



भारतीय लघु उद्योग विकास बैंक  
Small Industries Development Bank of India

बैंक में पदोन्नति के लिए योग्यता आकलन परीक्षा लेने के लिए एक एजेंसी की नियुक्ति के लिए  
वाणिज्यिक तकनीकी प्रस्ताव देने हेतु आमंत्रण पत्र

**LETTER OF INVITATION (LoI)  
FOR SUBMISSION OF TECHNO COMMERCIAL PROPOSAL  
FOR APPOINTMENT OF AN  
AGENCY TO CARRY OUT COMPETENCY ASSESSMENT TESTS FOR  
PROMOTIONS IN THE BANK**

भारतीय लघु उद्योग विकास बैंक  
एमएसएमई विकास केंद्र  
सी-11, जी ब्लॉक, बांद्रा कुर्ला संकुल, बांद्रा पूर्व  
मुंबई 400051  
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MSME Development Centre  
C-11, G-Block,  
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Bandra East  
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यह दस्तावेज भारतीय लघु उद्योग विकास बैंक (सिडबी) की संपत्ति है। सिडबी की लिखित अनुमति के बिना इसे किसी भी माध्यम, इलेक्ट्रॉनिक या अन्यथा, कॉपी, वितरित या रिकॉर्ड नहीं किया जा सकता है। यहां निर्दिष्ट उद्देश्य के अलावा किसी भी उद्देश्य के लिए प्राधिकृत कर्मियों / एजेंसियों द्वारा भी इस दस्तावेज की सामग्री का उपयोग सख्ती से प्रतिबंधित है और यह कॉपीराइट उल्लंघन के बराबर होगा और यह भारतीय कानून के तहत दंडनीय होगा।

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## TABLE OF CONTENTS

<b>Sr. No.</b>	<b>Contents</b>	<b>Page no.</b>
1	Section I - Letter of Invitation	3- 5
2	Section II - Instruction to Bidders (ITB)	6 -20
3	Section III - General Terms &Conditions (GTC)	21- 25
4	Section IV - Techno- Commercial Proposals (TCP) - formats	26-33

मानव संसाधन उद्भाग HRV./L001138294/ 2018-19

December 04 दिसम्बर, 2018

आमंत्रण पत्र **LETTER OF INVITATION (LoI)**

निदेशक The Director,

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**(सिर्फ बैंक के पैनल के एचआर सलाहकारों के लिए For HR Consultants empaneled with the Bank Only)**

प्रिय महोदय / महोदया Dear Sir / Madam

**विषय :** बैंक में पदोन्नति के लिए योग्यता आकलन परीक्षा लेने के लिए एक एजेंसी की नियुक्ति के लिए वाणिज्यिक तकनीकी प्रस्ताव देने हेतु आमंत्रण पत्र

**Subject: LETTER OF INVITATION (LoI)  
FOR SUBMISSION OF TECHNO COMMERCIAL PROPOSAL  
FOR APPOINTMENT AS A  
TESTING AGENCY TO CARRY OUT COMPETENCY ASSESSMENT TESTS FOR PROMOTIONS  
IN THE BANK**

आपको एतद्वारा शीर्षान्वित परामर्श एसाइनमेंट के लिए प्रस्ताव प्रस्तुत करने के लिए आमंत्रित किया जाता है, जो कि भविष्य की वार्ता के लिए आधार बनेगा और अंततः आपकी फर्म / कंपनी और भारतीय लघु उद्योग विकास बैंक (इसके बाद ग्राहक के रूप में संदर्भित) के बीच एक अनुबंध होगा।

You are hereby invited to submit proposals required for the captioned consultancy assignment, which would form the basis for future negotiations and ultimately a contract between your firm/ Company and the Small Industries Development Bank of India (hereinafter referred to as Client).

इस असाइनमेंट का उद्देश्य संपूर्ण परियोजना योजना के हिस्से के रूप में मूल्यांकन संकलन और अंतिम परिणाम तैयार करने सहित लिखित परीक्षा और आकलन केंद्र सहित विभिन्न टेस्टों के विकास, डिजाइन और संचालन करना है।

The purpose of the assignment is to develop, design and conduct of various Tests including written examination and Assessment Center including evaluation, compilation and prepare final results as part of the overall project plan.

2 टीसीपी में निम्नलिखित दस्तावेज शामिल हैं:

The TCP includes the following documents:

- खंड I - आमंत्रण पत्र  
Section I - Letter of Invitation  
खंड II -- - परामर्शदाता (आईटीसी) को निर्देश

Section II	Instruction to Bidders (ITB)
खंड III	सामान्य नियम एवं शर्तें (जीटीसी)
Section III -	General Terms & Conditions (GTC)
खंड IV	टेक्नो-वाणिज्यिक प्रस्ताव (टीसीपी) - प्रारूप
Section IV -	Techno- Commercial Proposals (TCP) - formats

3. जब तक संदर्भ अपेक्षित नहीं है, इस आमंत्रण- पत्र और अनुबंध में इस्तेमाल किए जाने वाले नियम का वही अर्थ होगा, जैसाकि 14 अक्टूबर 2017 को एचआर कंसल्टेंट्स के पैनल के लिए सूचीबद्ध करने के समय दिए गए अनुरोध में और इसके बाद ग्राहक के वेबसाईट पर 2 नवंबर 2017 को जारी "आरएफई" के परिशिष्ट में वर्णित है।

Unless the context otherwise requires, the terms wherever used in this LoI and Contract would have the same meaning as given in the "Request for Empanelment of HR Consultants" dated October 14, 2017 and addendum to RfE issued on November 02, 2017 as available on Client's website.

4. प्रस्ताव पूर्व बैठक क्रमांक 9 में वर्णित पते पर 10 दिसंबर 2018 को 15 बजे होगी। Pre-proposal meeting shall be held at **1500 hours** on **December 10, 2018** at the address mentioned at serial no. 9.

5. क्रमांक 9 में उल्लिखित पते पर 14 दिसंबर 2018 को 1500 बजे तक प्रस्ताव जमा किया जा सकता है। The proposals can be submitted up to **1500 hours** on **December 14, 2018** at the address mentioned at serial no. 9

6. क्रमांक 9 में उल्लिखित पते पर तकनीकी प्रस्ताव 14 दिसंबर 2018 को 1600 बजे खोला जाएगा। Opening of the Technical Proposal will take place at **1600 hours** on **December 14, 2018** at the address mentioned in serial no.9.

