

## **Terms of Reference for hiring of consultants to work on Food Processing clusters (Oils and Masala products)**

### **Context and background of the organization:**

#### **Tamil Nadu State Rural Livelihood Mission:**

Tamil Nadu State Rural Livelihood Mission is implemented by the Government of Tamil Nadu from the year 2012-13. The primary objective of TNSRLM is to reduce poverty by enabling poor households to engage in gainful self-employment and skilled wage employment through livelihood interventions and facilitating access to financial and other services. This is sought to be achieved through building strong and vibrant institutional platforms of the poor and organising them into active Community Based Organisation for providing sustainable livelihood opportunities.

Mahalir Thittam, the precursor to TNSRLM promoted Women Self Help Groups of 12-20 women aged between 18 to 60 years who voluntarily came together to promote savings and thrift. TNSRLM in the state was fashioned on the core principles of the Vaazhndhu Kaattuvom Project to reach the poorest of the poor through creating institutions of the poor in the form of SHGs, PLFs etc., with a mandate to make livelihood interventions through DAY-NRLM scheme components and bank linkage for providing sustainable income. Through the Participatory Identification of Poor (PIP) methodology the left-out poor in rural areas were identified and new SHGs were formed to cover the women from those families.

The objective of TNSRLM is to increase the household income of the poor through livelihood enhancement and access to financial and other services which is sought to be achieved through the following activities

- A. Social Mobilisation & Institution Building
- B. Capacity Building & Training
- C. Financial Inclusion
- D. Livelihood Promotion and Marketing
- E. Skill Training
- F. Partnership & Convergence

To know more details about TNSRLM can be found here - <https://tncdw.org/>

## **Tamil Nadu Rural Transformation Project (TNRTP):**

Tamil Nadu Rural Transformation Project (TNRTP) is an innovative World Bank assisted Project that aims at rural transformation through strategies that look beyond poverty alleviation by building sustainability and prosperity of rural communities through rural enterprise promotion, access to finance and employment opportunities in the selected blocks of Tamil Nadu.

The Project will build on existing institutional capital and investments made by TNEPRP, TNSRLM and NRLP. The Project is implemented in 120 blocks covering 3,994 village panchayats spread across 31 districts of Tamil Nadu.

The project development objective is to promote rural enterprise, access to finance and employment opportunities in selected blocks of Tamil Nadu. This project primarily focuses on rural SHG women / SHG households. The project interventions are grouped into four main components:

Component 1- Rural enterprise ecosystem development,

Component 2- Enterprise business plan financing,

Component 3- Skills and job opportunities,

Component 4- Project management.

Individual enterprises (i.e Nano, Micro, Small enterprises) and group enterprises such as Producer Groups, Enterprise Groups and Producer Collectives are formed, strengthened and made sustainable through the project. The project targets to assist 1000 Enterprise Groups, 5000 Producer Groups and 50 Producer Collectives, 6620 individual enterprises.

More details about TNRTP can be found here - <https://www.vkp-tnrtp.org>

## **Food Processing Clusters:**

The project has decided to establish a cluster intervention on oil extraction and masala enterprises supported by TNRTP and TNSRLM.

## **Implementation arrangement**

This project is headed by The Managing Director, TNSRLM and The Chief Executive Officer, TNRTP who are supported by Livelihood section in TNSRLM and EED component in

TNRTP. The project invites applications for various posts to work under food processing clusters.

**Business Unit Leader:**

**Role:** Business Unit Leader (BUL) / Entrepreneur-in-Residence (EIR) for a sales and marketing federation of Farmer Producer Organisations / Self-Help Group (SHG) based producers of value-added agricultural products,

**Location:** Chennai / Coimbatore / Tiruchirappalli (To be decided)

**Requirements:**

- Minimum 5 years of relevant experience in starting/founding or leading a food processing-related or other relevant industry business.
- Postgraduate degree in a relevant field such as business administration, commerce, social entrepreneurship, or others from a UGC-recognised university. (Ideally from IIM or IRMA). The educational qualification may be diluted in case of an experienced candidate.
- Native-level proficiency in spoken Tamil and English.
- Great in communication and negotiation. A good foundation in understanding business numbers and concepts.
- Willing to travel locally within Tamil Nadu for meetings with state government officials, local producers, clients, etc.
- Should be willing to work with farmers / SHG members as owners of the business / Board of Directors
- Preference would be given to qualified women candidates from the TNRTP and TNSRLM promoted SHG households.

