<ul style="list-style-type: none"> <li>• Full time regular MBA/PGDM/PGDBM/ Masters or Equivalent (in Business Management, Commerce/ Finance/ Economics/ Public Policy/related fields) with graduation (B.E./B.Tech/ B. Com/ BBA/ B.Sc./ B.A.) from reputed national or international institutes, with at least 60% aggregate marks or equivalent CGPA in both graduation and postgraduation</li> </ul>	<ul style="list-style-type: none"> <li>• Minimum experience of 6 years with 3 years in implementing industrial/ sectoral/ MSME policies or programmes for state or center government/ bilateral/ multilateral organizations / state or central PSUs sponsored projects</li> <li>• Experience in evaluating proposals/ projects for assistance under state/ central government schemes</li> <li>• Experience in facilitating approval of projects under state/ center government schemes</li> <li>• Experience of getting state/ central grant released</li> <li>• Experience in project management, designing M&amp;E frameworks, MIS reporting etc.</li> </ul>
7.	Senior Consultant #6	IT & Digital Expert	<ul style="list-style-type: none"> <li>• Full time regular master's or Equivalent (in Computer Science or IT or related fields) with at least 60% aggregate marks or equivalent CGPA in both graduation and postgraduation</li> </ul>	<ul style="list-style-type: none"> <li>• Minimum experience of 6 years with 3 years of experience in promoting digital initiative(s) preferably within a state or center government set up</li> </ul>
8.	Consultant #1.	MSME Exports Promotion	<ul style="list-style-type: none"> <li>• Full time regular MBA/PGDM/PGDBM/ Masters or Equivalent</li> </ul>	<ul style="list-style-type: none"> <li>• Minimum <b>3 years</b> of experience</li> </ul>



		Support Consultant	from IIFT or similar institutes with graduation (B.E/B.Tech/ B. Com/ BBA/ B.Sc./ B.A.), with at least 60% aggregate marks or equivalent CGPA in both graduation and postgraduation	<ul style="list-style-type: none"> <li>Experience of working for <b>state or center government/ bilateral/ multilateral organizations /state or central PSUs sponsored project on exports promotion strategies for MSMEs/ industries</b></li> </ul>
9.	Consultant# 2.	Quality & Technology Support Consultant	<ul style="list-style-type: none"> <li>Full time regular MBA/PGDM/PGDBM/ Masters or Equivalent (in Technology, Management, Commerce, Finance, Economics, Public Policy) with graduation (B.E/B.Tech/ B.Sc.) from reputed national or international institutes, with at least 60% aggregate marks or equivalent CGPA in both graduation and postgraduation</li> </ul>	<ul style="list-style-type: none"> <li>Minimum <b>3 years</b> of experience</li> <li>Experience of working for <b>state or center government/ bilateral/ multilateral organizations/state or central PSUs sponsored project on MSME/ industrial technology upgradation or implementation/ quality enhancement or standardization</b></li> <li>Experience of working on <b>Quality Marking Centres/Tool Rooms/Technology Centres/NABL Accredited test house/ R&amp;D or Quality control centre of reputed manufacturing industry</b></li> </ul>

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

## 5. Pattern of Evaluation

- i. Evaluation of the Consultant shall be done based on the following pattern:

Sr. No.	Technical Evaluation Criteria	Maximum Marks
1	Educational Qualification of Proposed Resources	15
2	Experience of Proposed Resources	25
3	Interview of Proposed Resources	40
4	Team Presentation	20
		<b>100</b>

- ii. Evaluation Criteria:

S. No.	Resource Category	Maximum Marks
1.	<b>Principal Consultant Team Leader cum MSME Sector Development Expert</b>	<b>5 marks</b> (Education Qualification)  <b>7 marks</b> (Experience)  <b>6 marks</b> (Interview)
2.	<b>Senior Consultant #1: MSME Cluster Development Expert</b>	<b>1.5 mark</b> (Education Qualification)  <b>2.5 marks</b> (Experience)  <b>5 marks</b> (Interview)
3.	<b>Senior Consultant #2: MSME Marketing Expert</b>	<b>1.5 marks</b> (Education Qualification)  <b>2.5 marks</b> (Experience)  <b>5 marks</b> (Interview)
4.	<b>Senior Consultant #3: MSME Financing Expert</b>	<b>1.5 marks</b> (Education Qualification)  <b>2.5 marks</b> (Experience)  <b>5 marks</b> (Interview)
5.	<b>Senior Consultant #4: Public Procurement Expert</b>	<b>1.5 marks</b> (Education Qualification)  <b>2.5 marks</b> (Experience)  <b>5 marks</b> (Interview)
6.	<b>Senior Consultant #5: Policy Implementation and M&amp;E Expert</b>	<b>1.5 marks</b> (Education Qualification)