7. चयन समिति के साथ योग्य उत्तरदाताओं की चर्चा / प्रस्तुति 18 दिसंबर, 2018 को क्रमांक संख्या 9 में उल्लिखित पते पर 1400 बजे निर्धारित है। (तिथि, समय की सूचना यथा समय दी जाएगी।) Discussion/presentation of eligible respondents with the selection Committee is tentatively scheduled at **1400 hours** on **December 18, 2018** at the address mentioned in serial no.9. (Date, time would be confirmed in due course.)

8. क्रमांक 9 में उल्लिखित पते पर वित्तीय प्रस्ताव 20 दिसंबर 2018 को 1500 बजे खोला जाएगा। Opening of the Financial Proposal will take place at **1500 hours** on **December 20, 2018** at the address mentioned in serial no. 9.

9. महाप्रबंधक The General Manager,  
मानव संसाधन उद्भाग Human Resource Vertical,  
भारतीय लघु उद्योग विकास बैंक Small Industries Development Bank of India,  
एम् एस एम् ई डेवलेपमेंट सेंटर MSME Development Centre,  
7 वां तल सी -11 ,जी ब्लॉक, 7<sup>th</sup> Floor, C-11, G- Block,  
बांद्रा कुर्ला काम्प्लेक्स Bandra Kurla Complex,  
बांद्रा पूर्व Bandra East

मुंबई Mumbai - 400 051

**10. संपर्क व्यक्ति Contact Person**

श्री प्रद्युम्न कुमार चौधुरी  
Mr. Pradyumna Kumar Choudhury  
उप महाप्रबंधक Dy. General Manager  
फोन Phone : +91-22-67531331  
इ मेल Email : [pradyumna@sidbi.in](mailto:pradyumna@sidbi.in)

श्री अंशुमान सिन्हा  
Shri Anshuman Sinha  
सहायक महाप्रबंधक Assistant General Manager  
फोन Phone : +91-22-67531503  
इ मेल Email : [anshuman@sidbi.in](mailto:anshuman@sidbi.in)

ग्राहक को कोई भी कारण बताए बिना किसी भी या सभी प्रस्तावों को पूरे या भाग में स्वीकार या अस्वीकार करने का अधिकार होगा।

The Client reserves the right to accept or reject any or all the Proposals in whole or part without assigning any reasons.

11. आपसे अनुरोध है कि आप अपने प्रस्ताव को एसाइनमेंट के लिए प्रस्तावित कार्मिकों में परिवर्तन के बिना और प्रस्तावित मूल्य में, प्रस्तुत करने की अंतिम तिथि से 30 दिनों के लिए वैध रखें। इस अवधि के दौरान ग्राहक, एक परामर्शदाता फर्म / कंपनी का चयन करने के लिए अपना सर्वश्रेष्ठ प्रयास करेगा। ग्राहक प्रस्ताव की वैधता के विस्तार (प्रस्ताव में बिना किसी कोई संशोधन के) के लिए आपकी सहमति का अनुरोध कर सकता है।

You are requested to hold your proposal valid for 30 days from the last date of submission without change in the personnel proposed for the assignment and your proposed price. The Client will make its best efforts to select a Consultant firm/company within this period. The Client may solicit your consent to an extension of Proposal validity (but without any modification in the Proposal).

12. कृपया ध्यान दें कि एसाइनमेंट से प्राप्त होने वाले पारिश्रमिक, नियमों के अनुसार लागू कर देयता के अधीन होंगे। यदि वांछित हो तो कृपया संबंधित कर प्राधिकारियों से इस संबंध में अधिक जानकारी के लिए संपर्क करें।

Please note that the remuneration which you receive from this assignment will be subject to applicable tax liability as per rules. Kindly contact the concerned tax authorities for further information in this regard, if required.

13. हमें प्रसन्नता होगी यदि ई-मेल से हमें सूचित करें :

We would appreciate if you inform us by E-mail:

(a) आमंत्रण-पत्र की प्राप्ति की आपकी पावती, और;

Your acknowledgement of the receipt of this letter of invitation and;

क्या आप प्रस्ताव प्रस्तुत करेंगे या नहीं ?.

(b) Whether or not you will be submitting a proposal.

भवदीय Yours faithfully  
sd/-

(प्रद्युम्न कुमार चौधुरी Pradyumna Kumar Choudhury)

Dated: 4 दिसंबर 2018 December 04, 2018

उप महाप्रबंधक Deputy General Manager

## SECTION II: INSTRUCTIONS TO CONSULTANTS (ITC)

### 1. Introduction

The Bank has 6 grades of officers in its management setup, as highlighted below, Assistant Manager, Grade 'A' being the junior most Grade while Chief General Manager Grade 'F' being at the top of the hierarchical set up.

S. No.	Grade of Officer	Designation
1.	A	Assistant Manager
2.	B	Manager
3.	C	Assistant General Manager
4.	D	Deputy General Manager
5.	E	General Manager
6.	F	Chief General Manager

The Bank recognizes that in order to achieve its future objectives, there is a need for enhanced focus on talent within the Bank. Identifying key talent and making sound talent decisions will thus prove to be critical.

To provide career advancement and elevation opportunities to its Officers, the Bank conducts promotion process annually. The minimum benchmark and eligibility criteria for promotion to next higher Grade, at present, are as under:

Grade		Minimum no of years of service in Grade as on June 30	Minimum Average PAR of preceding 3 years (out of 5 marks)^	Minimum Potential Input
From	To			
A	B	4	3.76	*
B	C	5		*
C	D	5		NA
D	E	5		NA
E	F	5		NA

\*The benchmark is being decided.

In order to create a robust succession pipeline for senior leadership levels, it is imperative for the Bank to make informed career progression decisions. To this end, the Bank wishes to introduce a robust and objective assessment process for promotions to all Grades.

For the Penal year 2019-20, the likely span and structure of the promotion process for the various Grades would be as under:

Grade		Tentative Number			Competency Assessment Tests (CAT)	Number of likely locations for tests	
From	To	General	System	Legal		Locations	Tentative No. of Candidates
A	B	39	1	2	Written Examinations (WE) (Cognitive, Psychometric, Domain Skill Test)	17 Locations viz. Mumbai, Lucknow, Chennai, New Delhi, Ahmedabad, Bangalore, Bhubaneswar, Chandigarh, Coimbatore, Guwahati, Hyderabad Jaipur, Kolkata, Ludhiana, Nagpur, Pune and Rajkot	
B	C	General Stream- 194					
C	D	General Stream- 111			Assessment Center (AC)(through virtual mode) including 360 degree feedback and interview	Locations	Tentative No. of Candidates
						Mumbai	43
						Lucknow	31
						Chennai	19
						New Delhi	18
					<b>Grand Total</b>	<b>111</b>	
D	E	General Stream- 52			Assessment Center (AC) including 360 degree feedback and interview	Locations	Tentative No. of Candidates
						Mumbai	22
						Lucknow	20
						New Delhi	10
					<b>Grand Total</b>	<b>52</b>	
E	F	General Stream- 21				<b>Mumbai</b>	

Further, Bank also intends to use AC for assessing the key competencies in Banks' officers going for promotion in the senior grades (Grade C, D and E). For Officers in Grade D and E, AC will also include a 360 degree feedback exercise which would help the officers in understanding the perception gap and develop a personal developmental plan and devise Individual Developmental Plan (IDP) for their holistic grooming for ensuring a sustainable competitive advantage. The Officers in these senior Grades play a pivotal role in driving all the key initiatives of the Bank, serving as change agents as well as grooming their subordinates by acting as mentors. For Officers in Grade 'C', however, the AC will be conducted on virtual mode only.

