

Request for Proposals - Logistics Technical Projects 2024

Introduction

MAG Global Logistics Team seeks external senior expertise to deliver three critical projects in support of MAG Logistics department's aims for 2024. The projects are divided into three separate lots, each independent from the others.

If project plans align, they can be carried out in parallel. Bidders are welcome to provide proposals for one or more of the three lots, based on their expertise and previous experience with specific technical subjects and deliverables. All projects must be concluded by the end of December 2024, with no carry-over expected in 2025.

Submission Information

Reporting:

During the contract period, the consultant will be reporting to MAG Global Head of Procurement and Logistics and will interact with a panel of internal and / or external stakeholders which are contributing to the project.

Submission Documentation

For all three Lots, MAG is expecting to receive as part of the bid the following minimum documentation:

MAG Supplier Registration Form filled in by the company/sole trader which will be the contracting entity; CV(s) of proposed expert(s) to lead the project; proof of experience in delivering projects with similar scope and in the same thematic area as the relevant Lot; project high level plan and timeline; cost estimation breakdown for the project delivery. While it is acknowledged that the consultant will not be working full time across all phases of any assigned project, it is critical to clearly mention in the bidding the earliest possible date in which the project can be kicked off, and reflect consultants' availability in the proposed project timeline.

Selection Process:

All proposed contracting entities will be screened via MAG Suppliers vetting system as prerequisite for competing for the assignment of any Lot.

For all Lots, the best proposals received will be shortlisted based on relevant experience, demonstrated expertise in the specific thematic area for the Lot applied, and the adequacy of the proposed project plan and timeline.

Proven familiarity with requirements-gathering techniques, strong analytical and documentation skills related to lessons learned and best practices, along with demonstrated experience in using remote data collection methods, will also be considered for the selection process. The bidders will be provided with time to revise the initial proposal and develop a high-level project plan with a refined cost structure.

Expense Management:

The consultant is expected to have all the necessary equipment for the project delivery, and MAG will cover costs related to travel and accommodation for activities that are not performed remotely.

Detailed Description of the Lots**Lot 1: Fleet Management Global Standards development****Overview**

MAG is currently developing a comprehensive set of Standard Operating Procedures (SOPs), templates, tools, and guidelines covering the entire Fleet Management Area. The MAG Fleet comprises light vehicles, primarily 4x4 people carriers and pickups, as well as heavy vehicles spanning a wide tonnage range—from medium to large-sized trucks—and various plant machinery, including ground handling and material handling equipment, as well as mine clearance machines.

The project has been underway for several months, but the project lead had to step down due to personal circumstances. Now, MAG seeks external expertise to take over and bring the project to completion. An extensive assessment has already been conducted, and the structure and main topics of the toolkit have been designed. The initial draft of the toolkit is finalized, and the first round of feedback, comments, and proposed modifications has been collected.

The consultant's role involves facilitating the review process, fine-tuning the toolkit, leading necessary modifications and amendments, and integrating the current draft. A consultative approach will be adopted across internal stakeholders. Additionally, the consultant will design and implement relevant communication activities for the official launch of the toolkit across MAG Programmes.

Scope of the Consultancy

MAG is looking for a Project Manager with senior technical expertise in fleet management, the ideal candidate should have previous experience in developing global or regional standards related to managing large motorized asset fleets. The primary responsibility will be to lead in the finalisation of the toolkit development and present the finished product to a range of critical internal stakeholders.

While a more detailed Project Plan will be developed at the beginning of the consultancy, at a high level, the identified consultant is expected to carry out the following critical activities:

- Process all collected feedbacks, organize identified modifications by thematic area, present key actions based on the first draft of the toolkit to functional leadership.
- Incorporate the agreed upon modifications, producing Draft two of the toolkit.
- Compare Draft two of the toolkit against other organisations' management framework to identify any gaps, and present potential additional tools and guidelines to the restricted committee.
- Conduct a final round of review across critical stakeholders to produce the final version of the toolkit.
- Define selection criteria for MAG programmes for the piloting process of the project.
- Develop training modules and update existing training materials and integrate new identified themes such as eco-driving into the modules.

Terms of Reference

- Collaborate with Data Analysis Coordinator and identified Programmes' stakeholders in conducting required testing and piloting of MAG Fleet Tracking tools and templates, identify bugs and necessary modifications for the in-house data management tools.
- Develop a communication plan to present and introduce the toolkit to the organisation.
- Support the introduction of the final product on a physical workshop to participants from key programmes, developing sessions about the content, structure and expected usage of the toolkit, and revise training materials based on feedback and results from training.
- Design a survey questionnaire to gather feedback from programmes after the first quarter of implementation.
- Submit an end-project evaluation report of the project to include recommendations on the strategic and programmatic considerations for possible subsequent phase (s) of this project, project monitoring and evaluation and impact measurement.

