

# REQUEST FOR PROPOSAL

FOR

## APPOINTMENT OF MANAGEMENT CONSULTANT FOR STRATEGIC TRANSFORMATION SUPPORT FOR BUREAU OF INDIAN STANDARDS (BIS)

**Bureau of Indian Standards**

(Ref: HRD/21(69)/manpower/consultant)

मानक: पथप्रदर्शकः

**Bureau of Indian Standards**

### **Manak Bhavan**

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## Bureau of Indian Standards

### Notice for Appointment of Management Consultant for Strategic Transformation Support

Bureau of Indian Standards (BIS) is the national standards body of India functioning under the aegis of Ministry of Consumer Affairs, Food & Public Distribution, Government of India. BIS intends to appoint a reputed consultant, to study the development of standardization, marking and quality certification, and to evolve a national strategy for according recognition to standards, and integrating them with growth and development of production and exports.

Accordingly, BIS invites 'Requests for Proposal' (RFP) for appointment of reputed consultant to develop a large scale transformation roadmap, to allow BIS to play a more significant role in standard setting, certification & testing ecosystem in India as well as in other parts of the world.

The RFP document providing the Terms of Reference (ToR), pre-qualification criteria, terms and condition, including evaluation criteria and application fee, are available on the web site ([www.bis.gov.in](http://www.bis.gov.in)) as well as the Central Public Procurement Portal (<https://eprocure.gov.in/eprocure/app>).

Event/ Description	Time/Date
1. Last date/time for receiving queries/clarifications	28 March 2018
2. Pre-Bid Conference	02 April 2018
3. Bid Submission Closing Date	09 April 2018
4. Bid Opening date	11 April 2018
5. Validity of Bid	12 September 2018

BIS would endeavour to adhere to the following schedule:

Reputed and interested Consultants/Consulting firms may download the RFP from the above website and submit their bid to the DDG (MSCD), Room No. 352, Bureau of Indian Standards, **Manak Bhavan**, 9 Bahadur Shah Zafar Marg, New Delhi-110002, India.

In case, if RFP is downloaded from website, the requisite document fee of ₹10,000/(Rupees Ten Thousand only) in form of Demand Draft, in favor of Bureau of Indian Standards payable at New Delhi, shall be submitted along with the bid.

Online Bids will be accepted only at CPPP (<https://eprocure.gov.in/eprocure/app>). If any bidder failed to submit online, then the bid shall be treated as "Non-Responsive".

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## Bureau of Indian Standards

### (Appointment of Management Consultant for Strategic Transformation Support for Bureau of Indian Standards)

#### 1 Introduction

Bureau of Indian standards was founded through an Act of Parliament in November 1986 for the harmonious development of the activities of standardization, marking and quality certification of goods, taking over the staff, assets, liabilities and functions of erstwhile ISI. Through this Act, the government envisaged building a climate for quality culture & consciousness, and greater participation of consumers in formulation, and implementation of national standards.

The Bureau is a body corporate consisting of 25 members representing both Central and State governments, Members of Parliament, industry, scientific and research institutions, consumer organizations and professional bodies; with Union Minister of Consumer Affairs, Food and Public Distribution as its President and with Minister of State for Consumer Affairs, Food and Public Distribution as its Vice-President. BIS has its headquarters at New Delhi.

BIS has been providing tangibility benefits to the national economy in a number of ways - providing safe reliable quality goods; minimizing health hazards to consumers; promoting exports and imports substitute; control over proliferation of varieties etc. through standardization, certification and testing.

In the interest of the consumers and the industry, BIS is involved in the following activities:

- Standards Formulation
- Product Certification Scheme
- Compulsory Registration Scheme
- Foreign Manufacturers Certification Scheme
- Hall Marking Scheme
- Laboratory Services
- Laboratory Recognition Scheme
- Sale of Indian Standards
- Consumer Affairs Activities
- Promotional Activities
- Training Services, National & International level
- Information Services

In the overall standard-setting ecosystem maintained under the Ministry of Commerce by the Government of India, BIS is positioned at the top of the value chain.

In order to increase accountability in the standard-setting ecosystem as well as empower BIS further, the Government of India passed the Bureau of Indian Standards Bill in 2016, which replaces the BIS Act of 1986.

At this juncture, BIS must play a more strategic role. It must identify opportunities to create effective standards based on industry trends, and aligning with global benchmarks. For the domestic market, it must ensure that standards drive up the quality of goods & services, as well as protect the consumers. From an organization's efficiency point of view, it must improve the standard-setting and certification process to effectively enforce conformity.

## 2 Objective

The objective of this RFP is to appoint a reputed consultant, to develop and implement a large scale transformation roadmap to allow BIS to play a more significant role in the standard setting and conformity assessment ecosystem in India as per mandate granted by BIS Act 2016.