## 2. Terms of Reference (TOR)

The Bank intends to appoint a competent Vendor to develop, design and conduct of various Competency Assessment Tests (CAT) including written examination (WE)

and Assessment Center (AC) as well as for evaluation of responses of the candidates, compilation and prepare results. The Bank requests proposals from the empaneled HR Consultants for assisting the Bank in the above work. The Bank may, at its sole and absolute discretion, choose to avail all services or part thereof. Such decision may be advised during the course of the project. Accordingly, the scope of the project is to carry out CAT for promotions in Officer cadre in the Bank on a dedicated and dispersed basis, the infrastructure and venues being provided by the agency only. The detailed scope of this project shall include, but not limited to

**A. FOR WE:**

**Assessment Design and Set up**

- a. The selected vendor will be required to define the schema and structure of WE keeping in mind the competency matrix expected from the officers of the Bank by holding discussion with Subject Matter Experts (SMEs) within the Bank and the top Management. It is envisaged that WE will consist of common behavioral, cognitive and separate domain knowledge tests (DKT) for each grade for promotions in Grade B and Grade C. DKT for General Stream may consist of different sub-domains of Banking viz. Risk, Credit, Micro Credit, Treasury, Accounts, Development Banking, NPA & Stressed Assets, Monitoring, HR and Administration etc.
- b. The selected vendor will be required to prepare "WE Conducting Protocols" and "WE Management Framework" documents after required consultation with stakeholders and necessary due diligence and provide CBT solution along with necessary IT infrastructure to conduct WE in Hindi and English.
- c. The selected vendor will be required to develop a robust & comprehensive Question Bank for DKT in Hindi and English and shall have to maintain strict confidentiality in the entire process, from the time of paper setting, publishing and administering to the candidates so that there is absolutely no scope of any paper leakage or divulsion of paper contents in any manner by any agency/ persons involved in the whole process. In case the above clause is violated, the Bank shall be free to call off the entire selection process and initiate a fresh exercise at the full cost of the selected bidder.
- d. The selected vendor will be required to provide/arrange for necessary infrastructure and logistic support such as hiring/ booking of venues and examination centres for WE.
- e. The selected vendor will be required to have tie-up with a reputed 'Technology Service Provider' and hire computer labs/ suitable venues to hold online WE.
- f. The selected vendor will be required to allot unique Roll Numbers to the eligible candidates for appearing for written test.
- g. The selected vendor will be required to issue call letters and arrange for dispatch of the call letters to the candidates well in advance to the WE, the format of which will be provided by the Bank.



- h. The WE will be conducted in online mode. It will be the responsibility of the selected bidder to ensure uniformity in the procedure followed across all the dispersed locations/ centres
- i. The selected vendor will be required to depute their representatives with established credentials at the Test centre for invigilation and supervision. The selected vendor will also be required to depute a representative of the Technology Service Provider at the centre/ venue for providing support in case of any technical snags in addition to the supervisors from the Test Conducting Agency.

#### **Assessment Validation**

- j. The vendor will be required to evaluate the answer sheets of all candidates, compile and prepare the final results and send the same to the Bank in utmost confidence and safety through a reputed courier/ upload on File Transfer Protocol protected by password as per proforma given by the Bank, Roll Number wise and Merit wise in each Grade.
- k. The modus operandi for conducting the written test will have to be tailored and customized to Bank's context and requirements by the selected vendor . The entire modus operandi developed will have to be documented by the selected vendor as a Standard Operating Procedure (SOP) which shall have to be approved by the Bank and will remain the joint property of the Bank and the bidder and subject to non-disclosure/ confidentiality clauses to any 3rd party.

#### **Training the Client Assessment administration**

- l. The selected vendor shall conduct training on system access and candidate management for HRV Officials.

#### **Others**

- m. The selected vendor shall have to print and provide attendance sheets for all centres, for all candidates appearing for the written examination in all centres and check their credentials before allowing them to take up the examination.
- n. The selected vendor shall also have to ensure that the written test is conducted in a professional manner and no unfair means are allowed to be adopted by any candidate at any centre. In case any instance of any unfair means adopted by any candidate comes to the notice of the authorized representatives at a particular centre, the candidate has to be disqualified immediately and matter reported to the Bank. In the event of this clause being violated, the Bank shall be free to call off the entire selection process and initiate a fresh exercise at the full cost of the selected bidder.
- o. The selected vendor will have to maintain the records / ensure storage of relevant test material question papers/answer sheets, etc. as per the requirements of the Bank / Govt. of India/ RTI provisions, etc. from time to time in utmost confidence.

- p. Any other matter incidental to conduct of WE.

**B. For AC:**

**Conducting Assessment Center**

- a. Administer a suite of tools to allow a comprehensive understanding of participants' behavioral capabilities and personality traits. The AC will be administered in batches either simultaneously across the locations indicated in para 1 above.
- b. Conduct assessments of all participants in Grade C and above as indicated by the Bank (tentative Grade wise number given in SI no.1 above to assess readiness to transition from
  - o Grade E to Grade F
  - o Grade D to Grade E
  - o Grade C to Grade D [the assessment process must be delivered virtually]
- c. Conduct individual feedback and debrief sessions for each participant
- d. Share detailed individual reports for each participant
- e. Administer and manage 360 Degree Feedback Survey for all participants (Grade D and above) as indicated by the Bank

**Talent Insights and Support**

- a. Share group level trends and insights report
- b. Share inputs and recommendations for each participant for internal committee interviews
- c. Support during promotion interviews as part of the interviewing panel at the top 2 levels

**Any other matter incidental to above.**

After the completion of the WE, Assessment Center and 360 degree in terms of the SI.No.3 below, all the respective tools designed and deployed and the respective results will form part of Bank's property. Suitable communication in consultation with HRV to all stakeholders at every stage, right from the start of the intervention till sharing of Individual Developmental Plans (IDPs) will be responsibility of the selected vendor. The vendor has to envisage all necessary services to be provided to achieve the objective for which TCP is sought and ensure that the same is delivered to the Client. Omission of details in the TCP of the services required to be provided by the vendor or misdescription of details generally acknowledged to be customary and/ or necessary to carry out such services or which the bidder knows or reasonably should have known will not relieve the bidder from performing such omitted details of the services and they must be performed as if fully and correctly set forth and described in this TCP.



