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**CONSULTANT TO PROVIDE TECHNICAL ASSISTANCE FOR THE
ESTABLISHMENT OF A PACKAGING FACILITY IN THE MALDIVES – TERMS
OF REFERENCE (TOR)**

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A. INTRODUCTION

Business Center Corporation (BCC) is a state-owned enterprise (SOE) incorporated in 2017 to coordinate and oversee the management of regional business development service centers (BCs) established, by the Ministry of Economic Development, under the SME Act (6/2013).

The purpose of the Business Centers (BCs) is to contribute to the establishment of an enabling business environment to support inclusive economic growth by providing and building capacity for sustainable, demand-driven business development services and to facilitate market access which will serve the growth needs of the micro, small and medium-sized enterprise (MSME) sector in the Maldives.

B. PROJECT BACKGROUND

The Sustainable Economic Empowerment and Development for SMEs (SEEDS) project, with financial support of the Government of Japan, aims to provide economic rehabilitation in order to mitigate the negative impacts of the COVID-19 crisis in the Maldives. The project has the objective of increasing agriculture production and promoting food security through an approach of building entrepreneurship amongst farmers and creating a new generation of agri-businesses that are innovative, productive and practices environment-friendly agriculture. The project will also provide technical support and capacity to the Government of Maldives to conduct support services for MSMEs to adapt to the “new normal”.

The project will be implemented through partnership with the United Nations Development Programme (UNDP) in Maldives, the Ministry of Economic Development, Ministry of Fisheries, Marine Resources and Agriculture (MoFMRA), Agro National Corporation (AgroNat), Maldives Fund Management Corporation (MFMC), the Business Center Corporation (BCC) and Housing Development Corporation (HDC).

The Business Center Corporation (BCC) is a state-owned enterprise established by the Government of Maldives. It is the legal vehicle mandated for the operations and management of the Regional Business Centers (BC), established as per the SME Act (2013) and would be steering the governments' SME support efforts as outlined in the Strategic Action Plan 2020 – 2023, and provide support in the development of the SME sector. BCCs primary engagements are provision of consultancy and advisory services to MSMEs, establish market linkages and identify the gaps and issues involved in obtaining market access and supply of local products to different marketing platforms.

With reference to the survey conducted by Business Center Corporation among home-based workers to assess and identify their needs, a remarkable portion of economic activity in the atolls is carried out by home-based workers of whom the marked majority are women. BCC has



also identified that among all home-based commercial a significant segment of engagement appears to come from food processing.

The above in consideration and in line with the government's vision to empower peripheral economic activity and entrepreneurship among women, BCC intends to establish a packaging facility in Hulhumale' and Addu City. This facility is intended to address issues in supply chain management and consistency and importantly ensure that products packaged through this facility hold respectable quality.

C. SCOPE OF WORK

Business Center Corporation is seeking consultancy services to develop an operational framework on the establishment of packaging facility, at Addu city and Hulhumale'. The consultant will be required to recommend and assist in the implementation of an operational model for the facilities that meets international manufacturing and packaging standards. The consultant must develop the necessary manuals, guidelines and standard operating procedures for the facilities and deliver the required key tasks and responsibilities as identified in section D.

Interested parties are invited to submit their expression of interest for this position as stated in the advertisement published on the National Gazette.

D. KEY TASKS AND RESPONSIBILITIES

The consultant will be responsible for guiding the establishment of a packaging facility which will be managed by the Business Center Corporation. As such, the consultant will be required to undertake the following tasks:

1. Develop the initial inception report for the review of BCC.
2. Conduct focus group discussions with beneficiaries.
3. Establish an operational framework and implementation structure, best practices and standards for the operations of packaging facility and enhancement of product quality, handling, and distribution efficiency for manufacturers. This includes establishment of appropriate packaging solutions for perishables as import substitution products and required machinery.
4. Assess the state of packaging and packaging technologies in Maldives and identify packaging solutions, taking into account sustainability concerns, to meet local and international market requirements.
5. Assess and study how the existing machinery and packaging equipment operates and functions to fulfill the operational requirement of packaging facility and logistical process for the transfer of perishable products to international markets.



6. Identify additional appropriate packaging technology and machinery to be adopted based on the availability of after sales service and maintenance requirement of the equipment.
7. Provide a list of food items that can be processed, appropriate packing methods and required packing machinery.
8. Identify and propose cost-effective and environment friendly packaging standards such as the use of recycled packaging materials and their applicability and appropriateness in food packaging, as well as temperature controls to avoid spoilage of perishables.
9. Assist and coordinate with BCC in the procurement of packaging machinery, equipment and materials.
10. Propose creative forms of retail friendly specific packaging, barrier packaging and labelling methods suitable to different categories of items.
11. Develop guidelines and procedure to be followed in using packaging machinery and carrying out the packaging process.
12. Conduct capacity building and training programs on the process of equipment operation, packaging and labelling process, quality control issues and maintenance to BCC staff.
13. Advice on structure and layout of the proposed building to carry out the packaging facility
14. Financial Plan
 - a. Revenue Model and suggestions on industry pricing models
 - b. Approximate cost of setting up the facility
 - i. Initial capital cost (all assets that need to be purchased, and costs related to renovation of an existing space)
 - ii. Recurrent costs (for the first 6 months of operations)
 - iii. Feasibility Assessment
15. Guide the Interior design development
16. Guide the development of ICT infrastructure
 - a. Hardware Requirements
 - b. Software Requirements