**Responsibilities**

- Lead a team of young, enthusiastic and smart professionals towards business goals and success.
- Provide data-driven inputs and insights and participate with relevant stakeholders in decision-making.
- Act like a leader or Founder of the business and ensure sales and profitability targets are met and the financial self-sustenance of the business unit.

- Interact with the producers of cold-pressed oils across the state, and figure out the right category, marketing mix, growth strategy, product lines and distribution channels for the business unit.
- Active and frequent sharing of business updates and numbers to the relevant stakeholders – customers, Board, SRLM staff, WB, financial institutions etc.
- Work on building a business, setting up processes and transfer of knowledge and decision-making skills to the farmers owners.
- Work with and lead a team of professionals who'll take care of the various functions of the organisation.

### **Remuneration**

The Business Unit Leader will be eligible to earn the annual compensation – between 6 to 10 lakhs per annum, including a healthy performance-based incentive.

The stakeholders will decide on variable compensation payout as per the overall performance of the business unit in terms of profitability and the incumbent BUL's individual inputs and outputs.

Please note that the CTC is indicative only. Actual CTC will be decided based on the qualifications and performance of the candidate and will be offered in the final offer letter.

### **Other Benefits**

- An exciting opportunity to work on the foundation of a business that has the potential to become a scalable model, and can be taken not just across India, but also across the world.
- Training and support from specialists who will provide timely guidance and support to ensure the success of the business unit.
- Develop an entrepreneurial mindset and skills that will remain with you for a lifetime of success.
- Frequent paid training and exposure visits to relevant universities and/or businesses across India for exposure.

### **Accounts and Compliance Lead**

**Role:** Accounts and Compliance Lead

**Location:** Chennai / Coimbatore / Tiruchirappalli (To be decided)

**Requirements:**

- Minimum 3 years of relevant experience in accounting, finance, and compliance management for a food processing-related business.
- Graduate degree (Postgraduate or relevant work experience preferred) in a relevant field such as operations, business administration, agriculture, or others from a UGC-recognised university.
- Native-level proficiency in spoken Tamil and English.
- Should be able to use Excel with high proficiency.
- Should be able to use software tools to ensure accounting and financial management (MIS) is conducted in a transparent and trustworthy manner across the business unit.
- Preference would be given to qualified women candidates from the TNRTP and TNSRLM promoted SHG households.

**Responsibilities**

- Ensure all relevant GST, food product related, shops and establishment, taxation, company law related and other compliances are adhered to by the business unit.
- All legal and financial compliances for the business unit and the supplying FPOs are in place
- Actively work with relevant stakeholders to ensure all proper costing and accounting practices are in place
- Focus on cost optimisation of practices/processes and timely output of MIS for all relevant stakeholders
- Ensure all banking and payments are done in adherence to applicable governing laws
- Ensure proper invoicing is followed across the supply, third-party vendors, and sales channels.
- Ensure working capital, receivables and payables are managed within the allocated budgets
- Ensure submission of Utilisation certificates to the TNRTP are done timely.
- Tracking the sales, expenses, profitability as per the budget,
- Prepare annual, quarterly and monthly business plans with inputs from the other leads and Business head.

**Remuneration**

The Accounts and Compliance lead will be eligible to earn the annual compensation – 3.6 lakhs per annum.

All amounts are in INR (₹) and per annum.

Additional Performance linked incentive would also be applicable over and above the base CTC.

Please note that the CTC is indicative only. Actual CTC will be decided based on the qualifications and performance of the candidate and will be offered in the final offer letter.