Each bidder will be required to make a presentation in respect of its proposal before the Evaluation Committee of the Bank after submission of the TCP at convenient date and time as intimated by the Bank.

### 3. Schedule for completion of the tasks

The above scope and deliverables have to be designed and executed to the Client's satisfaction in 2 months period from the date of the contract.

Details of the schedule are given below:

Sl. No.	Phases	Indicative Timeframe for Completion
1	Phase I: Diagonstic and Design phase for WE and AC	1 month from the date of agreement
2	Phase II: Conduct of WE/AC and declaration of results/IDPs	2 months from the date of agreement

The selected vendor would be initially contracted by the Bank for a period of 2 months post signing of the agreement. The Bank reserves the right to reduce or extend the stipulated time frame of 2 months for an additional period as it may deem appropriate, at the same commercial terms and condition without any additional compensation payable by the Bank, on month to month basis. Further, the Client at its sole discretion reserves the rights to ask the Consultant to continue for additional target groups beyond the first phase or for the subsequent panel years on related scope enhancements beyond the scope mentioned in this documents at a cost not exceeding pro-rata cost as quoted for the job.

### Submission of Proposals

- 4.1 Bidders are permitted to submit only one Proposal.
- 4.2 The Techno- commercial proposal should be put in a sealed cover labeled **"TECHNO COMMERCIAL PROPOSAL FOR APPOINTMENT AS A TESTING AGENCY TO CARRY OUT COMPETENCY ASSESMENT TESTS FOR PROMOTIONS IN THE BANK in Small Industries Development Bank of India"** SUBMITTED BY M/s..... ON..... AT MUMBAI, DUE DATE .....
- 4.3 All envelopes should be securely sealed and stamped. All envelopes must be super-scribed with Name of the Bidder, contact number and e-mail ID. **The commercial proposal should be submitted in a separate sealed cover.**
- 4.4 The Proposal shall be typed or written in indelible ink (if required). All proposal documents should be bound and pages numbered in the specified format (e.g. 5 of 25). Authorized Signatory of the Bidder should put his / her initial on

every page of the proposal document. Bidder should affix the company's seal on every page of the proposal document.

- 4.5 The proposal should be signed by the Bidder or any person duly authorized to bind the Bidder to the Terms and Conditions. The signatory should give a declaration and through authenticated documentary evidence like Power of Attorney, copy of the Resolution of the Board etc., should establish that he/she is empowered to sign the proposal documents and bind the Bidder. All pages of the proposal documents, except brochures if any, are to be signed by the authorized signatory. The Bidder shall furnish proof of signature identification for above purposes as required by the Client.
- 4.6 Unsigned proposals would entail rejection.
- 4.7 The Bidder is expected to **submit the Commercial Proposal inclusive of the applicable taxes [to be shown separately]**. The commercial proposal should be on the Bidder's letter head and the total amount should be mentioned in both numerals and words.
- 4.8 Comments and suggestions on the RFP including workable suggestions that could improve the quality/ effectiveness of the assignment/job may be made before the submission of the bids. SIDBI reserves the right to accept / reject the suggestions made by the Bidders.
- 4.9 The requirements for staff and facilities including administrative support, office space, equipment, data, etc. to be provided by SIDBI to be clearly specified.
- 4.10 The techno- commercial proposal may be prepared as per format provided in Section IV – Techno- Commercial Proposals – Formats. The covering letter Form: F1 shall indicate the name and address of the Bidder to enable the proposal to be returned in case it is declared late, and for matching purposes.
- 4.11 Methodology to take into consideration the following points: a) Development of WE schema and structure, question bank, in-basket exercises, caseltes, objective trade related questionnaires, simulations and other tools in consultation with the Bank for assessment of pre-designed competencies and review of the same for possible changes, if any. b) Developing processes/ framework/ methodologies for understanding of the entire process and relevant action points of all the concerned officers, including all concerned officials for 360 degree feedback. c) Development of questionnaires and other tools for 360 degree feedback in consultation with the Bank and review of the same for possible changes, if any. d) Conducting of a pilot. e) Evaluation, analysis and presentation of reports relating to competency assessment and 360 degree feedback. f) Designing of Individual Developmental Plans (IDPs) for each of the top executives. f) Final implementation and roll out. g) Analysis, Action strategy design and pilot implementation etc. cannot be subcontracted.
- 4.12 The vendor to ensure that:
- The online tools must have measures in-built to ensure valid and reliable assessments
  - Adaptive technology in personality assessment tools to disallow social desirability aspects in responses

- Possibility of customization of competencies in the personality assessment reports to the precise requirements of the Bank
  - Mixing of questions in tests with absolute scores, for example cognitive and knowledge assessments, such that the test paper refreshes for each and every candidate
  - Time bound framework for cognitive and knowledge assessments
  - It has Strong credentials and recognitions/awards received at a global/domestic level for the tools/software
  - It uses proprietary valid and reliable tools for assessments including a personality tool for conducting AC
  - It has in-house capability and experience in delivering assessments virtually
  - It possess strong and capable assessor pool
  - It has previous experience of administering and managing assessments of a similar nature with at least 3 clients from the Banking/BFSI industry including the public sector in the past 2 years
  - It has strong credentials and experience in delivering leadership assessments at different levels within senior leadership
- 4.13 The cost of proposal and submission of the proposals is entirely the responsibility of the Bidder, regardless of the conduct or outcome of the evaluation process.
- 4.14 Proposals, in sealed covers, as per the instructions to Bidders' should be delivered as mentioned in the Proposal schedule. Proposals may be sent by registered post or by hand delivery, so as to be received within the prescribed time at the address given in paragraph 7 of the Letter of Invitation.
- 4.15 Receipt of the proposals shall be closed as mentioned in the proposal schedule. Proposals received after the scheduled closing time will not be accepted by the Client under any circumstances. The Client will not accept proposals delivered late for any reason whatsoever including any delay in the postal service, courier service or delayed proposals sent by any other means.
- 4.16 The proposals will be opened as per the proposal schedule indicated in letter of invitation.
- 4.17 The Bidders or their authorized representatives should be present at the time of opening of the proposals. Maximum of two persons per Bidder will be allowed to be present. No proposal shall be rejected at proposal opening stage, except for proposals received late. Representatives of the Bidder have to produce an authorization letter from the Bidder to represent them at the time of opening of Commercial proposals.
- 4.18 No sub-contracting of whole or any part of the contract shall be permitted, except in cases of wholly owned subsidiaries/or in cases of the entities where the controlling stake is with the selected bidder.
- 4.19 List of documents to be submitted as part of the Proposal

