Request for Proposal (RFP)

Selection of Human Resource Consultancy Agency
For Operationalizing and Supporting a
Goal Oriented Human Resource Management System

General Disclaimer

1. This Request for Proposal (RFP) is issued by the Bihar Rural Livelihoods Promotion Society (BRLPS) (hereunder called "BRLPS") for inviting proposals to operationalize and embed a goal-oriented human resource management system with BRLPS, including steps like goal-setting, competency mapping and assessment, and integration with existing performance management systems.

2. The information contained in this RFP or subsequently provided to Bidders, whether verbally or in documentary (hard/ soft) or any other form by or on behalf of BRLPS or any of its employees or advisers, is provided to bidders on the terms and conditions set out in this RFP and all other terms and conditions subject to which such information is provided.

3. It is hereby clarified that this RFP is not an agreement nor an offer or invitation by BRLPS to any party hereunder. The purpose of this RFP is to provide the Bidder(s) with information to assist in formulating their proposal submission. This RFP document does not purport to contain all the information Bidders may require.

4. This RFP document may not be appropriate for all persons, and it is not possible for BRLPS to consider the needs of each Bidder. Each Bidder should conduct its own investigation and analysis and should check the accuracy, reliability, and completeness of the information in this RFP document and obtain independent advice from appropriate sources. BRLPS and their advisors make no representation or warranty and shall incur no liability, financial or otherwise, under any law, statute, rules or regulations or otherwise as to the accuracy, reliability, or completeness of the RFP document.

5. The information contained in this RFP is subject to update, expansion, revision, and amendment prior to the last day of submission of bids at the sole discretion of BRLPS. In case any major revisions to this RFP are made by BRLPS within seven days preceding the last date of submission of the proposals, BRLPS may, at its discretion, provide reasonable additional time to bidders to respond to this RFP. Neither BRLPS nor any of its officers, employees, advisors or consultants undertakes to provide any Party with access to any additional information to update the information in this RFP or to correct any inaccuracies therein which may become apparent.

6. The parties to whom this invitation is extended are not mandated under any agreement made here to bid. Responding to this invitation will be their sole commercial decision. Such a decision will entail risks, responsibilities, and rewards as described in this RFP. It is

deemed that a party/institution choosing to respond by way of a bid, in general, is accepting them.

7. BRLPS reserves the right not to proceed with the selection process at any stage or to change the process or procedure to be applied in a fair and transparent manner. It also reserves the right to decline to discuss the process further with any party submitting a bid/proposal.

8. BRLPS reserves the right to cancel, terminate, change or modify this procurement process and/or requirements of bidding stated in the RFP without assigning any reason or providing any notice and without accepting any liability for the same. BRLPS makes no commitments, express or implied, that this process will result in a business transaction with anyone.

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1. Overview

1.1. Bihar Rural Livelihoods Promotion Society (BRLPS) is an autonomous body under the Department of Rural Development, locally known as JEEViKA. It is India's largest state-run women's socio-economic empowerment program, working directly with nearly 1.30 crore families in rural Bihar and is one of the Government of Bihar's flagship programs for poverty alleviation.

1.2. The objective of the program is to diversify and enhance household-level incomes as well as improve access to and use of nutrition and sanitation services among rural households. The program involves the mobilisation of women into affinity-based self-help groups, commodity-specific producer groups, and higher federations.

1.3. To build on the success it has achieved over the last 2 decades, the BRLPS Vision 2030 outlines a mission to improve service delivery further and ensure meaningful livelihoods. A key part of this vision is the enhancement of JEEViKA's organisational capacities through the system strengthening of last-mile cadres and officials.

1.4. To enable and support the attainment of the vision, a Goal Oriented Human Resource Management (GO-HRM) system will be operationalised within BRLPS. This system will allow the BRLPS to link their goals with well-defined targets for teams and individuals, map and assess competencies required to fulfil these targets, and link capacity to performance management.

2. Objective

The objective is to support the operationalization of a goal-oriented human resource management system in JEEViKA. The scope and approach of implementation are defined below.

2.1. **Setting goals and targets**: delineating BRLPS' vision and goals into specific objectives and key results, leading to individual key performance indicators for each position.

2.2. **Competency mapping**: Develop a framework for roles, activities, and competencies (FRAC) for all positions in JEEViKA.

2.3. **Competency assessment and development**: Support the development of assessments and the identification of relevant competency-building products (courses) in coordination with BRLPS admin and 3rd party course providers

2.4. **Performance management**: Design and implement the roadmap for linking competencies and performance (service delivery indicators), with BRLPS processes like promotions, transfers, and workforce planning.

The team requested under this RFP will be responsible for operationalizing GO-HRM in JEEViKA as defined under 2.1 – 2.4. All deliverables produced as part of this initiative will be solely owned by JEEViKA and the vendor onboarded through this RFP will be expected to make necessary efforts to manage and hand over such deliverables to JEEViKA through the course of their contract.

3. Terms of reference

The Bihar Rural Livelihoods Promotion Society (BRLPS) invites proposals from firms which have the requisite experience in this field as detailed in this RFP. The main features of the platform, instructions on how to bid, eligibility criteria, technical requirements, and other important information are outlined in the RFP document.

3.1. **Evaluation system**

3.1.1 The RFP will follow the QCBS (Quality cum Cost Based Selection) system of evaluation with 75% weightage given to technical proposal score and 25% weightage to financial proposal score.

3.1.2. Agencies with the highest total score will be awarded the work order. Further details on the evaluation criteria have been provided in section 7.

3.1.3. A Bid Evaluation Committee (BEC) will be created by the BRLPS to evaluate Proposals and award the work order.

3.2. **JEEViKAs Nodal Officer for the engagement**

A nodal officer/authority will be appointed by the BRLPS to guide and oversee the onboarded vendor's engagement with the BRLPS. The nodal officer/authority will be responsible for the following activities:

3.2.1. Define and finalise the scope of work, expected deliverables, and timelines based on inputs from relevant stakeholders at the start of the contract.

3.2.2. Facilitate government orders, meetings, materials, and any other relevant communication required by the onboarded vendor to complete the scope of work.

3.2.3. Facilitate progress review meetings and approvals of the work produced by the onboarded vendor as per the agreed timelines, and initiate relevant procedures in case the same is deemed of insufficient quality.

3.3. **Conflict of interest**

3.3.1. The Bidder shall disclose the circumstances, arrangements, undertakings or relationships that constitute, or may reasonably be considered to constitute, an actual or potential conflict of interest with its obligations specified in the

tender process or under any Agreement which may be negotiated or executed with the Client.

3.3.2. Bidder and its employees, agents, advisors and any other person associated with the Bidder must not place themselves in a position which may, or does, give rise to a conflict of interest (or potential for conflict of interest) between the interests of the Client or any other interests during this tender process or through the operation of the Agreement.