### **Other Benefits**

- An exciting opportunity to work on the foundation of a business that has the potential to become a scalable model, and can be taken not just across India, but also across the world.
- Training and support from specialists who will provide timely guidance and support to ensure the success of the business unit.
- Develop an entrepreneurial mindset and skills that will remain with you for a lifetime of success.
- Frequent paid training and visits to relevant universities and/or businesses across India for exposure.

### **Production Lead**

**Role:** Production Lead

**Location:** Chennai / Coimbatore / Tiruchirappalli (To be decided)

### **Requirements:**

- Minimum 3 years of relevant experience in Production and/or Supply chain operations management for a food processing-related or other relevant industry business.
- Diploma or Graduate degree (Postgraduate or relevant work experience preferred) in a relevant field such as operations, business administration, agriculture, food technology, food science and food processing or others from a UGC-recognised university.
- Native-level proficiency in spoken Tamil and English.
- Should be able to use Excel with high proficiency.

- Should be able to use software tools to ensure supervision of stock and quality, production yields are close to real-time and accurate.
- Well-versed with agricultural produce processing operations and operational protocols. FSSAI protocols and good manufacturing practices
- Interested in learning about the process of how cold-pressed oils are manufactured and their varieties and quality parameters.
- Understands complex supply chains for perishable goods and relevant parameters such as deadstock, conditions for proper storage, shelf life, health standards, etc.
- Preference would be given to qualified women candidates from the TNRTP and TNSRLM promoted SHG households.

### **Responsibilities**

- Engage with multiple producers across Tamil Nadu and ensure smooth operations in terms of both cost and quality adherence.
- Ensure the purchase of raw materials is conducted with the highest standards in quality, while also ensuring a balance with the cost of raw materials.
- Ensure creation of SOPs for manufacturing and Quality Control, specifically considering that the manufacturing would be done in multiple remote units and the products must be sold under a common brand.
- Ensure regular maintenance of production units is conducted to provide a predictable and cost-effective supply chain for the business unit.
- Provide updated stock information across multiple storage places for effective and efficient business decision-making.
- Optimise on quality and cost of production over regular periods.
- Train the producers and the community QC cadre in adhering to GMP and in checking processes and quality of raw material, packaging material and finished goods.

### **Remuneration**

The Production lead will be eligible to earn the annual compensation – 3.6 lakhs per annum.

All amounts are in INR (₹) and per annum.

Additional Performance linked incentive would also be applicable over and above the base CTC.

Please note that the CTC is indicative only. Actual CTC will be decided based on the qualifications and performance of the candidate and will be offered in the final offer letter.

### **Other Benefits**

- An exciting opportunity to work on the foundation of a business that has the potential to become a scalable model, and can be taken not just across India, but also across the world.
- Training and support from specialists who will provide timely guidance and support to ensure the success of the business unit.
- Develop an entrepreneurial mindset and skills that will remain with you for a lifetime of success.
- Frequent paid training and exposure visits to relevant universities and/or businesses across India for exposure.

### **Sales and Marketing Lead**

**Role:** Sales and Marketing Lead

**Location:** Chennai / Coimbatore / Tiruchirappalli (To be decided)

### **Requirements:**

- Graduate degree (Postgraduate or relevant work experience preferred) in a relevant field such as sales, marketing, Agri business administration, commerce, social entrepreneurship, agri marketing or others from a UGC-recognised university.
- Native-level proficiency in spoken Tamil and English.
- Self-driven Go-getter who'll be able to capitalise on his/her social media and sales skills to achieve sales targets and build the brand.
- Has the skills and the capability to maintain relationships with customers and to convert one-time customers to long term customers.
- Understands the power of good content on social media and can create content that engages viewers with easy-to-understand CTAs (Call-to-actions).
- Understands the blend of performance marketing and branding-related content that is required for a consumer brand social media page and generate sales volumes.
- Should be able to engage with relevant influencers.

- Should be able to run paid advertisements through Meta and Google with ROAS optimisations for performance marketing.
- Preference would be given to qualified women candidates from the TNRTP and TNSRLM promoted SHG households.