The RFP document provides the Terms of Reference (ToR), pre-qualification criteria, terms and conditions including evaluation criteria, EMD, application fee and, suggested response formats. It has been divided into following sections for easy understanding:

**Section 1:** - Instructions to Consultants

**Section 2:-** Terms of Reference

Part I - Objective & Scope of Services

Part II - TOR, Terms & Conditions

**Section 3**

Technical Proposal – Standard Forms & Other Undertakings. Financial Proposal-  
Standard Forms

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मानक: पथप्रदर्शकः

Bureau of Indian Standards

## **Section 1**

### **(Instructions to Consultants)**

#### **1. Definitions**

- (a) “Employer” means BIS, which has invited the bids for consultancy services and with which the selected Consultant signs the Contract for the Services and to which the selected consultant shall provide services as per the terms and conditions and TOR of the contract.
- (b) “Consultant” means any interested firms/companies/agencies who submit their proposals that may provide or provides the Services to the Employer under the Contract.
- (c) “Contract” means the Contract signed by the Parties and all the attached documents listed in its Clause 1, that is the General Conditions (GC), the project Specific Conditions (SC), and the Appendices.
- (d) “Project specific information”, means such part of the Instructions to Consultants used to reflect specific project and assignment conditions.
- (e) “Day” means calendar day.
- (f) “Proposal” means the Technical Proposal and the Financial Proposal.
- (g) “RFP” means the Request for Proposal prepared by the Employer for the selection of Consultants.
- (h) “Assignment/Job” means the work to be performed by the Consultant pursuant to the Contract.
- (i) “Sub-Consultant” means any person or entity with whom the Consultant subcontracts any part of the Assignment/job.
- (i) “Terms of Reference” (TOR) means the document included in the RFP as Section 2 which explain the objectives, scope of work, activities, tasks to be performed, respective responsibilities of the Employer and the Consultant, and expected results and deliverables of the Assignments/job.

#### **2. Introduction**

- 2.1 The Employer will select a consulting firm/organization (the Consultant) in accordance with the method of selection specified in the Part II of Section 2.
- 2.2 The name of the assignment/job has been mentioned in Section 1. Detailed scope of the assignment/job has been described in the Terms of Reference in Section 2.
- 2.3 The date, time and address for submission of the proposals have been given in Section 1.

- 2.4 The Consultants are invited to submit their Proposal, for consulting Assignment/job named in the Section 1. The Proposal will be the basis for signed Contract with the selected Consultant.
- 2.5 The Employer will provide to the Consultants the inputs and facilities specified in the Section 2 without any cost and make available relevant project data and reports.
- 2.6 Consultants shall bear all costs associated with the preparation & submission of their proposals, and contract negotiation. The Employer is not bound to accept any proposal, and reserves the right to annul the selection process at any time prior to Contract award, without thereby incurring any liability to the Consultants.

### **3 Eligibility of Association of Consultants and Sub-Consultants**

- 3.1 If the Consultant has formed an association of consultants, each member of the association of consultant shall be evaluated as per the qualification/eligibility criteria set forth in Part II of Section 2, except for the financial criteria, which has to be met independently by the lead consultant. The combined score of each member of the association of consultant shall be taken into account for evaluation purpose. If any member of the association of consultants is dropped at the RFP stage, such association of consultant is liable to be rejected by the Employer.
- 3.2 A consultant may associate with consultant(s) and/or individual expert(s) at the time of submission of proposal. Under such circumstances, each member of the association of consultant shall be evaluated as per the qualification/ eligibility criteria set forth in Part II of Section 2, except for the financial criteria which has to be met independently by the lead consultant. The combined score of each member of the association of consultant shall be taken into account for evaluation purpose. However, the lead member of the association of the consultant shall be the consultant, who has submitted the proposal and employer shall deal with only the lead member for the purpose of this assignment. Although, the contract shall be signed by all the members of the associations of the consultants, the lead member of the association of the consultant shall be the primary contact and responsible to the employer for every associated consultant and all aspects of the proposal/contract, etc.

### **4 Clarification and Amendment in the RFP Document**

- 4.1 Consultants may request a clarification on any clause of the RFP documents up to the number of days indicated in the Part II of Section 1 before the proposal submission date. Any request for clarification must be sent in writing or by standard electronic means to the Employer's address, indicated in the Part II of Section 1. The Employer will respond in writing or by standard electronic means and will send written copies of the response (including an explanation of the query but without identifying the source of inquiry) to all Consultants. Should the Employer deem it necessary to amend the RFP as a result of a clarification, it shall do so following the procedure under para 4.2 below.