(Two copies of the following should be submitted to the Client):

I.	Form F-1-	Form of submission of Techno- Commercial Proposal Covering letter in Form-1
II.	Form F-2 -	Form of Submission of Technical Proposal
III.	Form F-3 -	Assignments of similar nature successfully completed
IV.	Form F-4 -	Work Plan Time Schedule
V.	Form F-5 -	Composition of the Team Personnel and the task assigned to each team Member
VI.	Form F-6-	Curricula Vitae for members of Bidder's Team
VII.	Form F-7 -	Form of submission of Financial Proposal
VIII.	Any other supporting information that is relevant for the Commercial	

## 5. Guidelines

- 5.1. The offers should be made strictly as per the formats specified.
- 5.2. The proposal should contain no interlineation, erasures or over-writings except as necessary to correct errors made by the Bidder. In such cases, the person/s signing the proposal should initial such corrections.
- 5.3. The Bidder is expected to examine all instructions, forms, terms and conditions and technical specifications in the Proposal Documents. Failure to furnish all information required by the Proposal Documents or submission of a proposal not substantially responsive to the Proposal Documents in every respect will be at the Bidder's risk.
- 5.4. Proposals with insufficient information and proposals which do not strictly comply with the stipulations given in this TCP, its Annexure etc. are liable for rejection.
- 5.5. Information collected or provided to the Bidder would be confidential and shall not be used by it for any other purpose. The work/study carried out by the Bidder would be the sole property of the Client.
- 5.6. At no point should the Bidder use the name of the Client without prior written permission to advertise itself.
- 5.7. Bidders are not permitted to modify, substitute, or withdraw Proposals after its submission.

## 6. Conflict of Interest

The Client requires that the Bidder should provide professional, objective, and impartial advice and at all times hold the Client's interests paramount, strictly avoid conflicts with other assignments/jobs or their own corporate interests and act without any consideration for future work.

## 7. Validity of Proposals

Proposals shall remain valid for a period of **30 (thirty) days** from the date of submission without change in the personnel proposed for the assignment and the

proposed price. The Client will make its best efforts to select a Bidder firm within this period. The Client may solicit the consent of the Bidders' for an extension of validity of proposal (but without any modification in the Proposal). A Proposal valid for a shorter period may be rejected as non-responsive.

### 8. Opening of Proposal

Proposals will be opened publicly by the Client in the presence of the Bidders' representatives who choose to attend. The name of the Bidder and the offered prices shall be read aloud and recorded when the Financial Proposals are opened. The Client shall prepare minutes of the public opening.

### 9. Evaluation of Proposals and Deciding the Awarding of Contract

#### 9.1 Technical Valuation:

Sl. No.	Criteria	Indicative Criteria	Maximum Marks								
1.	Quality of Understanding of the Scope	Quality of understanding of the scope of the engagement demonstrated in the response to the TCP.	15								
2.	Experience / Capability and Credentials  Experience of conducting Competency Assessment tests i.e both WE and AC (including design of WE and AC) for Public Sector Banks/ Pvt Sector Bank/ PFIs/ SFBs and Insurance Company in India	<p>a. <b>12 marks (3 mark each)</b> for carrying out each assignment as per Sl.No.2 of Terms of Reference at Section II of LOI</p> <ol style="list-style-type: none"> <li>1. Public Sector Banks</li> <li>2. Pvt Sector Bank/ SFBs</li> <li>3. Public Financial Institutions</li> <li>4. Insurance Companies</li> </ol> <p><b>(Total 12 marks)</b></p> <p>b. <b>24 marks</b> Scored on the basis of numbers of organizations where such assignment has been carried out.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>No of organizations</th> <th>Marks Allotted</th> </tr> </thead> <tbody> <tr> <td>&gt;= 5</td> <td>6</td> </tr> <tr> <td>3/ 4</td> <td>4</td> </tr> <tr> <td>1/ 2</td> <td>2</td> </tr> </tbody> </table> <p><b>(Total marks- 4*6= 24 marks)</b></p>	No of organizations	Marks Allotted	>= 5	6	3/ 4	4	1/ 2	2	36
No of organizations	Marks Allotted										
>= 5	6										
3/ 4	4										
1/ 2	2										



		- Details to be submitted as per Form F-3	
3.	Proposed approach and methodology:	<p>(i) Completeness of approach and methodology demonstrated in the response to the TCP <b>(10 marks)</b>;</p> <p>(ii) Robustness of approach and quality of tools proposed to be applied <b>(10 marks)</b>;</p> <p>(iii) Activities /tasks / initiatives, project planning, resources planning, effort estimate etc, with milestones and time frame for completion of different activity <b>(5 marks)</b>;</p> <p>Details to be submitted as per Form F-4</p>	25
4	Full time manpower proposed to be assigned to this project- Names/ experience/ CV	<p>Details of team personnel to be submitted as per Form F-5. [Scoring to be done based on the no of human resources personnel and experience of manpower deputed for the project.</p> <p>Number of personnel having attached for the assignment shall carry 2 mark each (maximum 10 marks).</p> <p>Personnel who is experienced in handling the deliverables (WE &amp; AC) as mentioned in scope of works mentioned at sl. No. 2 of Terms of Reference at Section II of LOI shall only be considered for evaluation</p> <p>Curricula vitae of key personnel in each discipline for assessing the qualifications and experience of the personnel proposed to be deployed for the assignment should be included with the proposal <b>(in the format of the sample curricula vitae at Form F-6)</b>.</p>	10
5	Transfer of knowledge :	Assessment to be based on	14





LETTER OF INVITATION (LoI)  
FOR SUBMISSION OF TCP For APPOINTMENT OF  
AN AGENCY FOR COMPETENCY ASSESMENT TESTS  
FOR PROMOTIONS IN THE BANK

	Proposed plan to set up transfer mechanism consisting of Bank's employees for knowledge transformation and training.	1. Level of knowledge sharing plan <b>(4 marks)</b> 2. Comprehensiveness of the plan <b>(4 marks)</b> 3. Timelines <b>(2 marks)</b> 4. Past Experience <b>(4 marks)</b>	
	<b>Total</b>		<b>100</b>

Quality and competence of the consulting services shall be the paramount requirement. The decision of the award of the contract would be made as under:

- (i) Only those technical proposals having complied with the points of Technical Proposal and also having obtained a **minimum score of 70% or such percentage** as may be decided by the Client in the technical evaluation shall be considered qualified for financial proposal opening & evaluation.
- (ii) The Client shall notify those Bidders whose proposals did not obtain the minimum score or were considered non-responsive to the Letter of Invitation and Terms of Reference, indicating that their Financial Proposals will be returned unopened after completing the selection process. The Client shall simultaneously notify the Bidders that may have secured the minimum qualifying mark, indicating the date and time set for opening of the Financial Proposals. The notification may be sent by registered letter, facsimile or electronic mail;

## 9.2 Commercial/ Financial Valuation

- (i) The Financial Proposal will be opened only for those Bidders who have obtained a minimum score of 70% in the technical evaluation or such other percentage as may be decided by the Client in the technical evaluation.
- (ii) The Financial Proposals shall be opened by the Client publicly in the presence of the Bidders' representatives who choose to attend. The name of the Bidder and the offered prices shall be read aloud and recorded when the Financial Proposals are opened. The Client shall prepare minutes of the public opening.
- (iii) The Financial proposal will contain the financial quote covering total price/ fees/cost of undertaking the assignment inclusive of all out of pocket expense of the Bidder.
- (iv) The combined score of technical and financial proposal of each Bidder will be calculated using the formulae

$$\text{Score} = T (w) \times (\text{ETS}) / (\text{HTS}) + F (w) \times (\text{LC} / C)$$

Where, T (w) = weight of the technical score (75)

HTS = highest evaluated technical score among the qualified Bidders;

ETS = evaluated technical score of the Bidder;

F(w)= weight of the financial score (25);

LC = lowest rate quoted among the qualified Bidders;

C = rate quoted by the Bidder

- (v) The Client will appoint the Bidder based on the ranking derived from the combined score. In case of a tie in the combined score between Bidders', the Bidder with the highest technical score will be given a higher rank.
- (vi) During evaluation, the Bidder must be prepared to furnish the detailed cost break-up and other clarifications to the proposals submitted by it, as may be required to adjudge the reasonableness of its Financial Proposal.
- (vii) The Client may call for clarifications/ particulars / documents required if any, on the proposals submitted, during any stage of the evaluation process. The Bidder has to submit the clarifications/ additional particulars in writing within the specified date and time. The Bidder's offer may be disqualified, if the clarifications/ additional particulars sought by the Client are not submitted within the specified date and time.
- (viii) Commercial proposal valuation shall be considered in discrepancy in case of the following :
- If there is a discrepancy between words and figures, the amount in words shall prevail.
  - If there is a discrepancy between percentage and amount, the amount re-calculated as per the stipulated percentage basis shall prevail.
  - If there is a discrepancy in the total, the correct total shall be arrived at by the Client.
- (ix) Client reserves the right to renegotiate the prices in the event of changes in market conditions and/or technology, etc.

In all the above cases, the Bidder shall be informed and the Bidder would require to confirm and accept the Client's position in writing within the date and time specified by the Client. In case the Bidder does not accept the correction of the errors as stated above, the proposal shall be rejected.

9.3. The proposals will be ranked according to the combined score of technical and financial bid and the Bidder with the highest combined score shall be invited for negotiations.

9.4 Having selected the Bidder, among other things, on the basis of the evaluation of proposed key professional staff, the Client expects to negotiate a contract on the basis of the staff named in the Technical Proposal and prior to contract negotiations will require assurance from the Bidder that these staff will be actually available.

- 9.5 The Client will not consider substitutions during contract negotiations except in cases of unexpected delays in the starting date or incapacity of key professional staff for reasons of health or for any other reasons acceptable to the client.
- 9.6 Negotiations will be concluded with a review of the draft form of contract. The Client and the Bidder will finalize the contract to conclude negotiations.
- 9.7 If the negotiations with the Bidder are successful, the award will be made to them and all other Bidders notified accordingly. If negotiations fail, and if it is concluded that a contract with reasonable terms cannot be concluded with the Bidder, the Bidder getting second highest score in the combined score will be invited for negotiations. This process will be repeated till an agreed contract is concluded.
- 9.8 The Client is not bound to select any of the Bidder submitting the proposal. Further as quality is the principal selection criterion, the Client does not bind itself in any way to select the firm offering the lowest price.
10. It is estimated that the whole assignment will be completed in about 3 months from the date of the award of contract and generally the Bidder should base their financial proposals accordingly.
11. Please note that the cost of preparing a proposal and of negotiating a contract including visits, if any, is not reimbursable as a direct cost of the assignment.
12. The selected Bidder would be expected to take up/commence the assignment within seven days from the date of contract. The contract needs to be signed within seven days from the award of work.
13. The selected Bidder shall indicate the authorized signatories who can discuss and correspond with the Client, with regard to the obligations under the Contract. The selected Bidder shall submit at the time of submission of the proposal, a certified copy of the resolution of their Board, authenticated by Company Secretary, authorizing an official or officials of the company to discuss, sign agreements/contracts with the Client. The Bidder shall furnish proof of signature identification for above purposes as required by the Client. Any change in authorised signatory, till the contract is signed, is required to be intimated to the Client along with documentary evidence.
14. The Client and the selected Bidder will sign the Contract Agreement. After signing of the Contract Agreement, no variation in or modification to the terms of the Contract shall be made except by written amendment signed by both the parties.
- 15. Commitment on Resources:**

The Bank envisages continuous involvement of the bidders through the assignments. A dedicated project team has to work onsite on the Bank's premises for the entire duration of the project.

The onsite team shall consist of judicious mix of senior, middle and junior executives having the requisite experiences with suitable backup planning. The onsite team would need to work under the guidance and supervision of senior executives of



**LETTER OF INVITATION (LoI)  
FOR SUBMISSION OF TCP For APPOINTMENT OF  
AN AGENCY FOR COMPETENCY ASSESMENT TESTS  
FOR PROMOTIONS IN THE BANK**

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bidder firm. It will work with the dedicated in-house team of the Bank which will be available for providing necessary support and assistance for successful execution of the project.

The bidder would need to submit the phase wise resource deployment plan for the approval of the Bank. The Bank will evaluate the technical proposal with particular emphasis on the quality, commitment and composition of resources position for various roles in the project.

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### Section III: General Terms & Conditions

#### 1. Broad Terms and Conditions

The following conditions shall apply to the proposal for engaging an HR bidder to provide assistance for formulating and implementation of an integrated Human Resource Framework for the Bank, and carrying out various new HR initiatives under the same as part of the overall project plan:

1.1.1 The successful Bidder at his own expense will execute a contract with the Client by paying the appropriate amount of stamp duty. The first page of the Contract shall be on a stamp paper of appropriate value. The stamp duty and contract will be subject to Mumbai jurisdiction only.