The list of activities is not contractual, there is space for the consultant to propose additional activities as deemed appropriate in the definition of the project detailed plan.

Deliverables:

- MAG Fleet Management Toolkit is finalized across all documents, tools and SOPs that compose it; the toolkit is presented to MAG Programmes key stakeholders, training methods and arrangements are defined.
- Proper support and guidance are provided to MAG Programme key stakeholders for the start-up phase.
- Document lessons learnt in order to contribute to possible adaptations, taking into consideration the future implementation of a Fleet Management software.

Timeline:

As the development of the toolkit has been already ongoing for several months, up to delivering the first draft, it is expected this Lot/Project to start as soon as possible and to be presented in September.

Lot 2: Outsourcing of Freight Management

Overview:

MAG's growth in project volumes and country programmes footprint necessitates a drastic change to the way in which supplies and equipment are transported globally. Historically a small area of expenditure, transport costs have progressively increased due to higher volumes of freight delivered and, to a lesser extent, the rising cost of international freight forwarding.

MAG relies mostly on its suppliers' forwarders and a contracted global freight forwarder for almost all of its shipments. This approach was necessitated by the limited capacity of the procurement team to engage in large competitive processes to directly contracting freight for MAG Cargo.

With the increased freight volumes, MAG identified as a strategic initiative the outsourcing to a third party of freight forwarding and transport services which, are currently performed by the international procurement team staff members. The third party will work as a broker for MAG, identifying the best freight solution across dozens of options and following up on the shipment until its delivery.

Scope of the consultancy:

The consultant will co-lead the out-sourcing project's implementation, supporting the successful externalization of freight management activities for MAG's International Orders to an identified third party.

This includes developing, testing and piloting new ways of working, reviewing and adapting the current international procurement process and tools, and ensuring the coordination with MAG's Procurement team, MAG country programme focal points and the external provider's key personnel.

Deliverables:

- A Pilot will be concluded within the first 6 weeks, followed by a lessons learnt exercise. The insights gained will be embedded in the proposed new ways of working.
- Updated International Procurement SOPs, including detailed guidance for country programmes on how the freight management and customs clearance processes work once outsourcing is completed, will be produced, and disseminated by the end of the consultancy.
- MAG procurement focal points and their supervisors are trained on the new International Procurement Process, a training pack is designed and developed for MAG's use.
- 40% MAG targeted Programmes are shifted progressively to the partner/service provider during the duration of the consultancy, and capacity is built on the team to process the transition of all the remaining Programmes.

Timeline:

The project is estimated to last up to 3 months (90 days), including the initial piloting and the update of SOPs.

Lot 3: Digitalization of MAG Procurement Tracker

Overview:

MAG Programmes are tracking procurement transactions using an excel-based tracker containing suppliers database, contracts database and the list of all procurement transactions. While the tool ensures the critical information is captured, the process is very manual and time consuming, on top of very prone to human error. In the interim period, MAG is scoping out a different ERP system; however, MAG is looking at a stepping-stone-solution that can be easily adopted and maintained until a wider systems adoption process can be engaged.

Leveraging the efforts to standardise the tracker across MAG Programmes, and familiarise users with its utilisation, MAG aims to digitalize the process by developing an app within Microsoft 365 cloud architecture models. This app will offer the same functionalities as the current tracker, but holding a unique database for all locations, centralising data storage and enabling significant opportunities for running analytics.

Scope of the Consultancy:

The consultant is expected to lead the process mapping and design of a PowerApp (or any other relevant software approach proposed) application that mirrors the functionalities of the current procurement tracker for MAG end users. This application will host the entire database in a central cloud platform. The consultant will also lead the development of the application, benefiting from the support of MAG internal resources during testing and troubleshooting, up to the final delivery of a working solution.

Deliverable:

- MAG Procurement Tracker App is finalized, piloted, and tested; computing, KPIs analysis, offline functionality and similar features determined and settled.
- Required training material are produced to support and guide the adoption of the App at Programmes level; key staff members are trained to perform basic support and troubleshooting for the App.
- Promote evidence-based learning and conduct desk reviews, develop results frameworks, and identify and refine indicators to support evidence-based learning and feedback loops.
- Document lessons learnt to contribute to possible adaptations, considering a potential future migration to an ERP system.

Timeline:

Project to start as soon as possible. The consultancy work will last approximately 3 months (90 days) effective from the date the contract is signed.