3.4. **Confidentiality**

3.4.1. The Parties agree that Confidential Information exchanged shall be kept confidential and shall not be disclosed or given to any third party or made use of in any manner otherwise than for the purposes agreed herein, during and after the expiry or termination of this Agreement without the prior written consent of the disclosing Party. The aforementioned undertaking does not apply to information:

a. already known or independently obtained by the receiving Party, without an obligation to maintain its confidentiality;
b. publicly known or becomes publicly known through no breach of this Agreement;
c. required to be disclosed pursuant to a lawful order of a court or government agency or regulation of a stock exchange, provided the receiving Party provides the disclosing Party with written notice of such order prior to disclosure and within such time as to allow the disclosing Party reasonable opportunity to oppose such disclosure before a court or agency of competent jurisdiction.
d. the information is received from a third party who lawfully acquired such information without restriction, and without a breach of this Agreement, by the Receiving Party or
e. the information independently developed by the receiving party.

3.4.2. The employees of the successful bidder who will be deployed on the project will have to furnish a Non-Disclosure Agreement (NDA) as per the RFP.

3.5. **Termination for default or otherwise**

3.5.1. BRLPS may, without prejudice to any other remedy for breach of contract, terminate the contract in whole or in part by writing a notice as default to the bidder:

a. If the Service provider fails to perform any or all of the design, development works within the period(s)/schedule specified in the requirement documents issued at the beginning of each sprint,
b. If the Service provider fails to perform as per the performance standards.
c. If the Services provider, in the judgement of the BRLPS, has engaged in corrupt or fraudulent practices in competing for or in executing the Contract.
d. All notices shall be communicated in writing by email, addressed to the signatory of this agreement with a copy to the head of the other party's organisation and the Chief Financial officer.

3.6. **Corrupt or fraudulent practices**

3.6.1. BRLPS requires that the bidders under this tender observe the highest standards of ethics during the execution of such contracts. In pursuance of this policy, BRLPS defines the terms set forth below for the purposes of this provision.

3.6.2. “Corrupt practice” means the offering, giving, receiving or soliciting of anything of value to influence the action of BRLPS or related party in the selection process or contract execution; and

3.6.3. “Fraudulent practice” means a misrepresentation of facts in order to influence a selection process or an execution of a contract to the detriment of BRLPS and includes collusive practice among bidders (prior to or after bid submission) designed to establish bid prices at artificial non-competitive levels and to deprive BRLPS of the benefits of the free and open competition.

3.7. **Indemnity**

3.7.1. The vendor onboarded through this RFP shall indemnify the BRLPS, without limitation, against all claims, suits, and liability which may arise against the BRLPS because of any third-party IPR breach or the vendor’s confidentiality breach or wilful misconduct under the contract.

3.7.2. The BRLPS shall be entitled to claim, and the vendor shall indemnify the BRLPS up to the contract value against all damages and losses suffered by the BRLPS because of the vendor’s non-performance or breach under this Agreement.

3.7.3. No party shall be liable for any type of consequential, indirect or incidental damages or losses, or loss of profit or goodwill, against another party to this contract.

3.7.4. Each party's aggregate liability for direct damages under this contract shall not exceed the total contract value by the vendor to the BRLPS under this Agreement. The aforesaid limitation of liability shall not be applicable in case of any confidentiality breach attributable to the vendor or wilful misconduct by the vendor.

3.8. **Arbitration**

3.8.1. Any unresolved dispute or difference whatsoever arising between the parties to this Agreement, out of or relating to the construction, meaning, scope, operation or effect of LOA/Purchase order or the validity of the breach thereof shall be referred to a sole Arbitrator to be appointed by mutual consent of both the parties herein.

3.8.2. The Arbitration proceedings will be held in Bihar, India and will be conducted in accordance with the provisions of the Arbitration and Conciliation Act, 1996.

3.8.3. The parties agree that any decision for Award of any Arbitral Tribunal pursuant to this clause shall be a domestic award subject to the provisions of clause 3.10 and final, conclusive and binding upon the parties and any person affected by it.

3.8.4. The parties also agree that any arbitration award rendered pursuant to this clause may be enforced by any court of competent jurisdiction.

3.8.5. During any period of arbitration, the contractor shall not suspend its services.

3.9. **Output ownership**

All deliverables and solutions developed by the vendor onboarded through this RFP will be owned by BRLPS. The selected vendor is expected to provide the necessary documentation and support to ensure the material is easy to access and understandable.

3.10. **Team requirement & location**

The vendor onboarded through this RFP will work closely with the Nodal Officer / Authority and the BRLPS officials to deliver the required outputs. The minimum resource requirement is described in section 5.7. As per this, key roles for the project, like program manager and performance management systems expert, need to be placed in Patna, along with BRLPS, while the remaining team may work remotely and/or in other parts of Bihar depending on the

requirement of the work at the point in time. BRLPS will provide working space in Patna for the operations of the team.

3.11. **Project management**

The quality of outputs and deliverables prepared by the vendor is of paramount importance. Thus, the vendor is expected to deploy cutting-edge project management systems and tools to track progress, manage timelines, and ensure alignment with the defined scope of work. The vendor will be expected to brief the Nodal Officer/Authority of its project management preparedness following the commencement of the contract and at appropriate intervals thereafter.

3.12. **Service level agreement**

The selected vendor must ensure that the outputs and deliverables it produces are of satisfactory quality and free from defects. To achieve this, the vendor must undertake relevant quality assurance, pilots, user testing, etc. Upon evaluation of bids and selection, the selected vendor will enter into a service level agreement (SLA) with the BRLPS, containing all the terms and conditions of this RFP.

3.13. **Project closure and exit management**

The last month of the project is considered the project closure period. The BRLPS will not assign any new tasks during the project closure period. During the project closure, the service provider shall clear all pending work as follows.

3.11.1. To ensure that all the feedback, issues, complaints, and change requests received from the users are resolved to the satisfaction of the BRLPS.

3.11.2. To ensure that all technical artefacts delivered meet the quality standard and comply with the feedback of the third-party quality auditor.

3.11.3. To ensure proper transfer of knowledge to the BRLPS, including reports, survey data (if any), and any other relevant documentation.

4. Award of contract

4.1. **Negotiations**

4.1.1. After completion of the evaluation process, the BRLPS may enter into negotiations with the highest Final Score (S) Bidder. The BRLPS reserves the right to award the contract, based on initial offers received or otherwise, without discussion and without conducting any further negotiations. Further, the successful bidder shall not reassign any award made as the result of this bid.

4.2. **Award of contract**

4.2.1. The BRLPS will award the contract to the successful bidder as per the evaluation procedure mentioned in section 7. The successful bidder will be awarded an 18-month contract, extendable for one 12-month period, to supply and coordinate the working of a technical team.

4.2.2. On acceptance of the proposal for awarding the contract, the BRLPS will notify the successful bidders in writing that their proposal has been accepted and the contract Agreement will be signed.

4.2.3. If the successful bidder does not confirm the acceptance of the assignment within the stipulated time, the BRLPS has the right to engage the next highest Final Score (S) Bidder for the assignment and so on and so forth.

4.2.4. The BRLPS shall have the right and authority to negotiate/add certain terms with the successful bidder before signing the Contract. After signing of the Contract Agreement, no variation in or modification of the term of the Contract shall be made except by written amendment signed by all the parties. Within 15 days of receipt of the Contract Form, the successful bidder shall sign and date the contract and return it to the BRLPS.

4.2.5. The BRLPS reserves the right to reject any or all bids OR split the job between more than one bidder OR issue a work order in full or parts with respect to the scope of work without assigning any reason thereof.

