



CEMCA



Terms of Reference (ToR) for appointing Principal Consultant for developing Supply Chain Systems at Cluster level for FMC

Project: Promote Bamboo MSME Clusters for Sustainable Development

Tender No. FMC/EU/21-22/003

The Tender are available at <https://fmc.org.in/tender/> Please apply by 07th February, 2022 (till 5.30 PM) Please note that the Financial quote must be submitted in original with signature and seal in a separate envelopes, FMC shall open the financial quote, once the technical evaluation stage complete. For any query, please email at accounts@msmefoundation.org/ hr@msmefoundation.org

The proposals may also be submitted to:

Mr. Amit Tyagi

Procurement Officer

Foundation for MSME Clusters (FMC)

USO House, 2nd Floor, USO Road, Off Shaheed Jeet Singh Marg,

6, Special Institutional Area, New Delhi – 110067

Tel No. 011-40563323-24

Employment type: Fixed term Project based agreement for 1-year with possible extension for another one year, subject to mutual agreement

Duty Station: Home base plus FMC Delhi office and field locations of Bamboo project

Payment T&C: Monthly remuneration will be given on actual number of person days spent by the expert, duly reflected in the project timesheet. Travel & other out of pocket expenses shall be reimbursed on actual as per FMC's rules

Project Background: FMC is implementing a project: '**Promoting MSME Bamboo Clusters in India in 9 states** (Viz: Assam, Arunachal Pradesh, Meghalaya, Mizoram, Tripura, Odisha, Chhattisgarh, Jharkhand & Madhya Pradesh) in India with the overall objective of **promoting bamboo as sustainable resource and generate green jobs** for a period of 4 years. The project is designed to help local community and other stakeholders collaborate for the promotion of green economy, sustainable growth, economic prosperity and poverty reduction in the MSME sector along with mitigation of climate change.

Specific objectives of the project are as follows:

1. Support enterprise development for sustainable supply of bamboo products and generate improved livelihoods
2. Promote select new bamboo products among high potential buyers
3. Sustain and upscale local initiatives through community-led multi-stakeholder development models
4. Promote sustainable linkages between financial institutions and local enterprises.
5. Strengthen policy dialogue and dissemination of proven development models relevant for bamboo sector

Purpose of Appointing Expert: By making bamboo products go mainstream, we can impact two much needed aspects – assist in mitigating climate change & help in creating a greener economy. And from an 'FMC goals' point of view, the greener economy translates to increased trade revenues in the Bamboo led MSME clusters for artisans.

But currently, the means needed to make bamboo products mainstream are not fully developed at the cluster level. This hampers consistent buyer interest and thereby hinders scaling up of artisan incomes. With artisan income being FMC's primary intent, an ecosystem that supports growth in trade is essential.

An end-to-end process that begins with new product development, moving on to standardised and timely manufacturing, packaging, documentation and shipping will align well with large format urban retailers.

The expert will be engaged as Consultant for Supply Chain Management for FMC to help boost the bamboo sector in India by promoting all aspects of the project and provide visibility to key stakeholders with the help of a comprehensive communications strategy that will take into account the multi pronged nature of the project.

All deliverables along with timelines as well as success dependables will be mutually discussed and agreed upon between FMC and consultant and will be monitored by FMC on a monthly basis.

Intent and Flow of action by consultant –

To build a sustainable supply chain ecosystem that helps grow the market for bamboo products in 4 states clubbed into 2 regions – viz.

- (1) Jharkhand + Madhya Pradesh in the plains &
- (2) Assam + Tripura in the hills.

Phase 1 : finding and fixing gaps – Jan-Feb-Mar 2022

- A. Gather experiential wisdom –
 - o Read all material documented on initiatives taken
 - o Conduct 2 root cause analysis sessions with field staff – 1 in each identified region. No of days required to cover both regions will be 10 including the on road days.
- B. Record and study all learning as derived from activity A
 - o Categorise and analyse all observations – capture learning from the reading material as well as root cause activity done with field staff.
 - o Design a solution that mitigates all parameters identified through reading + root cause analysis.
 - o Present to FMC to obtain their go-ahead on solution implementation. Present solution that covers all needed aspects and thereby necessary budgets and timelines.
- C. Implement solution
 - o Recruit necessary resources – this may include people, equipment, office space, ERP, packaging and logistics as per the matching budget lines of the project. Necessary spending budgets will be defined and presented to FMC at the time of presenting the solution as mentioned in above point.
 - o Conduct training workshops – all involved members will be hand-held and groomed to manage order based activities with extreme focus on speed & accuracy of execution.

Deliverable:

1. Phase 1 report and action plan and solution for phase 2
2. Learning Paper - Process mapping - document (excel sheet) depicting flow of activities and learnings

Phase 2 : run trials to test new system – Apr-May-Jun 2022

This will be a combination of 2 scenarios.

- (1) multiple products in low volume
- (2) few products in large volume.

The smaller volume order will be generated for Woody Grass (WG). WG will develop with their designer a range of approximately 10 designs in each of the 4 focus states. Orders for the same will be placed at a volume 20-30 units per design.

The large volume order will be brought in by FMC, where 2-4 products with an order volume of 1000 units (approximately) will be placed with artisans.

Both these runs will then be put to test in following stages:

- A. Develop new design product range in the 2 focus regions
- B. Showcase to buyer and adapt products as per expectations
- C. Obtain orders for the new products
- D. Manufacture to defined standards
- E. Pack & dispatch

Phase 3 : begin working with large retailers across the country – Jul-Aug-Sep-Oct 2022

Introduce 3 large scale domestic retailers and engage in developing trade relations. Simultaneously, gather learning from trials of Phase 2 & fix gaps wherever required to scale up. On establishing interest from potential buyers, run new orders in same stages as followed in trial process. This will be done with intent of reinforcing training and forming appropriate habits.

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Required:

1. CV detailing relevant experience
2. A short note on strategy for undertaking this assignment.
3. Financial quote