- 4.2 At any time before the submission of Proposals, the employer may amend the RFP by issuing an addendum in writing or by standard electronic means. The addendum shall be sent to all Consultants, and will be binding on them. Consultants shall acknowledge receipt of all amendments. To give Consultants reasonable time to take an amendment into account in their proposal, the Employer may, if the amendment is substantial, extend the deadline for the submission of Proposals.

## 5 Conflict of Interest

- 5.1 Employer requires that consultants provide professional, objective, and impartial advice at all times, hold the employer's interests paramount, strictly avoid conflicts with other assignment/jobs or their own corporate interests, and act without any consideration for future work.

## 6 Proposal

- 6.1 Consultants shall submit only one proposal. If a Consultant submits or participates in more than one proposal, such proposals shall be disqualified.

## 7 Preparation of Proposals

- 7.1 In preparing their Proposal, Consultants are expected to examine in detail the documents comprising the RFP. Material deficiencies in providing the information requested may result in rejection of a Proposal.
- 7.2 Depending on the nature of the assignment/job, Consultants are required to submit a Technical Proposal (TP) in forms provided in Section 3. The section 3 indicates the formats of the Technical Proposal to be submitted. Submission of the wrong type of Technical Proposal will result in the Proposal being deemed non-responsive. The Technical Proposal shall provide the information indicated in the following paras from (a) to (d) using the attached Standard Forms (Section 3). Form TP-1 in Section-3 is a sample letter of technical proposal which is to be submitted along with the technical proposal.

(a) A brief description of the consultant's organization; in the case of a consortium/joint venture of each partner will be provided in Form TP-2. In the same Form, the consultant and in the case of a consortium/joint venture, each partner will provide details of experience of assignments, which are similar to the proposed assignment/job as per the terms of reference.

For each Assignment/job, the outline should indicate the names of Sub-Consultants/Professional staff who participated, duration of the Assignment/job, contract amount, and Consultant's involvement. Information should be provided only for those Assignment/Jobs for which the Consultant was legally contracted by the Employer. Assignment/Jobs completed by individual Professional staff working privately or through other consulting firms cannot be claimed as the experience of the Consultant, or that of the

Consultant's associates, but can be claimed by the Professional staff themselves in their CVs. Consultants should be prepared to substantiate the claimed experience along with the proposal, and must submit letter of award/copy of contract for all the assignments mentioned in the proposal. The written power of attorney accompanying the proposal or in any other form demonstrating, that the representative has been duly authorized to sign the technical and financial bids.

(b) Comments and suggestions on the Terms of Reference, including workable suggestions that could improve the quality/effectiveness of the Assignment/job; and on requirements for facilities including administrative support, office space, data, etc. to be provided by the Employer (Form TP-3 of Section 3).

(c) A description of the approach, methodology, and work plan for performing the assignment /job covering the following subjects; technical approach & methodology, work plan, and organization & staffing schedule. Guidance on the content of this section of the Technical Proposals is provided under Form TP-4 of Section 3. The work plan should be consistent with the Work Schedule, which will show in the form of a bar chart the timing proposed for each activity.

(d) CVs of the professional staff, as mentioned above, signed by the staff themselves or by the authorized representative of the Professional Staff (Form TP-5 of Section 3).

(e) The maximum number of pages allowed in the submission is 75 pages (A4) including all letters, undertakings, table of contents, dividers, and credentials against the eligibility and evaluation criteria. The employer can choose to deduct technical marks in case the consultant exceeds the page limit.

7.3 The Technical Proposal shall not include any financial information. A Technical Proposal containing financial information may be declared non responsive.

7.4 **Financial Proposals:** The Financial Proposal shall be prepared using the attached Standard Forms (Section 3). It shall not include any conditions attached to it, and any such conditional financial proposal shall be rejected summarily. The Financial bid should be submitted online only as per the Price Schedule given in Section 3 Financial Proposal, and attached in PDF format in CPPP (<https://eprocure.gov.in/eprocure/app>). For evaluation purpose the uploaded offer documents will be treated as authentic and final. No hard copy of financial Bid shall be submitted. The price bid submitted through e - procurement mode only will be taken up for the purpose for evaluation. Please refer Annexure - III for further details.

## 8 Validity of the proposal

The proposal shall be valid for 180 (one hundred and eighty) days from the date of opening of the proposal.

## 9 Taxes

The financial bid will be made exclusive of taxes.

## 10 Currency

Consultant shall express the price of their Assignment/Job in Indian Rupees.

## 11 Earnest Money Deposit (EMD) and Performance Bank Guarantee

### 11.1 Earnest Money Deposit

- i. An EMD of ₹ 10,00,000.00 (Rupees Ten Lakhs only), in the form of Demand Draft (DD) drawn in favor of Bureau of Indian Standards, payable at New Delhi has to be submitted along with the proposal.
- ii. Proposal not accompanied by EMD shall be rejected as non-responsive.
- iii. No interest shall be payable by the Employer for the sum deposited as earnest money deposit.
- iv. No bank guarantee will be accepted in lieu of the earnest money deposit.
- v. The EMD of the unsuccessful bidders would be returned within 45 days of award of job.