4.2.6. During the evaluation of bids, the BRLPS may, at its discretion, ask the Bidder for a clarification of its bid. The BRLPS may also ask for rate analysis of any or all items, and if rates are found to be unreasonably low or high, the bid shall be treated as non-responsive and hence liable to be rejected. The request for a

clarification and the response shall be in writing, and no change in prices or substance of the bid shall be sought, offered or permitted.

4.2.7. An affirmative determination will be a prerequisite for awarding the contract to the Bidder. A negative determination will result in the rejection of Bidder's bid, in which event the BRLPS will proceed to the next highest Final Score (S) Bidder evaluated bid to make a similar determination of the Bidder's capabilities to perform the contract satisfactorily.

4.2.8. The BRLPS shall reject a proposal for award if it determines that the Bidder recommended for award has engaged in corrupt or fraudulent practices or is blacklisted by any of the state and central departments of India.

4.2.9. The BRLPS shall declare a firm ineligible and blacklisted, either indefinitely or for a stated period of time, to be awarded a contract if it at any time determines that the firm has engaged in corrupt and fraudulent practices in competing for or in executing a contract.

5. Scope of work

This section describes the scope of work as outlined in section 2 (Objective).

5.1. **Background and JEEViKA Vision 2030**

In the last decade, JEEViKA has emerged as India's largest state-level women's socio-economic empowerment program, working directly with over 1 crore families in rural Bihar. The JEEViKA program has not only organised women into collectives but has successfully amplified the reach of rural bank branches in Bihar by developing SHGs as credible borrowers of bank credit through its investments into productive livelihoods.

The BRLPS Vision 2030 outlines a mission to improve service delivery further and ensure meaningful livelihoods by providing technical support to expand rural credit markets, diversify livelihood opportunities, and upgrade existing activities through technical support.

A key driver of this vision is the enhancement of JEEViKA's organisational capacities through the system strengthening of its cadres and officials.

5.3**. About a goal-oriented human resource management (GO-HRM) system**

BRLPS wishes to achieve this through a goal-oriented, competency-focused approach to human resource management. This involves streamlining its goals and capacity with actual performance, thereby providing greater visibility of the gaps and opportunities in improving each individual's performance.

The performance of each employee is influenced by the skills, motivation, and opportunities they possess to fulfil their organisation's objectives, and the barriers they confront. Bringing observability to these constraints can help a department monitor and close the gap between what an individual is required to do and what they are actually able to do. Doing this at scale can potentially improve the department's execution capacity sustainably and self-reinforcingly.

Competencies are a useful construct for understanding and improving individual performance. Specific, accurate, and measurable mapping of competencies helps a department gain clarity about whether an individual has the right **attitude, skills, and knowledge required to perform their role** and accordingly direct resources towards developing these.

In a competency-driven system where individuals work towards numerous goals and perform multiple roles which further require the fulfilment of various activities, the department can:

- Identify competencies required for performing a particular role

- Assess whether their employees possess those competencies
- Provide customised training resources and other forms of support to build competencies where needed
- Make transfers and promotions based on competencies, and use other incentives to encourage employees to acquire the competencies required for their current and desired future roles.

Therefore, competencies can help a department answer the question: *given our departmental goals, what attitudes, skills, and knowledge should our employees possess to enable them to achieve their goals and, in the process, achieve the department's goals?* The vendor onboarded through this RFP will play an important role in operationalizing this vision.

5.4. **Operationalizing GO-HRM**

GO-HRM is expected to enhance the BRLPS' efficiency and effectiveness in achieving its goals. This will require the integration of four key components of people management: eHRMS, COMPASS (a Competency-based open-source management platform for assessing skills and success), APAR (annual performance appraisal report), and management information systems (MIS) or workflow applications.

The eHRMS serves as the foundation, maintaining electronic service records of all department personnel and providing essential information on employee positions and tenure. COMPASS, a competency-driven open-source platform, enables departments to set and assess goals and competencies and empowers officials to develop professionally. Workflow applications streamline departmental processes, track program data, automate data flow, and thereby enable real-time monitoring. Finally, the APAR system provides a platform to integrate all capacity- and performance-related information pertaining to an individual in one place and thus allows the department to employ a comprehensive data-driven and goal-oriented method of performance management.

5.5. **Role of the vendor**

The vendor onboarded through this RFP will work in close coordination with the BRLPS in operationalising a goal-oriented human resource management system. This will be undertaken in 2 phases comprising the implementation of 6 key components. A phase-wise, indicative scope of work is described below.

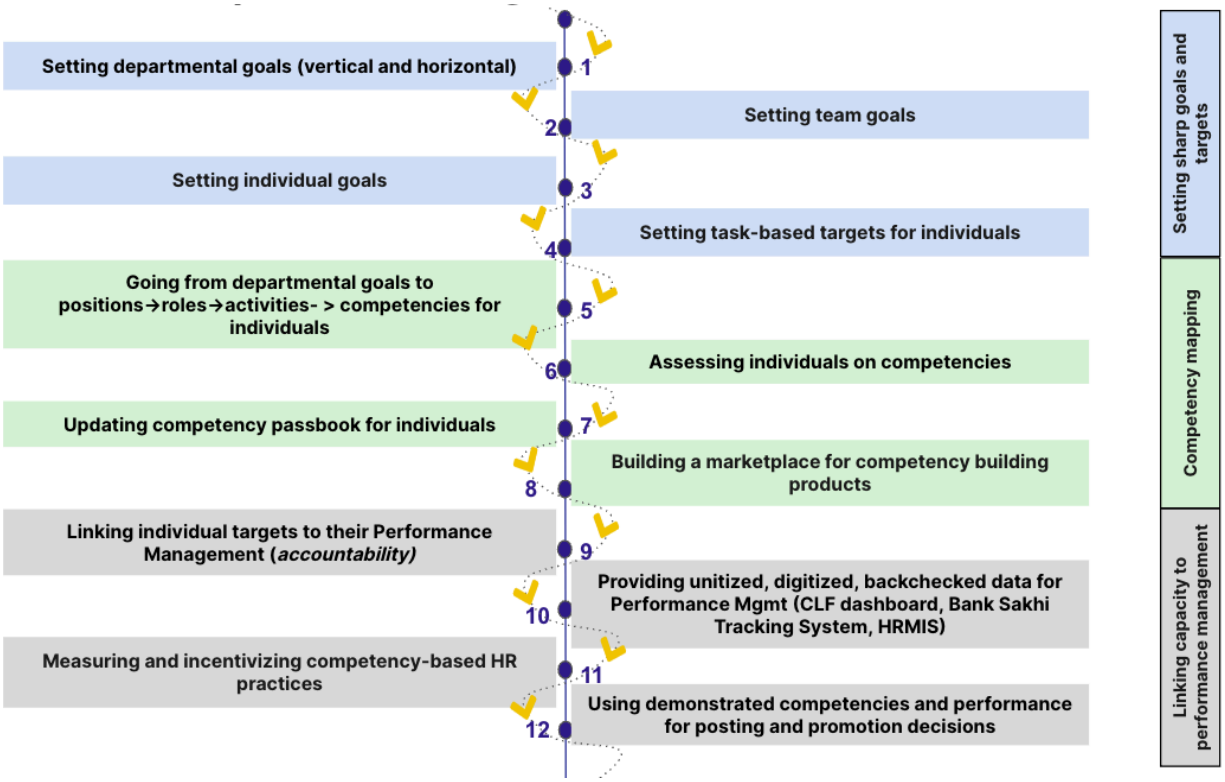


Figure 1: Roadmap for using competencies to improve departmental performance

Phase 1 - Design and testing

In phase 1, the vendor will work towards operationalising the first 3 components, namely, **setting goals and targets**, **competency mapping**, and **competency assessment pathways**. The broad steps under each of these items are described below.