S. No.	Resource Category	Maximum Marks
		2.5 marks (Experience)
		5 marks (Interview)
7.	<b>Senior Consultant #6: Digital &amp; IT Expert</b>	1.5 marks (Education Qualification)
		2.5 marks (Experience)
		5 marks (Interview)
8.	<b>Consultant #1 MSME Exports Promotion Support Consultant</b>	0.5 mark (Education Qualification)
		1.5 marks (Experience)
		2 marks (Interview)
9.	<b>Consultant #2 Quality &amp; Technology Support Consultant</b>	0.5 mark (Education Qualification)
		1.5 marks (Experience)
		2 marks (Interview)
10.	<b>Presentation</b> <ul style="list-style-type: none"> <li>• Understanding of the assignment</li> <li>• Approach &amp; methodology</li> </ul>	20 marks
<b>Total Score for Criterion</b>		<b>100 Marks</b>

## **6. Selection of Consultant**

- 5.1 Internal Committee headed by the Administrative Secretary (Committee constituted vide order dated 04.07.2022) shall evaluate the **Proposals** received from the bidders.
- 5.2 Selection of Consultant shall be done on the basis of CVs & interviews of the proposed team, and presentation on Consultant's understanding and proposed approach & methodology for delivering the project.

- 5.3 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.
- 5.4 The Team Leader is mandatorily required to be available for presentation and interview in-person. Rest of the team can join either in-person or online.
- 5.5 The Internal Committee reserves the right to reject any or all Proposals without assigning any reason.

## **7. General Guidelines**

### **7.1 Bid Submission**

- a. Proposal shall include the company profile and resumes of all proposed resources in the format as per **Annexure-I**.
- b. The resources to be deployed by the bidder shall possess the requisite educational qualification and experience as per this ToR. CV of every resource to be deployed shall be provided in World Bank format.
- c. The bidder shall submit the technical proposal via email on cd-cell.msme@hry.gov.in and clusterharyana@gmail.com by **5<sup>th</sup> April 2023**.
- d. 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.
- e. The financial bid of the highest technical scorer will be opened if there are at least 3 technically qualified bids
- Technical Qualification: Scoring of minimum 70 marks (70%) out of the total 100 marks of technical criteria
- f. Technical score (maximum 100) will be calculated as per table under Clause 5 pertaining to Pattern of Evaluation.

### **7.2 Duration of Service**

The Project duration will be 24 months. As per requirement/necessity of the department, the same may be further extended up to 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.

### **7.3 Timelines:**

- a. The consultancy company/agency shall submit their technical proposals in the prescribed format, as per the requirements of the ToR on **cd-cell.msme@hry.gov.in** and **clusterharyana@gmail.com** by **5<sup>th</sup> April 2023**.

The financial proposal shall be submitted to the Directorate, in a sealed envelope, at the below-mentioned address by **5<sup>th</sup> April 2023**:

**The Director General**, Directorate of MSME, Plot No. C-3, HSVP Complex (Front Block), 3rd floor, Sector 6, Panchkula - 134109

- b. Any queries/clarifications may be sent to the Directorate on **cd-cell.msme@hry.gov.in** and **clusterharyana@gmail.com** latest by **24<sup>th</sup> March 2023**. No queries shall be entertained after **24<sup>th</sup> March 2023**.

Directorate reserves the right to respond to queries received, as deemed appropriate.

#### **7.4 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 three weeks as per ToR.
- c. The consulting firm/ agency shall deploy the same resources as per the proposal submitted within 15 days of issuance of work order.
- d. 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.
- e. Payment to the consulting firm/ agency shall be made on quarterly basis in 8 quarters.
- f. The team will be dedicated to work with the department and sharing of resources will be not allowed with any other project/assignment.
- g. 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.
- h. 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.

- i. 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.

- j. 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
- k. 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	Graduation	Degree:	Percentage:
Post Graduation		Degree:	Specialization:	Percentage:
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:				

<b>Year:</b>	
<b>Location:</b>	
<b>Client:</b>	
<b>Position Held:</b>	
<b>Main features:</b>	
<b>Activities Performed:</b>	

<p><b>Certification:</b></p> <p>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.</p>
<p><b>FULL name of authorized representative</b></p>



**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			

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