### 11.2 The EMD shall be forfeited by the Employer in the following events:

- i. If proposal is withdrawn during the validity period.
- ii. If the consultant tries to influence the evaluation process.
- iii. If the first ranked consultant withdraws his proposal during financial negotiations (failure to arrive at consensus by both the parties shall not be construed as withdrawal of proposal by the consultant).

### 11.3 Performance Bank Guarantee

The successful bidder will have to submit Performance Bank Guarantee equivalent to 10% of value of project awarded with validity period of 60 days beyond the completion of the project.

## 12 Submission, Receipt and Opening of Proposal

12.1 The original proposals, both Technical and Financial Proposals shall contain no interlineations or overwriting, except as necessary to correct errors made by the consultants themselves. The person who signed the proposal must initial such corrections. Submission of letters for both Technical and Financial Proposals should respectively be in the format of TP -1 of Section 3 & FP-1 of Section 3.

12.2 An authorized representative of the consultants shall scan and upload the "Letter of proposal submission" as per form TP-1 after signing the same. He/she shall initial all pages of the original Technical and Financial Proposals. The authorization shall

be in the form of a written power of attorney accompanying the proposal or in any other form demonstrating, that the representative has been duly authorized to sign. The signed Technical and Financial Proposals shall be marked "ORIGINAL".

### **12.3 Submission of bid:**

- a) BIDS SHALL BE SUBMITTED ONLINE THROUGH CPPP ONLY. BIDS SHALL CONSIST OF TECHNICAL BID AND FINANCIAL BID.
- b) Bidders are advised to follow the instructions provided in the 'Instructions to the Contractors/Bidder for the e-submission of the bids online through the Central Public Procurement Portal for e-procurement. A set of instructions for online bid submission is given in clause 9 for reference.
- c) Bid documents may be scanned with minimum 100 dpi with black and white option which helps in reducing size of the scanned document.
- d) Bidder who has downloaded the tender from the BIS website and CPPP shall not tamper/modify the tender form including downloaded price bid template in any manner. In case if the same is found to be tempered/modified in any manner, bid will be completely rejected and EMD would be forfeited and Bidder may be banned from doing business with BIS.
- e) In addition, two hard copies (one original + one copy) of the bids shall be submitted. This outer envelope shall bear the submission address, reference number be clearly marked "DO NOT OPEN, BEFORE- 03/05/2018, 3.00 PM".

Any Indication of 'Quoted Price' in the online technical Bid documents shall lead to rejection of the bid outright. For evaluation purpose the uploaded offer documents will be treated as authentic and final. No hard copy of financial Bid shall be submitted. The price Bid submitted through e-procurement mode only will be taken up for the purpose for evaluation. Please refer Annexure-III for further details.

The Proposal must be sent to the address/ addresses indicated in the Section 1 and received by the Employer no later than the time and the date indicated in the Section 1 or any extension to this date in accordance with para 4.2 above. Any proposal received by the Employer after the deadline for submission shall be returned unopened.

## **13 Proposal Evaluation**

13.1 From the time the proposals are opened to the time contract is awarded, the consultants should not contact the Employer on any matter related to its Technical and/or Financial Proposal. Any effort by Consultants to influence the employer in the examination, evaluation, ranking of Proposal and recommendations for award of contract may result in the rejection of the consultant proposal.

13.2 The employer will constitute a Evaluation Committee which will carry out the entire evaluation process.

13.3 The Evaluation Committee shall evaluate the Technical Proposal on the basis of their responsiveness to the Terms of Reference and by applying the evaluation criteria specified in Sec-2.

13.4 Financial proposal of only those firms who are technically qualified shall be opened on the date & time specified by employer

## 14 Timelines and Schedule

The schedule for receipt of the application is as follows:-

1. Pre-bid meeting on 02 April 2018
2. Receipt of offers on or before 09 April 2018
3. Opening of bid on 11 April 2018

## 15 RFP Document

The RFP document providing the Terms of Reference (Tore), pre-qualification criteria, terms and conditions including evaluation criteria and application fee are available on the web site, ([www.bis.gov.in](http://www.bis.gov.in)) as well as the Central Public Procurement Portal (CPPP) (<https://eprocure.gov.in/eprocure/app>).

Reputed and interested consultants/consulting firms/consortia may download the RFP from the above website. In case, if RFP is downloaded from website, the requisite document fee of Rest. ₹ 10,000/- in form of Demand Draft, in favor of Bureau of Indian Standards shall be submitted along with bid.