I. Setting goals and targets:

A. Undertake detailed discussions with BRLPS management to understand its current HR systems and processes, vision, and requirements from GO-HRM.

B. Build a theory of change to articulate how the BRLPS' activities are expected to achieve its citizen welfare goals. Based on the theory of change, define Goals and Objectives (as shown in Figure 1) at the state level, which are specific, measurable, achievable, reliable and time-bound (SMART).[1]

C. Deconstruct state goals into Key Result Areas (KRAs) for thematic teams (if relevant)

[1] *(For reference: Framework for Goals, Objectives, Key Results, and Key Performance Indicators with an example. URL: https://rb.gy/p7xw4)*

D. From the Key Result Areas (KRAs), define Key Performance Indicators (KPIs) for each position[2].
E. Use these KPIs to assign activity-based targets for the individuals holding various positions within the BRLPS, against which their performance can be reviewed.
F. The vendor will undertake workshops, review meetings, stakeholder consultations, and any other relevant activities to ensure the high fidelity and quality of the deliverables produced in this step.
G. In particular, the vendor will coordinate with and collate inputs from BRLPS leadership, other agencies supporting JEEViKA, PMUs, etc.

II. Competency mapping

Delineate all roles[3] for each position and list all the activities[4] under each role. Map competencies required to be able to perform the activities required for a role. This may include the following broad steps:

A. Create process maps and organograms to align on total positions within the BRLPS to be covered and understand who needs to do what
B. Create an initial set of process maps for key functions of the BRLPS
C. Using the public competency dictionary, develop competency maps for each position - with competencies and proficiency levels defined for each position.
D. Align roles, responsibilities, and job descriptions of the staff based on this exercise and advise on revisions where necessary.
E. A pilot competency mapping exercise of a subset of positions within BRLPS was undertaken in 2022-23. The agency onboarded through this RFP will be provided with the relevant material and learnings from the pilot exercise.
F. Undertake workshops, review meetings, and stakeholder consultations as required to develop, validate, and finalise the deliverables.
G. Ensure appropriate integration with the goal-setting exercise undertaken as part of step 1
H. Undertake necessary change management and advocacy, including guiding employees through the transition, addressing concerns, and promoting understanding and acceptance of the GO-HRM's benefits and objectives.

III. Competency assessment pathways

A. Support the BRLPS in creating and identifying assessments to measure the employees' proficiency levels based on the competency mapping exercise.

[2] A position is defined as the place in which an individual is located in an organisation, entrusted with a set of roles and activities that they need to carry out.
[3] Roles are a related set of activities that are usually sequential and carried out to achieve a particular objective, in this case the defined KPI.
[4] Every individual activity within a role is an action taken to achieve the objective; in this case the defined KPI.

B. This will involve identifying a combination of knowledge and skill tests (either designed by the vendor or sourced externally) and designing 360-degree feedback from colleagues and beneficiaries (as applicable)
C. Establish validity and reliability for the competency dictionaries and the knowledge and skill assessment instruments through relevant pilots and tests.
D. Conduct a training needs assessment, as requested by JEEViKA, for a sample of positions to supplement the gaps assessments in point III-A above.

Phase 2 - Implementation and adoption

In phase 2, the vendor will build on the learning and deliverables prepared during phase 1 and shift focus towards **competency development pathways** and **linkages between capacity and performance development**.

I. **Competency development pathways**
   A. Support the creation and identification of customised e-training and competency-building resources that help to build competency gaps and/or priority competencies identified by the BRLPS.
   B. Collate and review existing training policies, guidelines, and materials, and align the same with emerging requirements of the BRLPS to train its employees in an online, face-to-face, or blended manner
   C. Ensure that all competency-building resources are fit-to-purpose as per the outputs of phase 1 and adhere to adult learning principles and pedagogy.

II. **Linking capacity to performance management**
   A. Support BRLPS in designing and implementing a roadmap that will help it map its employees' competencies to their performance and service delivery indicators.
   B. This will need to be done by linking existing performance management systems (eg. APAR) and departmental MISes in a way that provides the BRLPS with an accurate picture of its employees' performance.
   C. Based on the above, support the BRLPS if required to update its review processes and systems to enable better problem diagnosis.
   D. Provide inputs to BRLPS in *identifying* bottlenecks, *adapting* frameworks in the areas of human resource management system, learning & development, and performance management, and *aligning* governance processes to the organisation's overall objectives.
   E. Ensure knowledge transfer between the vendor and other external agencies working with the BRLPS such that outputs produced by the vendor are available for onboarding onto relevant platforms, discussion during review meetings, etc.

F. Support the BRLPS in integrating the 4 components of GO-HRM (eHRMS, COMPASS, APAR, and workflow apps)
G. Support the BRLPS in ensuring a smooth and positive shift in organisational processes and culture, including adopting and incentivising goal-oriented HR practices through policy support.

III. **Impact assessment**

Through the course of the engagement, the agency will support the impact assessment of operationalising GO-HRM within BRLPS in collaboration with an M&E partner. While the exact methodology will be determined in consultation with the BRLPS, the following points should be considered:

A. **Sample selection and data collection**: this will involve designing and implementing a robust methodology, identifying a representative sample based on factors like job roles, seniority, etc., and obtaining and analysing relevant HR data, performance metrics, and employee feedback.
B. **Impact measurement and analysis**: this may involve the pre-post comparisons of key performance indicators and metrics in line with the objectives of GO-HRM. As part of this, the agency will support statistical and qualitative analyses to evaluate changes in employee productivity, job satisfaction, etc.
C. **Report and recommendations**: at the end of this exercise, the agency will produce a report summarising key findings and recommendations. Furthermore, the contractor may be required to present these to key stakeholders, including cadres and senior leadership within JEEViKA.

5.6. **Scale of implementation and flow of activities**

The BRLPS has approximately 7300 employees at present. There are approximately 90 unique positions for whom the competency mapping, goal-setting, etc., will need to be done. Service/cadre rules which provide an overview of qualifications, promotion guidelines, etc., and any other relevant documentation will be made available to the onboarded vendor.

The activities described in section 5.5 may be undertaken in a phase-wise manner, as depicted in Table 5.6. While this flow of activities is preferred, the bidders may propose an alternative flow based on their assessment of the requirements.