E. MINIMUM REQUIREMENTS

1. Education and experience

- The consultant should have a Bachelor's Degree in Engineering, Mechanical Engineering or a related field with at least 2 years of experience working in manufacturing, packaging or production or related field.
- Strong preference will be given to candidates that have experience in establishing a packaging facility.
- Sound understanding of laws, regulations, and norms in the industry



F. DELIVERABLES

<p>1. Inception Report and timeline</p> <p>This should be delivered within 7 days from the beginning of the assignment including the consultant’s preliminary assessment, plan outline and initial findings. The report must highlight the approach to the assignment as well as assignment’s time-bound action plan. This should be agreed upon and accepted by BCC.</p>
<p>2. Primary research and desk review</p> <p>This should include focus group discussions and review of the existing data and research conducted by BCC.</p>
<p>3. Operational framework</p> <p>This should include the implementation structure, best practices, and standards for the operations of packaging facility and enhancement of product quality, storage, handling, and distribution efficiency for manufacturers. The operational framework should consist of the following:</p> <ul style="list-style-type: none"> - List of proposed products (processed food) that could be marketed through the facility including appropriate packaging solutions, and those suitable for perishables and machinery required. - Propose cost-effective and environment friendly packaging standards such as the use of recycled packaging materials and their applicability and appropriateness in food packaging, as well as temperature controls to avoid spoilage of perishables. - Guidelines and procedure to be followed in using packaging machinery and carrying out the packaging process. - Feasibility, financial plan and revenue model. <p>The operational framework should be agreed upon and accepted by BCC.</p>
<p>4. Specifications for the procurement of required packaging machinery as per the operational framework.</p>
<p>5. Guide the interior design development, refurbishment and assist in developing the ICT infrastructure.</p>
<p>6. Conduct capacity building and training program to BCC staff on the provision of packaging services and machine operations.</p>



G. EXPLORATORY VISIT TO ADDU CITY

Arrangements will be made for the consultant to travel from Male' City to Addu City at a mutually agreed time for a period of three days. **The cost of the trip should be stated in the price quoted indicating the breakdown for the scope of work and travel.**

H. CONTRACT DURATION

The duration of the assignment is 90 calendar days. This **does not** include the buffer period(s) for discussions held with BCC. The consultant is expected to produce a detailed timeline for the feasibility report within 5 days of signing the agreement.

I. SELECTION CRITERIA

Price	60%
Experience	40%

Price: The lowest price will be set as the benchmark against which the remaining bid applications will be scored.

Experience: Marks will be awarded if the applicant can prove the successful completion of similar projects and/or has necessary experience to undertake the consultancy through reference letters and/or work portfolio. If the applicant has not had undertaken a contract work in the past, then their job experience will also be considered. However, the job must involve undertaking similar work. The corporation may request additional documentation should it become necessary as part of evaluation.

Each reference letter with relevant experience submitted will receive a maximum of five points. A reference letter may receive 2 or less than 2 points each for scope of work and scale of work. The following matrix will be used in awarding points to reference letters.

Scope of work	2.5 (max)
Scale of work	2.5 (max)
Referee contact details provided	must provide

Reference letters that do not provide referee contact details will **not** be accepted.

The maximum score for experience is 40 points.



J. DOCUMENTS REQUIRED

- Bid Submission Form in *Appendix 1*
- Evidence of previous work
- Reference letter(s)
- Employment letter(s)
- Curriculum Vitae and copy of ID card

K. DISQUALIFICATION

A bid submission is deemed disqualified or invalid if **any** of the following occurs.

- Bid Submission Form is not submitted.
- Document(s) to support the educational qualification are not submitted.
- CV and ID card are not submitted

L. APPLICATION SUBMISSION AND SELECTION

#	Activity	Time / Deadline	Details
1	Bid Submission and opening	09 th December 2020 1400 hrs – 1415 hrs	BCC office, 6 th Floor, Ma Maadheli, Majeedhee Magu
2	Notification	09 th December 2020 1400 hrs – 1415 hrs	Score sheet will be sent to all applicants notifying the party selected. Appeals and/or complaints shall be sent to procurement@bcn.mv
3	Appeal	10 th December 2020 1430 hrs	Deadline for appeals and/or complaints.



M. CONSULTANCY FEE AND PAYMENT

The selected consultant will be paid subject to any deductions upon the successful completion of the report. The payment will be tied to deliverables and settled after the submission of the completion report. From the total price quoted for the scope of work, the price allocated to each deliverable will be according the weights assigned as follows:

Deliverable	Allocated weight
1. Inception report and timeline	5%
2. Primary research and desk review	10%
3. Operational framework	50%
4. Specifications for the procurement of required packaging machinery	20%
5. Guide the interior design development, ICT infrastructure and refurbishment	10%
6. Capacity building and training programs	5%