## 16 Submission of Proposal

Proposal, in its complete form in all respects as specified in the RFP document, must be submitted to DDG (MSCD), Room No. 352, Bureau of Indian Standards, Manak Bhavan, 9 Bahadur Shah Zafar Marg, New Delhi-110002, India.

The bids received after due date will be rejected and no action will be taken on these bids.

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## Section 2 - Terms of Reference

### 1 Background

Bureau of Indian standards (BIS) was founded through an Act of Parliament for the harmonious development of the activities of standardization, marking and quality certification of goods, taking over the staff, assets, liabilities and functions of erstwhile ISI. Through this Act the government envisaged building a climate for quality culture and consciousness and greater participation of consumers in formulation and implementation of national standards.

The Bureau is a Body Corporate consisting of 25 members representing both Central and State governments, Members of Parliament, industry, scientific and research institutions, consumer organizations and professional bodies; with Union Minister of Consumer Affairs, Food and Public Distribution as its President and with Minister of State for Consumer Affairs, Food and Public Distribution as its Vice-President. BIS has its headquarters at New Delhi.

BIS has been providing traceability and tangibility benefits to the national economy in a number of ways - providing safe reliable quality goods; minimizing health hazards to consumers; promoting exports and imports substitute; control over proliferation of varieties etc. through standardization, certification and testing.

In the interest of the consumers and the industry, BIS is involved in the following activities:

- Standards Formulation
- Product Certification Scheme
- Compulsory Registration Scheme
- Foreign Manufacturers Certification Scheme
- Hall Marking Scheme
- Laboratory Services
- Laboratory Recognition Scheme
- Sale of Indian Standards
- Consumer Affairs Activities
- Promotional Activities
- Training Services, National & International level
- Information Services

The objective of the assignment is to develop a large scale transformation roadmap to allow BIS to play a more significant role in the standard setting & TIC ecosystem in India as well as in other parts of the world. In order to position BIS as an effective standard setting & certification organization, its work must be enhanced with respect to 3 levers:

- Improve process quality on standard setting, testing, training, human resource & administration and certification (ensure domestic consumer protection, encourage domestic producers as well as enhance international share of voice)
  - Based on rigorous benchmarking and contextualization for BIS
  - Ensure required customization based on sector (nation critical standards vs. others)
  - Enhance international participation and active collaboration
- Effective Information, Education and Communication on standards, certification & testing, human resource & administration, and training: Lay out the communication strategies for all relevant stakeholders
- Develop key enablers to ensure key recommendations can be implemented
  - Organization resources and capability : Ensure the right capabilities/ talent is available, appropriate training is available for continuous development
  - Efficient digitally-driven standard setting process: Ensure best-in-class efficient processes and deploy IT solutions for their digitization

As part of the engagement, the consultant will be required to support on all of the levers mentioned above. The assignment would involve a study of the following (but not limited to) opportunities:

- a) Benchmark players in the standards ecosystem (standard setting, certification and testing) across different categories/ sectors.
- b) Create a standard and certification ecosystem for services especially in the area of logistics.
- c) Customize and contextualize, best practices to BIS specific role and context.
- d) Identify prospective mechanisms to drive partner associations in the industry and drive industry-led standard setting
- e) Redesign communication strategy to target different stakeholders.
- f) Devise quality metrics to measure the effectiveness of standard setting, certification and testing.
- g) Identify key gaps in organization talent and the capability to support the reengineered processes.
- h) Identify and detail, training and development requirements to ensure continuous development.
- i) Identify mechanisms to leverage and improve IT support; infrastructure to support increased efficiency in standard setting, certification and testing.

## 2 Scope of services

Scope of work and deliverables plan are described below for transformation of BIS. The consultant will be responsible for ensuring adherence to activities and deliverables as detailed below.

### 2.1 Phase I (timeline) – Transformation roadmap Base lining-

#### A) Base lining of the current state of the organization and processes

- (1) Desktop analysis of available studies/reports
- (2) Identify areas of improvement across the organization in the light of the following 3 levers:
  - (a) Improve process quality of standard setting, certification & testing, human resource, and training & administration, (ensure domestic consumer protection, encourage domestic producers.
  - (b) Effective Information, Education and Communication for all functions of the organization: Lay out the communication strategies for all relevant stakeholders.
  - (c) Develop key enablers and ensure implementation of the key recommendations:
    - (i) Organization resources and capability: Ensure the right capabilities/ talent is available, appropriate training is available for continuous development.
    - (ii) Efficient digitally-driven standard setting process: Ensure best-in-class efficient processes and deploy IT solutions for their digitization.
- (3) Understand the current processes and guidelines for standard setting, certification and testing, human resource, administration & training in BIS.
- (4) Conduct in-depth one on one discussions with senior management and key stakeholders to identify key areas of strength and challenges for BIS.
- (5) Baseline current organization structure and resources.
- (6) Baseline current IT systems, infrastructure as well as the extent of digitization of existing processes
- (7) Interact with industry groups and associations to understand quality, nature and mode of current interactions for BIS

## Identification of improvement areas-

B) Detailed investigation and design of improvement areas and potential interventions on the following key levers, to be followed by recommendations (details in the deliverables section):

1. Improve process quality of standard setting, testing & certification, human resource, and training & administration. (Ensure domestic consumer protection, encourage domestic producers).