Table 5.6: Flow of activities

Activity ↓ / Month →	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**	**14**	**15**	**16**	**17**	**18**
Phase 1 - Design & testing																		
Onboarding & context setting																		
Setting goals & targets																		
Competency mapping																		
Competency assessment pathways																		
Phase 2 - Implementation & adoption																		
Competency development pathways																		
Linking capacity & performance management																		
Impact assessment																		

5.7. **Minimum resource requirement**

Role	Responsibilities	Skills/Qualifications	Experience
Program Manager	Day-to-day project ownership/management and coordination with the BRLPS, other external agencies, and within the project team	MBA in Human Resources/ Personnel Management/ Liberal Arts/ Public Administration or equivalent from a reputed institution. Shall have experience in handling at least 2 large HR Transformation/ Capacity Building/ Organisation Development & Effectiveness projects as Project/ Program Manager. Shall have experience working on at least 3 projects with similar scope (HR Transformation/ Capacity Building/ Organisation Development & Effectiveness) either in the private sector or Government Shall have experience handling at least 1 assignment on HR transformation/ Organisation Development & Effectiveness in the last five years with a central or state government/ PSU organisation in India	12+ years

		S/he should be based out of Bihar and should preferably have expertise of working in Bihar.	
Learning and development Expert	1. Training Needs Analysis: Identify and assess skill gaps and learning needs specifically related to the HR transformation and broader organisational changes. 2. Curriculum Design and Development: Create and develop training programs, content, and materials that are aligned with the objectives of HR transformation and organisation development. 3. Change Management Support: Collaborate with the change management team to develop training strategies that support the overall change management plan. Help employees understand and adapt to new HR processes, systems, and cultural shifts. 4. Evaluation and Impact Assessment: Implement methods to measure the effectiveness of learning interventions. Assess the impact of training on employee performance,	MBA in Human Resources/ Personnel Management or equivalent from a reputed institution. Shall have experience working on at least 3 projects involving the development of Competency Framework/ Competency Dictionaries/ Skill Dictionaries/ Competency Mapping Shall have experience in implementing at least 1 such assignment (involving development of Competency Framework/ Competency Dictionaries/ Skill Dictionaries/ Competency Mapping) with central or state government/ PSU organisation in India Shall have the experience of designing surveys / developing survey questionnaire for at least one project in area related to Competency/ Skill Development Shall have experience in designing and/or	7+ years

	engagement, and alignment with organisational goals.	implementing at least 1 competency-based technology platform in the last 3 years	
Performance management systems expert	The expert will help ensure that the BRLPS' performance appraisal processes support the development of competencies and align with its broader goals. 1. System Design and Implementation: Design, develop, and implement an effective performance management system that aligns with the BRLPS' goals, values, and competencies. 2. Performance Appraisal Framework: Develop performance appraisal processes, tools, and templates that enable objective and fair assessment of employee performance. 3. Competency Mapping and Assessment: Collaborate with HR and management to identify, define, and map the key competencies required for each role within the organisation. Develop assessment methods and tools to evaluate employees'	MBA in Human Resources/ Personnel Management or equivalent (such as Master of Science in Industrial-Organisational Psychology) from a reputed institution. Shall have experience working on at least 6 projects with Government of India Clients/ Ministries and shall be aware of government processes, with at least 3 projects pertaining to Government Process Transformation/ Government Process Reengineering Shall have a strong understanding of the working and structure of Central Government Clients (at least 3) and the different roles under the Clients Shall have experience of working in at least 2 projects for Government/ PSUs in areas related to Skilling/ Capacity Development/ Change Management etc.	7+ years

	competencies and skills, ensuring alignment with performance management. 4. Training and Development Recommendations: Use data from performance appraisals and competency assessments to identify skill gaps and development needs. 5. Continuous Improvement: Gather feedback from stakeholders, assess effectiveness, and make adjustments as necessary to ensure the system remains aligned with the organisation's needs.		

It may be noted that the resource details mentioned in the table above are the minimum requirements, and the bidder is expected to provide a detailed breakdown of resources that it proposes to deploy for the scope of work defined under section 5.5 as part of its financial proposal.

6. Project delivery timeline and payment

The total execution period of the project will be as defined below.

a. 18 months to complete the deliverables, knowledge transfer, etc.
b. Need for annual support shall be assessed at the end of the contract period.
c. In case the BRLPS decides to go ahead with this, the annual support period shall start following the conclusion of the 18-month contract.

Payment shall be made on a quarterly basis in Indian rupees based on satisfactory completion of expected deliverables as per the agreed timeline. The invoices will be raised using the GST details of the successful vendor. The invoices must be based on work orders (or any amendments thereof) issued by the BRLPS.

The payments will be made in the following manner:

End of Quarter	1	2	3	4	5	6
% payment of contract value	10%	10%	15%	15%	20%	30%

The selected vendor has to abide by the timelines agreed by both the parties at the beginning of the contract. In the event of non-compliance with the timelines, a minimum 5% penalty (of the value due for that quarter) is to be levied, which may increase up to 15% depending on the severity of non-compliance as determined by the BRLPS.

In addition, the bidder may keep in consideration the following points:

a. No advance payment will be made.
b. Taxes are extra as applicable on actual at the time of invoicing and will be excluded from the calculation of the total cost of ownership and NPV calculations.
c. On achieving the milestone as mentioned above the payment due to the vendor after deducting penalties, if any, shall be made by the BRLPS.
d. The BRLPS reserves the right to award the project for the full scope as per the RFP or only part of the RFP, at its discretion. However, the financial quotes shall remain valid till the end of 1st year of the contract.
e. Consideration of an extension of the contract will take place with the mutual agreement of the parties involved. If needed, the discussions for this will begin in the 15th month following the commencement of the contract and will be concluded by the 17 month.

f. In case of an extension, the price revision will be tied to the consumer price index announced by the National Statistical Office, Ministry of Statistics and Program Implementation for that financial year.

7. Eligibility and evaluation criteria

Agency selection will take place over 3 rounds - (1) Eligibility Evaluation, (2) Technical Proposal Evaluation, (3) Financial Proposal Evaluation. The process to be followed by the agency and selection methodology for each round has been detailed in this section.

After the Applicant's Organisation fulfils the conditions of the Pre-Qualification round, they will be evaluated following the QCBS (Quality cum Cost Based Selection) system of evaluation with 80% weightage given to the technical proposal score and 20% weightage to the financial proposal score.

7.1. **Round 1: Pre-Qualification**

7.1.1. In order to be eligible for evaluation of its proposal, the Applicant's organisation shall fulfil the conditions given in Table 7.1.1.