### **Responsibilities**

- Achieve sales targets
- Build a pipeline of customers – both B2C and B2B for the products
- Act as the brand custodian and ensure that the brand look and brand promise is maintained.
- Create regular content for Instagram, Facebook and other relevant platforms.
- Support the content strategy discussions and decisions with updated data and information from other relevant cold-pressed oil consumer and B2B brands.
- Increase brand visibility and ROAS with every iteration.
- Ensure adherence to budgets for all marketing campaigns.
- Engage with the audience on social media and provide any support that may be needed.
- Partner with relevant influencers from the food, cooking, health, nutrition and other relevant fields to increase sales and brand visibility.
- Develop IEC materials for branding.

### **Remuneration**

The Sales and Marketing lead will be eligible to earn the annual compensation – 3.6 lakhs per annum.

All amounts are in INR (₹) and per annum.

Additional Performance linked incentive would also be applicable over and above the base CTC.

Please note that the CTC is indicative only. Actual CTC will be decided based on the qualifications and performance of the candidate and will be offered in the final offer letter.

### **Other Benefits**

- An exciting opportunity to work on the foundation of a business that has the potential to become a scalable model, and can be taken not just across India, but also across the world.

- Training and support from specialists who will provide timely guidance and support to ensure the success of the business unit.
- Develop an entrepreneurial mindset and skills that will remain with you for a lifetime of success.
- Frequent paid training and exposure visits to relevant universities and/or businesses across India for exposure.

### **Quality Control and Training Lead**

**Role:** Quality Control and Training Lead

**Location:** Chennai / Coimbatore / Tiruchirappalli (To be decided)

#### **Requirements:**

- Minimum 3 years of relevant experience in QC and training for a food processing-related business.
- Graduate degree (Postgraduate or relevant work experience preferred) in a relevant field such as operations, business administration, agriculture, food safety and quality assurance, microbiology, food technology or others from a UGC-recognised university.
- Native-level proficiency in spoken Tamil and English.
- In-depth understanding of food sampling and quality control practices especially in the area of processed and packed foods.
- In depth understanding of the laws governing food safety and packaged products.
- Preference would be given to qualified women candidates from the TNRTP and TNSRLM promoted SHG households.

#### **Responsibilities**

- Work closely with the compliance lead, Production Lead and the Business head to ensure all relevant government certifications are in place and adhered to in the following areas -
  - Raw material quality
  - Processing quality and parameters
  - Maintenance of machinery
  - Proper storage of products
  - Quality and consistency of output products

- Work with the various production units to ensure consistency of quality and adherence to SOPs
- Monitor continuously keeping up food safety and hygiene at the production units.
- Train personnel from all the supplying production units to follow SOPs and revamp manufacturing and other relevant processes to ensure overall quality adherence is maintained.
- Actively participate in each stage and step of manufacturing cold-pressed oils to ensure the highest quality levels are achieved while reducing wastages and rejections.
- Set up and monitor a community-based QC mechanism with women from the community being trained for carrying out QC work .
- Define and implement processes of keeping control samples, batch controls, traceability etc.,
- Work and create standards for determining shelf life, keeping quality, and other parameters for finished goods
- Also create QC parameters for raw materials and packaging materials to ensure that the processed items meet the brand and legal standards.

### **Remuneration**

The Sales and Marketing lead will be eligible to earn the annual compensation - 3.6 lakhs per annum

All amounts are in INR (₹) and per annum.

Additional Performance linked incentive would also be applicable over and above the base CTC.

Please note that the CTC is indicative only. Actual CTC will be decided based on the qualifications and performance of the candidate and will be offered in the final offer letter.

### **Other Benefits**

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- Training and support from specialists who will provide timely guidance and support to ensure the success of the business unit.

- Develop an entrepreneurial mind-set and skills that will remain with you for a lifetime of success.
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**Duration of assignment**

The duration of the assignment will be one year and may be extended based on the candidate's performance.

**Termination**

The candidate shall be terminated from the project if they are found to have acted against the project's interests or demonstrated non-performance in the allocated job.