(a) **External diagnosis:**

- Identify prioritized set of industries/ sectors for focus
- Conduct diagnosis on quality and adoption of standards, certification & testing, human resource, and training and administration for prioritized sectors through stakeholder interviews of manufacturers, government & regulatory bodies, technologists, scientists and consumers

(b) **Internal diagnosis:** Review processes for standard setting, certification & testing including, consultation with industry experts (technologists & scientists), and representatives of the relevant stakeholders. Accounting for comparability with global standards to identify key bottlenecks/ reasons of ineffectiveness.

(c) Benchmark against domestic and international standard-setting, testing and certification firms. Contextualizing the sector and BIS's existing context to identify gaps in the current processes, and approach.

(d) Suggest industry-specific recommendations to improve processes on standard setting, testing and certification to enhance adoption in prioritized industries; share general recommendations for non-prioritized industries.

## C) Effective communication

- (a) Identify key target groups to be reached out to post standard-setting – consumers, regulatory bodies, technologists, scientists.
- (b) Conduct benchmarking of communication strategy with international standard setting organizations.
- (c) Investigate current communication strategy adopted by the firm and identify gaps from IEC (information, education and communication) norms with respect to each interest group.
- (d) Detail recommendations to adopt effective communications strategy clearly specifying the timing and mode of the communication with each of the relevant stakeholders.

## D) Identification of Key enablers

Identification of key enablers to implement the above said recommendations:

- (a) Effective organizational structure basis relevant organization benchmarks.
  - (i) Manpower as well as skills & capabilities required by each organizational vertical.
  - (ii) Suggest mode of employment for all resources (outsourcing, empanelment, retainer-ship, permanent employment etc.)
- (b) Modes of training and development for capability build:
  - (i) Identify key capability gaps.
  - (ii) Design and develop potential modes for capability building –on an ongoing basis.
- (c) Efficient digitally-driven standard setting process:
  - Conduct diagnosis of key processes (standard formulation, testing & certification, human resource, training & administration) to identify key bottlenecks and opportunities to introduce digital technology / IT.
  - Conduct benchmarking exercise with other Indian and international Standard- setting, testing and certification organizations on the key processes and use of digital technology / IT. Ensure contextualization and relevance to BIS.
  - Carry out Business Process Reengineering (BPR) to establish potential future state of processes and outline digital solutions
  - Identify key IT infrastructure elements – hardware and software required to implement digital solutions.
  - Devise integration plan to implement digital strategy.

## E) Development of transformational roadmap.

Detailed transformation roadmap to be designed for above said recommendations to enhance all three levers as well as implement organizational implications. Roadmap will include the following post feasibility analysis carried out through stakeholder interviews:

- Phased execution plan with respective timelines.
- Key stakeholders to be engaged in the transformation process.

- Key roles & responsibilities of key stakeholders.

### 3 Project duration

The assignment for Phase I – Transformation roadmap shall be for a period of 2 (two) months, whereas Phase II for the implementation of the roadmap will be for a period of 12 (twelve) months. BIS, in the past, has conducted extensive diagnosis of its functions by various organizations. This data/study will be available to the Consultant at the beginning of Phase I and a soft copy will also be provided with the RFP. Please note that this should be utilized as base for Phase I, the Consultant is expected to modify and conduct its own analysis while presenting a report.

The project will be completed in two phases and the disbursement of fees will be done in the ratio of 3:7 between the phases.

### 4 Key project milestones and timelines – Phase I (Transformation roadmap)

Sl. No	Project Milestone	Timeline from date of commencement	% of total fee
A	<p><b>Submission of Inception Report</b></p> <p>Further elaboration of the consultant's submissions towards understanding of the RFP to meet out the "objective" of consultancy, the methodology to be followed, the work Plan and schedule for submission of sub activities in detail</p>	1 week	3%
B	<p><b>Baseline diagnostic report</b></p> <p>Diagnostic report on key issues and challenges identified across 3 key areas based on the baselining:</p> <ul style="list-style-type: none"> <li>• Improve process quality for standard setting, testing and certification</li> <li>• Effective information, education and communication</li> <li>• Develop key enablers to ensure recommendations can be implemented (organization, digital)</li> </ul>	3 weeks	6%