Table 7.1.1 – Eligibility Criteria

S. No.	Parameter detail	Documents required
1	Applicant should be a single legal entity registered under the appropriate Act in India for at least the past 5 years. It should fulfil the following conditions: 1. A company registered under the Companies Act 1956 or a partnership firm registered under the relevant and prevailing law relating to partnership in India. OR, 2. Company registered under the Companies Act or Partnership firm registered under the Partnership Act of 1932 or registered (converted to) under the Indian Limited Liability Partnership Act, 2008.	For verification: 1. Certificate of incorporation or registration 2. Goods and service tax registration 3. PAN number of the organisation

2	The Applicant shall have a minimum revenue of Rs 20 crore per annum averaged over the last 3 financial years preceding the proposal due date.	For verification, the Applicant must submit Audited Balance Sheets and Profit and Loss Statements for the years 2019-20, 2020-21 and 2021-22 in the format prescribed by Annexure B
3	The bidder should have at least 3 years of experience in HR consulting	Self-certified declaration from authorised signatory
4	The Bidder should have successfully completed at least 3 projects, each of value Rs 1.50 crore, or 2 projects, each of Rs. 2 crore, or 1 Project of Rs. 3 crore or more in the last 3 years (from the date of publication of bid) in HR Transformation, Consulting, Organisation development, etc., in India	Copy of Contract / Work Order and Completion Certificates from the Client; OR Copy of Contract / Work Order and Self Certificate of Completion certified by the authorised signatory;
5	The Applicant should not have been blacklisted by the Central Government, any State Government, a Statutory Authority, or a Public Sector Undertaking from participating in any assignment.	The Applicant must submit a Self-Declaration to this effect, in the format prescribed in Annexure C

7.2. **Round 2: Technical evaluation criteria**

7.2.1 This round will evaluate the technical proposal submitted by the agency out of a total possible score of 75. Proposals must have a minimum technical score of 45 (60%) out of a maximum of 75 to qualify for further consideration and will be ranked from highest to lowest based on their TS.

7.2.2. **Relevant Experience Evaluation Criteria:** Agencies will be evaluated based on the criteria provided below in Table 7.2.2. All Eligible Assignments as listed below should be submitted as per the format of Annexure E

Table 7.2.2: Relevant experience evaluation criteria

S. No.	Parameter detail	Maximum points	Documents required	Max marks
1	Experience of large HR Transformations with focus on organisational development and performance management	The Bidder should have successfully implemented at least 3 projects of value of at least Rs 2 Crore each in the last 5 years (from the date of publication of bid) in the areas pertaining to at least 2 of the following categories: ● Organisational development/design ● Performance management ● Learning and development 2.5 marks per project in each of the categories listed above. Up to 2 projects may be mentioned for each category.	Copy of Contract/ Work Order and Completion Certificates from the Client; OR Copy of Contract/ Work Order and Self Certificate of Completion certified by the Authorised Signatory;	15
2	Experience of large organisation transformation with government or public sector clients	The Bidder should have successfully implemented at least 3 projects of value *with Government Clients or Public Sector Units* of at least Rs 2 crore each in the last 5 years (from the date of publication of bid) in the areas pertaining to at least 2 of the following categories: ● Organisational development/design ● Performance management ● Learning and development 2.5 marks per project in each of the categories listed above. Up to 2 projects may be mentioned for each category.	Copy of Contract/ Work Order and Completion Certificates from the Client; OR Copy of Contract/ Work Order and Self Certificate of Completion certified by the Authorised Signatory;	15
3	Quality of approach and methodology	● Description of Bidder's understanding of the scope	Technical proposal presentation made	25

<table>
<tr><td></td><td></td><td>of work: 7.5 marks
● Approach, Methodology proposed, Previous work[5]: 10 marks
● Presentation: 7.5 marks</td><td>by the Bidder, and relevant documentation on previous work</td><td></td></tr>
<tr><td>4</td><td>Team composition</td><td>Resources will be scored on their profiles against the profile requirements mentioned in the RFP.
<table><tr><td>Resource name</td><td>Max marks</td></tr><tr><td>Program manager</td><td>8</td></tr><tr><td>Learning and development expert</td><td>6</td></tr><tr><td>Performance management systems expert</td><td>6</td></tr></table></td><td>CVs of the resources</td><td>20</td></tr>
<tr><td colspan="3">Total maximum score</td><td colspan="2">75 marks</td></tr>
</table>

7.3. **Round 3: Financial evaluation criteria**

7.3.1. The Financial Proposals of only those Applicants with a Technical Score of 45 or more will be opened. A template for the financial proposal is contained in Annexure D.

7.3.2. Each evaluated proposal will be given a financial score (FS), using the following formula, with a maximum of 75 Points.

FS = 75*(Fmin/Fagency)

- Fmin is the least Financial Quote (total) provided amongst agencies for providing the services as defined under the scope of work over 18 months

[5] This can include providing an overview of the organisation's completed projects in aforementioned areas, related impact evaluations/assessments, learnings, etc.

- Fagency is the agencies own Financial Quote (total) for providing the services as defined under the scope of work over 18 months

7.4. **Selection**

7.4.1. The evaluated proposals will then be given a final score (S) which will be calculated using the following formula, S = 0.80*(TS) + 0.20*(FS). Therefore, the technical proposal will account for 80% of the final score, and the financial proposal will account for 20% of the final score.

7.4.2. Proposals will be ranked according to their combined technical and financial scores. In case of a tie in the final score (s), the bidder with the higher technical score will receive a higher ranking.

7.4.3. The best-ranked applicant shall be selected while the second-ranked bidder will be kept in reserve and may be invited for negotiations in case the first-ranked Bidder withdraws or fails to comply with the requirements specified.

8. Submission of proposals

The bidder shall submit his response through Bid submission to the tender on e-Procurement portal at https://eproc2.bihar.gov.in by the procedure given below:

8.1. **Guidelines for Bidders**

a. The bidder shall submit his bid/tender on e-Procurement 2.0 platform at https://eproc2.bihar.gov.in.
b. The bidder must have the Class II/III Digital Signature Certificate (DSC) and e-Tendering user-id of the eProcurement website before participating in the e-tendering process. The bidder may use their DSC if they already have the DSC. They can also take DSC from any of the authorised agencies. For user-id the bidder must register themselves on the e-procurement website https://eproc2.bihar.gov.in and submit their bid through this. Offline bids shall not be entertained by the Tender Inviting Authority for the tenders published in e-procurement platform.
c. The bidders shall submit their eligibility and qualification details, technical bid, financial bid etc., in the online standard formats given in https://eproc2.bihar.gov.in at the respective stage only. The bidders shall upload the scanned copies of all the relevant certificates, documents etc., in support of their eligibility criteria / technical bids and other certificates / documents in the https://eproc2.bihar.gov.in. The bidder shall sign on the supporting statements, documents, certificates owning responsibility for their correctness / authenticity. The bidder shall attach all the required documents for the specific tender after uploading the same during the bid submission as per the tender notice and bid document.
d. All the required documents should be attached at the proper place as mentioned in the e-form otherwise the tender of the bidder will be rejected.
e. Tender Processing Fee (TPF) to be paid through e-Payment mode (i.e., NEFT / RTGS, Net Banking, Credit / Debit Card) only at https://eproc2.bihar.gov.in. Note:"Bids along with necessary online payments must be submitted through e-Procurement portal https://eproc2.bihar.gov.in before the date and time specified in the NIT/RFB. The department/Tendering Authority doesn't take any responsibility for the delay / Non-Submission of Tender / Non-Reconciliation of online Payment caused due to Non-availability of Internet Connection, Network Traffic / Holidays or any other reason." 6. The tender opening will be done online only.
f. Any corrigendum or date extension notice will be given on the e-Procurement website and BRLPS Website only.
g. **Compliant Proposal / Completeness of Response** - Bidders are advised to study all instructions, forms, terms, requirements and other information in the RFB documents

carefully. Submission of the bid shall be deemed to have been done after careful study and examination of the RFB document with full understanding of its implications. Failure to comply with the requirements of this paragraph may render the Proposal noncompliant and the Proposal may be rejected. Bidders must: Include all documentation specified in this RFP; Follow the format of this RFP and respond to each element in the order as set out in this RFP.