1.1.2 The Client reserves the right to add, delete, modify or alter all or any of these terms and conditions in any manner as deemed necessary till the submission of proposals. Any such changes will be intimated to all the empanelled Bidders' through e-mail.

1.1.3 The successful Bidder should initiate work on the project within 7 working days from the date of execution of the Contract.

1.1.4 The term of this assignment will for a period of three months from the date of the contract and /or can be extended for further period on mutual agreement.

1.1.5 The Client will not accept any plea of the Bidder at a later date for omission of critical services on the pretext that the same was not explicitly mentioned in the TCP. The Client reserves the right to modify any clause of the TCP till the last date for submission of proposals. All modifications / clarifications / amendments would be communicated to the empanelled Bidders'.

1.1.6 The Client reserves the right to:

- ✓ Not accept any proposal, or to accept or reject a particular proposal at its sole discretion without assigning any reason whatsoever.
- ✓ Cancel the TCP at any stage, without assigning any reason whatsoever.
- ✓ Waive or Change any formalities, irregularities, or inconsistencies in this proposal (format and delivery). Such a change/waiver would be duly notified to all empanelled Bidders'.
- ✓ Extend the time for submission of the proposals and such an extension would be duly notified to all empanelled Bidders.
- ✓ Share the information/ clarifications provided in response to TCP by any Bidder, with all other Bidder(s) /others, in the same form as clarified to the Bidder raising the query.

1.1.7 The Client reserves the right to ascertain information from the institutions to which the Bidders have rendered their services for execution of similar projects.

1.1.8 No adjustment of the contracted price shall be made on account of variation of costs of labour and materials or any other cost component affecting the total cost in fulfilling the obligations under the contract. The Contract price shall be the only payment, payable by the Client to the Bidder for completion of the contractual obligations by the Bidder under the Contract, subject to the terms of payment specified in the Contract.

1.1.9 The prices, once offered, must remain fixed and must not be subject to escalation for any reason within the period of validity of the Proposal.

1.1.10 Any change of address/ telephone numbers/ email of the Bidder, should be promptly notified to:

The General Manager  
Human Resource Vertical,  
Small Industries Development Bank of India  
C-11, G Block,  
Bandra Kurla Complex,  
Bandra East  
Mumbai – 400 051  
Maharashtra, India  
[hrv\\_rfe@sidbi.in](mailto:hrv_rfe@sidbi.in)

## 2. Adherence to Statutory Requirements

The Bidder should adhere to laws of the land and 'rules, regulations and guidelines' prescribed by various regulatory, statutory and Government authorities.

## 3. Taxes and Duties

- 3.1 All applicable taxes on the consultancy fee will be paid by the Client. The Bidder shall be responsible for deposit of all taxes, duties, levies, fees or charges in respect of the works as required for the Assignment to concerned Government authorities. Also TDS will be deducted from the payments to the Bidder as per applicable laws.
- 3.2 The Bidder is expected to submit the Commercial proposal inclusive of all the applicable taxes. Each tax component, along with its rate, will have to be mentioned as separate line item in the commercial proposal. Any mistake on the part of the Bidder in applicability /calculation / representation of any taxes/duties, etc. in the proposal, in lieu of any change in existing tax laws or otherwise, shall be the sole responsibility of the Bidder and any amount or penalty levied in consequence of such mistake shall be payable by the Bidder .
- 3.3 The total amount payable by the Client to the Bidder shall be inclusive of Bidder's fee and taxes as applicable. The Client shall pay the amount due under this TCP after deducting any tax deductible at source (TDS), as

required. The Client shall pay each undisputed invoice raised in accordance with this TCP and subsequent agreement, within thirty (30) Working Days after its receipt unless otherwise mutually agreed in writing, provided that such invoice is dated after such Fees have become due and payable under this TCP.

#### **4. Disqualifications**

The Client may at its sole discretion and at any time during the evaluation of Proposal, disqualify any Bidder, if the Bidder has:

- a. Submitted the Proposal documents after the response deadline;
- b. Made misleading or false representations in the forms, statements and attachments submitted in proof of the eligibility requirements;
- c. Exhibited a record of poor performance such as abandoning works, not properly completing the contractual obligations, inordinately delaying completion or financial failures, etc. in any project in the preceding 3 years;
- d. Submitted a proposal that is not accompanied by required documentation or is non-responsive;
- e. Failed to provide clarifications related thereto, when sought;
- f. Submitted more than one Proposal;
- g. Submitted a proposal with price adjustment/variation provision.

#### **5. Disclaimer**

The Client and/or its officers and employees disclaim all liability from any loss or damage, whether foreseeable or not, suffered by any Bidder / person acting on or refraining from acting because of any information including statements, forecasts, estimates or projections contained in this document or conduct ancillary to it whether or not the loss or damage arises in connection with any omission, negligence, default, lack of care or misrepresentation on the part of the Client and/or any of its officers and/or employees.

#### **6. Confidentiality**

Information relating to the examination, clarification and comparison of the Proposals shall not be disclosed to any Bidder or any other persons not officially concerned with such process until the proposal process is over. The undue use by any Bidder of confidential information related to the process may result in rejection of its Proposal and blacklisting in terms of extant guidelines.

During the execution of the project, except with the prior written consent of the Client, the Bidder and its personnel shall not at any time communicate to any person or entity any confidential information acquired in the course of the Contract.

## 7. Supplementary information for the Bidders

7.1 The Bidders should note that the Contract for this assignment will be with the Dy. General Manager, Human Resource Management Vertical, Small Industries Development Bank of India, Mumbai or any authorized person on behalf of the Bank. Payments to the Bidder shall be made in accordance with the agreed payment schedule and incorporated in the Contract. The Client proposes the following payment schedule for consideration of the Bidder.

(i) 30% of Contract price: After completion of the Phase I and submission of relevant report , \*\*

(ii) 30% of Contract Price: After completion of the Phase II and submission of relevant report,

(iii) 40% of Contract Price: After completion of the Phase III and submission of relevant report,

\*\* Reports / milestones to be firmed up in consultation with the selected Bidder.