C	<b>Initial recommendations report</b> Initial recommendations on 3 key areas basis industry benchmarks (Indian & international) clearly specifying the methodology followed, benchmarks used, assumptions made. The report shall discuss the key open areas and the next steps to finalize the recommendations	4 weeks	6%
D	<b>Final recommendations report</b>	6 weeks	7%
<b>Sl. No</b>	<b>Project Milestone</b>	<b>Timeline from date of commencement</b>	<b>% of total fee</b>
	Final recommendations on 3 key areas basis industry benchmarks (Indian & international) clearly specifying the methodology followed, benchmarks used, assumptions made. The report shall classify the recommendations in order of priority and importance		
E	<b>Transformation roadmap</b> Detailed transformation roadmap with timelines, key stakeholders, roles & responsibilities, performance metrics	8 weeks	8%

### 5 Key project milestones and timelines – Phase II (Implementation)

Sl. No	Project Milestone	Timeline from date of commencement	% of total fee
A	Finalized implementation roadmap for agreed upon Phase I initiatives to be released post consultation with key stakeholders	8 weeks	15%
B	Monthly update report detailing progress on and the implementation of Key deliverables – 1	16 weeks	10%
C	Monthly update report detailing progress on and the implementation of Key deliverables – 2	24 weeks	10%
D	Monthly update report detailing progress on and the implementation of Key deliverables – 3	32 weeks	10%
E	Monthly update report detailing progress on and the implementation of Key deliverables – 4	40 weeks	10%

F	Phase II Final Project Report including performance metrics to be tracked going forward	48 weeks	15%
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## 6 Minimum Qualification Criteria

The bidder shall fulfill the following criteria to be eligible to participate in the combined technical and financial bidding process.

Sl. No	Qualification Criteria	Supporting documents to be submitted
1	<b>Size and financial solvency:</b> Bidder to be an organization with a minimum turnover of more than INR 200 Cr in each of the last 3 years from ' <i>Relevant assignments</i> '	CA certificate showing revenues for last three years
2	<b>Experience of overall and digital strategy, transformation in Standard setting/Testing and certification/Accreditation/Regulatory :</b> At least 2 ' <i>Relevant assignments</i> ' related to transformation/ strategy within and outside India in the preceding 7 years with consultancy fees of not less than Rs 3 Cr each (excluding taxes)	Self-certified letter from authorized signatory required

'*Relevant Assignment*' is defined as business, strategy, financial consulting and operational assignments excluding IT implementation, Forensic/ Internal Audit/ Risk Assessment.

The relevant assignments would include assignments completed in the preceding 7 years and assignments which are under execution at present. BIS reserves the right to validate the credentials presented.

All the assignments will need to have a self-certification by an authorized signatory from the organization.

**Bureau of Indian Standards**

## 7 Evaluation criteria 7.1

Evaluation of technical proposal

#	Criteria	Sub-criteria	Marks
<b>A</b>	Firm size	Revenue in FY 2017 from 'Relevant Assignments' in India  INR 200 – 300 crores (3 marks)  INR 300 – 400 crores (5 marks)  INR 400 crores and above (10 marks)	10
<b>B1</b>	Relevant project experience  (std. setting & other org)	Number of 'Relevant assignments' undertaken with standard setting & related organizations (Standard setting, Testing and conformity assessment/Accreditation/Regulatory) for overall strategy, digital strategy, transformation roadmap, and implementation of the same in the last 7 years with project revenue of at least 3 Cr  1 – 2 (5 marks)  3 – 4 (10 marks)  5 – 6 (20 marks)  7 and above (25 marks)	25
<b>B2</b>	Relevant project experience  (PSUs in India)	Number of 'Relevant assignments' undertaken in India with Govt. of India/ State Govt./PSUs/PSEs/Govt. authorities in the last 7 years with professional fees (excluding taxes) of at least INR 3 Cr. per assignment  1–5 (3 marks)  6-10 (5 marks)  11-20 (7 marks)  21 and more (10 marks)  Additional 5 marks to be awarded if at least 15 of the projects mentioned above are in the last 3 years	15

<b>C</b>	Quality of approach and methodology	Quality and relevance of Approach and Methodology proposed in the technical proposal evaluated on:  Appreciation of program objectives and key engagement challenges  Tools & Methodology proposed	20
<b>#</b>	<b>Criteria</b>	<b>Sub-criteria</b>	<b>Marks</b>
<b>D</b>	Qualification and competence of key staff	Details of minimum requirement of core team and evaluation criteria laid out	30
		<b>TOTAL</b>	<b>100</b>

## 7.2 Key staff for assignment

Sl. No	Position	Number	Educational background and experience
1	<b>Program Director</b> (7 marks)	1	Should have a Master's degree from a reputed and recognized university or institution within/ outside India  Minimum 15 years of professional experience with senior roles across core elements of Project Planning / Project Supervision / Program Management  Should have experience of managing at least 5 long term program / projects (project duration of 6 months or more) in leadership capacity with accountability and responsibility for performance including quality, budget, schedule, client and stakeholder management  Should have experience in working on/ managing projects (either in India / outside India) related to large scale transformation
2	<b>Public sector expert</b> (7 marks)	1	Should have a Master's degree from a reputed and recognized university or institution within/ outside India  Minimum 15 years of professional experience, including extensive experience in India with Govt. of India/ State Govt./PSUs/PSEs/Govt. authorities. Should have worked with at least 3 clients above 6 months of assigned duration.