h. **Pre-Bid Conference & Clarification**

i. A pre-bid meeting will be held with the prospective bidders on the mentioned date at the office of BRLPS or virtually. Bidder will have to ensure that their queries for Pre-Bid meeting should reach in the format mentioned below to email id: proc.sp@brlps.in and osd@brlps.in as per the date and time mentioned in the schedule of Important Dates only in editable excel format.

ii. The responses will be transmitted to the prospective bidders through https://eproc2.bihar.gov.in and www.brlps.in. However, it will be the bidder's responsibility that they collect all responses.

iii. Non-attendance at the Pre-Bid meeting will not be a cause for disqualification of a Bidder.

iv. The queries should necessarily be submitted in the following format in editable excels. For each bidder, a maximum of two representatives are allowed. The representatives should be employees of the Bidding Company.

v. BRLPS shall not be responsible for ensuring that the bidders' queries have been received and / or addressed by them. Any requests for clarifications after the indicated date and time may not be entertained by the BRLPS.

vi. The queries should necessarily be submitted in the following format:

S. No.	RFP Document Reference(s) – Clause & Page Number	Content of RFP requiring clarification	Points of clarification

i. **Response to Pre-bid Queries and Issue of Corrigendum**

i. BRLPS will endeavour to provide timely response to all queries. BRLPS does not undertake to answer all the queries that have been posed by the bidders. The responses to the queries from bidders will be known to all bidders.

ii. At any time prior to the last date for receipt of bids, BRLPS may, for any reason, whether at its own initiative or in response to a clarification requested by a

prospective Bidder, modify the Tender Document by a corrigendum. The Corrigendum (if any) & clarifications to the queries from all bidders will be posted on the www.brlps.in and https://eproc2.bihar.gov.in. Any such corrigendum shall be deemed to be incorporated into this Tender Document.

iii. In order to provide prospective Bidders reasonable time for taking the corrigendum into account, BRLPS may, at its discretion, extend the last date for the receipt of Bid.

j. **Performance Bank Guarantee**

i. The successful bidders must deposit PBG – 5 % of contract value, within ten (10) working days from the date of receipt of Letter of Acceptance / Notification of Award. Performance Bank Guarantee (PBG) must be unconditional and irrevocable from a Nationalized /Scheduled Bank, payable on demand, for the due performance and fulfilment of the contract by the bidder.

ii. The performance guarantee will be denominated in the currency of the contract and shall be in the form of bank guarantee and shall be in the favour of "Bihar Rural Livelihoods Promotion Society, Patna, Bihar".

iii. This performance bank guarantee will be for an amount equivalent to 5% of contract value. All charges whatsoever such as premium; commission etc. with respect to the Performance Bank Guarantee will be borne by the bidder.

iv. The performance Bank Guarantee will be valid 6 months beyond the contract period with successful bidder subject to the terms and condition in the Performance Bank Guarantee. Six months after the contract completion, the performance Bank Guarantee will lapse automatically.

v. The Performance Bank Guarantee may be discharged/ returned by the BRLPS upon being satisfied that there has been due performance of the obligations of the Bidder under the contract. However, no interest shall be payable on the Performance Bank Guarantee.

vi. In the event of the Bidder being unable to service the contract for whatever reason except Force Majeure conditions as mentioned below, BRLPS would invoke the PBG. Notwithstanding and without prejudice to any rights whatsoever of BRLPS under the contract in the matter, the proceeds of the PBG shall be payable to BRLPS as compensation for any loss resulting from the bidder's failure to complete its obligations under the Contract. BRLPS shall notify the bidder in writing of the exercise of its right to receive such compensation within 30 days, indicating the contractual obligation(s) for which the Bidder is in default.

vii. BRLPS shall also be entitled to make recoveries from the bidder's bills, performance bank guarantee, or from any other amount due to him, the equivalent value of any payment made to him due to inadvertence, error,

collusion, misconstruction or misstatement. No Interest will be paid to successful bidder on the security Deposit.

k. **Authentication of Bids** - The Proposal should be accompanied by a power-of-attorney in the name of the signatory of the Bid.
l. **Language -** The Bid should be filled by the Bidder in English language only. If any supporting documents submitted are in any language other than English (except Hindi), translation of the same in English language is to be duly attested by the Bidders. For purposes of interpretation of the Proposal, the English translation shall govern.
m. **Consortium & Sub-Contracting -** Conditions Consortium & Sub-Contracting is not allowed in this bid.

8.2. **Further Support**

For support related to e-tendering process, bidders may contact: **Toll Free Number: 1800 572 6571; Email Id: eproc2support@bihar.gov.in**

Annexure A: Cover Letter (To be submitted on the Letterhead of Bidder)

To
[Role],
[Organization],
[Office address]

Subject: Selection of Service Provider for Development of COMPASS Technology Platform (RFP Reference No. ___)

Madam/Sir,

I, the undersigned, offer to provide the services for the proposed assignment in respect to your Request for Proposal No. ___ dated ___. We hereby submit our proposal which includes the pre-qualification proposal, technical proposal and commercial proposal, sealed under separate envelopes. Our proposal will be valid for acceptance up to 180 Days and I confirm that this proposal will remain binding upon us and may be accepted by you at any time before this expiry date.

All the information and statements made in our proposal are true and correct and I accept that any misinterpretation contained in it may lead to disqualification of our proposal. If negotiations are held during the period of validity of the proposal, I undertake to negotiate on the basis of the proposal submitted by us. Our proposal is binding upon us and subject to the modifications resulting from contract negotiations.

I have examined all the information as provided in your Request for Proposal (RFP) and offer to undertake the service described in accordance with the conditions and requirements of the selection process. I agree to bear all costs incurred by us in connection with the preparation and submission of this proposal and to bear any further pre-contract costs. In case, any provisions of this RFP/ ToR/Scope including of our technical and financial proposal are found to be deviated, then you shall have rights to reject our proposal. I confirm that I have the authority to submit the proposal and to clarify any details on its behalf.

I understand you are not bound to accept any proposal you receive.

Yours faithfully,

Authorised Signatory with Date and Seal:
Name:
Title:
Address of Bidder:

Annexure B: Organisation Profile

Name of Organisation	
Postal Address	
Mobile Fax Email Website	
Contact Person Name Contact Person Designation Contact Person Mobile Contact Person Email	
Date Registered Legal Status No. of Years Completed	*(Should provide registration certificate as proof)*
Number of Employees	
Financial Capacity: 2019-20 2020-21 2021-22	*(Audited Balance Sheets and Profit and Loss Statements for the years 2019-20, 2020-21 and 2021-22)*

Annexure C: Self-declaration - No blacklisting

To,
[Role],
[Organization],
[Office address]

Sub: Selection of Service Provider for Development of COMPASS Technology Platform

Dear Madam/Sir

In response to the RFP Ref. No.: ___ dated ___ for RFP titled “Selection of Service Provider For the Development of COMPASS Technology Platform”, as an owner/ partner/ Director of (organisation name) I/We hereby declare that presently our Company/ firm is not under declaration of ineligible for corrupt & fraudulent practices, blacklisted either indefinitely or for a particular period of time, or had work withdrawn, by any State/ Central government/ PSU.