## 7.2 Performance Assessment

This TCP is for engagement of a Bidder to provide assistance for revamping and redesigning PMS for the Bank. If during execution of the assignment, any of the following problems were to be found, then a penalty of 1% of the Contract value per week (subject to maximum of 20%) may be imposed by the Client:

- i. Quality of deliverable is not up to the mark, (till the quality is improved to the required extent)
- ii. Delays in deliverables
- iii. Not assigning adequate resources in time
- iv. Not engaging resources on a dedicated basis, even when required
- v. Assigning resources that do not meet the clients requirements
- vi. Inadequate interaction with the Client.
- vii. The work is either not complete or not completed satisfactorily as per the approved time schedule or the quality of deliverable. If the delay is beyond 2 weeks then the Client may rescind the Contract and shall be free to get it done from other empanelled Bidders at the risk and costs of the appointed Bidder.



### **7.3 Review of reports**

Bank will review all reports of Bidder (Inception, weekly and final completion reports) and suggest any modifications/changes considered necessary within **3 days** of receipt.



**SECTION IV : TECHNO- COMMERCIAL PROPOSALS (TCP) - FORMATS**

**FORM F-1**

**FORM OF SUBMISSION OF TECHNO-COMMERCIAL PROPOSAL**

Date.....

To  
The General Manager  
Human Resource Vertical,  
Small Industries Development Bank of India  
C-11, G Block,  
Bandra Kurla Complex,  
Bandra East  
Mumbai – 400 051  
Maharashtra, India

Dear Sir,

**Subject: Techno- Commercial Proposal dated MM, DD, YYYY for \_\_\_\_\_ in Small Industries Development Bank of India**

Having examined the proposal Document, we, the undersigned, offer to provide all the services mentioned in the 'Techno-Commercial Proposal' and the other Proposal Documents.

We attach hereto the Techno Commercial Response as required by the Proposal document, which constitutes our proposal.

We agree to abide by this TCP response for a period of 30 days from the last day of proposal submission and it shall remain binding upon us, until within this period a formal contract is prepared and executed, this Proposal Response, together with your written acceptance thereof in your notification of award, shall constitute a binding contract between us.

We agree that you are not bound to accept the lowest or any Proposal Response you may receive. We also agree that you reserve the right in absolute sense to reject all or any of the services specified in the Proposal Response without assigning any reason whatsoever.

It is hereby confirmed that I/We are entitled to act on behalf of our corporation/company /firm/organization and empowered to sign this document as well as such other documents which may be required in this connection.



LETTER OF INVITATION (LoI)  
FOR SUBMISSION OF TCP For APPOINTMENT OF  
AN AGENCY FOR COMPETENCY ASSESMENT TESTS  
FOR PROMOTIONS IN THE BANK

We undertake that in competing for and if the award is made to us, in executing the subject Contract, we will strictly observe the laws against fraud and corruption in force in India namely "Prevention of Corruption Act 1988".

Dated this ..... Day of.....2018

.....

(Signature)

(In the capacity of)

Duly authorised to sign the Proposal Response for and on behalf of:

.....  
.....

(Name and address of Bidder)

Seal/Stamp of applicant

Witness name:

.....

Witness address:

.....

.....

Witness signature:

.....



FORM F - 2

FORM OF SUBMISSION OF TECHNICAL PROPOSAL

From:  
(Name/address of Bidder).....  
.....  
.....  
.....

To:  
(Name/address of Client) .....  
.....  
.....  
.....

Dear Sir:  
**Hiring of Consultancy Services for .....**

**Reference: TCP No. Your letter dated .....**

We herewith enclose Technical Proposals for the above assignment. We undertake that, in competing for (and, if award is made to us, in executing) the contract for the above assignment, we will strictly observe the laws against fraud and corruption in force in India, namely "Prevention of Corruption Act 1988"

Yours faithfully,

Signature:.....  
Name:.....  
Address:.....  
.....  
.....  
(Authorized representative)



**FORM F – 3**

**ASSIGNMENTS OF SIMILAR NATURE SUCCESSFULLY COMPLETED**

1. Brief description of the Firm/Organization
2. Outline of the recent experience on assignments of similar nature:

Sl. No	Name of assignment	Name of project	Client	Cost of assignment	Date of commencement	Date of completion	Was assignment satisfactorily completed
1	2	3	4	5	6	7	8

**FORM F - 4**

**WORK PLAN TIME SCHEDULE**

A. a short Note on the Approach and Methodology outlining various steps for performing the Assignments

B. Schedule of activities <sup>#</sup>

Sl. No.	Item. No	Activities to be performed	No. of weeks

C. Completion and submission of Reports

- (i) Phase I completion Report
- (ii) Phase II completion Reports
- (iii) Draft Final Report
- (iv) Final Report

D. Comments/Suggestions on Terms of Reference

E. Comments on the data, services and facilities to be provided by the Client.

# The period should match with the period of completion of assignment as given in the TOR.

**FORM F - 5**

**COMPOSITION OF THE TEAM PERSONNEL AND  
THE TASK ASSIGNED TO EACH TEAM MEMBER**

**1. Technical/Managerial Staff**

Sl.No.	Name	Position	Task/ assignment

**2. Support Staff**

Sl.No.	Name	Position	Task/ assignment

**FORM F - 6**

**SUGGESTED FORMAT OF CURRICULA VITAE  
FOR MEMBERS OF BIDDER 'S TEAM**

1. Name: .....
2. Profession/ Present Designation: .....
3. Years with Firm/Organization: Nationality: .....
4. Area of Specialization:.....
5. Proposed Position on Team: .....
6. ProfessionalbQualifications:
7. EducationbQualification:
8. Experience relevant to TCP and proposed role in the team and assignments handled:

Signature of Staff Member  
Date:.....  
Place.....





**FORM F - 7**  
**FORM OF SUBMISSION OF FINANCIAL PROPOSAL**  
**(IN SEPARATE SEALED ENVELOPE)**

From:  
(Name/address of Bidder).....  
.....  
.....

To:  
(Name/address of Client) .....  
.....  
.....

Dear Sir,

**Hiring of Consultancy Services for .....**  
**Reference: TCP No. Your letter dated .....**

We herewith enclose Financial Proposal for the above assignment. We undertake that, in competing for (and, if award is made to us, in executing) the contract for the above assignment, we will strictly observe the laws against fraud and corruption in force in India, namely "Prevention of Corruption Act 1988"

Yours faithfully,

Signature:.....  
Name:.....  
Address:.....  
.....  
(Authorized representative)

**COST OF SERVICES**

To develop, design and conduct of various Competency Assessment Tests (CAT) including written examination (WE) and Assessment Center (AC) as well as for evaluation of responses of the candidates, compilation and prepare results thereof (total charges in lump sum rupees)\*\*

Rs. \_\_\_\_\_  
Rupees \_\_\_\_\_ only

\*\*The quoted price should include all expenses for travel, local transportation, per diem, communications, report preparation costs, any taxes, levies and duties and other costs as may be necessary for the satisfactory implementation of the assignment.