If this declaration is found to be incorrect then without prejudice to any other action that may be taken, my/ our security may be forfeited in full and the tender if any to the extent accepted may be cancelled.

Thanking you,

Signature
(Authorised Signatory)

Seal:
Date:
Place:
Name of the Bidder:

Annexure D: Financial proposal

To be returned in original along with the Proposals (in a separate envelope)

To,
[Role],
[Organization],
[Office address]

Sub: Financial Proposal for the Selection of Service Provider for Development of COMPASS Technology Platform

Dear Madam/Sir
In response to the RFP Ref. No.: ___ dated ___ for RFP titled "Selection of Service Provider For the Development of COMPASS Technology Platform", as an owner/ partner/ Director of (organisation name) I/We hereby declare to provide our services. Our cumulative Financial Proposal for the team size of 32 members is as below:

Budget Summary: <Amount in INR> for _____ years

Request for Proposal (RFP): XXX

S. No.	**Fees**	**Amount/month**	**Amount in Year 1**	**Amount in Year 2**	**Amount in Year 3**
1	Professional Fees	<Amount in INR>	<Amount in INR>	<Amount in INR>	<Amount in INR>
2	Contingency Fees	<Amount in INR>	<Amount in INR>	<Amount in INR>	<Amount in INR>
3	**Total Fees**				

Note:

1. The above excludes any applicable taxes and reimbursements
2. The financial evaluation shall be based on the above Financial Proposal.
3. No escalation on any account will be payable on the above amounts.
4. All payments shall be made in Indian Rupees and shall be subject to applicable Indian laws, withholding taxes, if any.

5. Payment shall be made to the organisation on a monthly basis
6. We solemnly affirm that we will strictly adhere to the laws against fraud, corruption and unethical practices, including but not limited to "Prevention of Corruption Act, 1988", during the Request for Proposal (RFP) process and execution of the Contract, in case we are awarded the work. We understand you are not bound to accept any Proposal you receive.

(Signature, name and designation of the Authorised signatory's)

Name of Firm:

Address:

Annexure E: Technical Bid - Format for Eligible Assignments of Firm

Project Name	
Project Location	
Project Type	
Name of Client & details	
Start Date	
End Date	
Detailed narrative of project	
Details of actual services provided	
Value of contract (in INR)	
Payment received by Bidder for the project (in INR)	

Notes:

1) Use a separate sheet for each Eligible Assignment. The Bidder shall provide details of only those projects that have been undertaken in its own name.

2) The Bidder may attach separate sheets to provide brief particulars of other relevant experience of the Bidder

Annexure F: Technical Bid - Format for submission of CVs of proposed Manpower

[For each key professional separate forms will be prepared]:

1. **Proposed Position**:

2. **Name of Firm**:

[Insert name of firm proposing the staff]

3. **Name of Staff**:

[Insert full name]

4. **Date of Birth**:

5. **Nationality**:

6. **Education**:

[Indicate college/university and other specialized education of staff member, giving names of institutions, degrees obtained, and dates of obtainment]

7. **Membership of Professional Associations**:

8. **Other Training**:

9. **Countries of Work Experience**:

[List countries where staff has worked in the last ten years]

10. **Languages** [For each language indicate proficiency: good, fair, or poor in speaking, reading, and writing]: Mention proficiency in Odia (if any)

11. **Employment Record**:

[Starting with present position, list in reverse order every employment held by staff member since graduation, giving for each employment (see format here below): dates of employment, name of employing organization, positions held.]:

From [Year]: To Year]: Employer: Positions held:

12. **Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned**

[Among the Eligible Assignment/ jobs in which the staff has been involved, indicate the following information for those Eligible Assignment/jobs that best illustrate staff capability to handle the tasks listed in the RFP]

Name of Assignment/job or project:

Year (Start and Completion):

Location:

Employer:

Main project features:

Positions held:

Detailed Tasks Assigned and performed: [List all tasks to be performed under this Assignment/job]

Cost of Project:

Mandays Spent on Project:

Payment in (INR) for the Project:

13. **Certification**:

a. I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience. I understand that any willful misstatement described herein may lead to my disqualification or dismissal, if engaged.
b. I further undertake that my CV is being proposed for this project by --------- (the Bidder) and I have not given consent to any other consultant(s) to propose my CV for any position for this project.
c. I undertake that I have no objection in uploading/hosting of my credentials by Authority in the public domain.
d. I am willing to undertake the assignment and ensure my availability for the duration of the assignment.
e. I have no history of involvement in Vigilance/CBI/Police Case, resulting in major penalty punishment of removal/dismissal/compulsory retirement or conviction.
f. I have never been debarred from providing consultancy services by any government authority /PSU Or I was debarred from providing consultancy services by …….. for …. years from ../../.. to ../../.. and the period of debarment is now over.
g. I have been deployed for minimum [___] days on the Eligible Assignments claimed by me for the purposes of the evaluation under this RFP.

Date:

[Signature of Key Personnel]

Place:

[Full name]

(Signature and name of the authorised signatory of the Bidder)

Annexure G: Technical Bid – Proposed Methodology and Work Plan

The descriptive part of submission under this will be detailed precisely under the following topics:

1. **Understanding of Scope of Work [not more than two pages]**
    a. The Bidder shall clearly state its understanding of the Scope of Work and also highlight its important aspects.
    b. The Bidder may supplement various requirements of the Scope of Work and also make precise suggestions if it considers this would bring more clarity and assist in achieving the Objectives laid down in the Scope of Work.

2. **Methodology and Work Plan [not more than three pages]**
    a. The Bidder will submit its methodology for carrying out the above proposed work, outlining its approach toward achieving the Objectives laid down in the Scope of Work.
    b. The Bidder will submit a brief write up on its proposed team and organisation of personnel explaining how different areas of expertise needed for this work have been fully covered by its proposal.
    c. The Bidder should specify the sequence and locations of important activities along with use of appropriate IT applications for flow of information/progress, redressal mechanism/conflict management and provide a quality assurance plan for carrying out the work.
    d. A complete flow chart of activities shall be attached together with time schedule & workforce deployment to meet the objective of this RfP will be provided.

Guidelines for Presentation:

1. The Bidder shall be required to make a 20 minutes Technical Presentation along with its Team Leader and proposed team to be deployed for the PMU followed by a 15 minutes question and answer session
2. The Presentation is required to be submitted as part of the Bid, and [4] hard copies of the presentation in A4 size in color shall be submitted at the time of presentation.
3. Indicative content of the presentation but not limited to any or all of the following points:
    a. One section of the presentation shall be about the Bidder and Key Personnel proposed to be deployed
    b. One section of presentation on Proposed methodology and Work Plan, quality monitoring mechanism

c. One section of the presentation should include Key Performance Indicators to monitor the work of the Professionals.
d. One section of the presentation should list out major areas of concerns each for authority default and contractor default and their proposed methodology/monitoring mechanism to mitigate these delays/disputes in advance.
e. One section on the complete flow chart of activities and timeline for undertaking the Services.
f. Any other relevant points