3	<b>Digital/ IT expert</b> (7 marks)	1	Should have a Master's degree from a reputed and recognized university or institution within/ outside India  Minimum 12 years of professional experience, including extensive experience of digital strategy, large scale transformation, implementation roadmap within & outside India (experience of assessing and implementing digital solutions for simplifying processes)
4	<b>Market Analyst</b> (2 marks)	1	Should have a Master's degree from a reputed and recognized university or institution within/ outside India  Minimum 5 years of experience of market analysis for
<b>Sl. No</b>	<b>Position</b>	<b>Number</b>	<b>Educational background and experience</b>
			strategy & transformation projects with public sector as well as private sector organizations
5	<b>Strategy Analyst</b> (2 marks)	1	Should have a Master's degree from a reputed and recognized university or institution within/ outside India  Should have minimum 5 years' experience in strategy and transformation. Sound experience and understanding in base lining, benchmarking with public as well as private sector organizations

7.3 Evaluation criteria to determine qualification and competence of key staff for the assignment The following criteria would be used to award marks on this parameter:

- Quality of projects undertaken in the past and the impact achieved
- Relevant sector experience – standard setting and related organizations
- Relevant project experience – strategy – digital/ turnaround/ growth, and long term transformation
- International experience – Experience of working with clients across multiple geographies
- Relevant client experience – experience of working with Central/state governments in India or public sector entities or public authorities/ governments outside India

'*Relevant Assignment*' is defined as business, strategy, financial consulting and operational assignments excluding IT implementation, Forensic/ Internal Audit/ Risk Assessment.

The relevant assignments would include assignments completed in the preceding 7 years and assignments which are under execution at present. BIS reserves the right to validate the credentials presented.

All the assignments will need to have a self-certification by an authorized signatory from the organization.

## 8 Financial proposal and combined evaluation

The Technical Proposal will be evaluated on the basis of the detailed criteria and weightages mentioned above. Only those applicants who score 70 marks or more in absolute terms out of 100 for the technical proposal shall qualify for financial evaluation. For all the eligible candidates with technical marks of at least 70, both technical and financial scores will be normalized.

### Normalization process for technical scores:

The best technical proposal with highest technical score ( $T_m$ ) will be given a technical score ( $S_t$ ) of 100 points. The technical scores ( $S_t$ ) of the other Technical Proposals will be determined using the following formula:

[ $S_t = 100 \times T/T_m$ , in which  $S_t$  is the technical score,  $T_m$  is the highest technical score, and  $T$  is the technical score of bidder under consideration].

### Normalization process for financial scores:

The lowest financial proposal ( $F_m$ ) will be given a financial score ( $S_f$ ) of 100 points. The financial scores ( $S_f$ ) of the other Financial Proposals will be determined using the following formula:

[ $S_f = 100 \times F_m/F$ , in which  $S_f$  is the financial score,  $F_m$  is the lowest price, and  $F$  is the price of the proposal (in INR) under consideration]. The financial proposal should be for Phase I. Phase II financial fees will be assumed to be equal to Phase I. The financial proposal should be excluding any taxes.

### Combined score:

Proposals will be ranked according to their combined technical ( $S_t$ ) and financial ( $S_f$ ) scores (Combined score =  $S$ ) using the weights ( $T$  = the weight given to the Technical Proposal;  $P$  = the weight given to the Financial Proposal). The weights given to the Technical and Financial proposals will be 0.8 and 0.2 respectively: ( $S = S_t \times 0.8 + S_f \times 0.2$ ).

The assignment would be awarded to the bidder with the highest combined score.

## 9 Deliverables

9.1 The consultant is required to submit reports on all deliverables in the form of soft copies as well as hard copies inclusive of the working, assumptions, source of obtaining information, different methodology used for reaching logical conclusion and these documents will remain the property of BIS. The information collected and reports delivered shall not be used for any purpose other than those intended under RFP without obtaining permission of BIS. BIS will issue completion certificate to this effect.

## PART II: TOR related information

### 1 Conditions under which this RFP is issued

- i. This RFP is not an offer and is issued with no commitment. BIS reserves the right to withdraw the RFP and change or vary any part thereof at any stage. BIS also reserves the right to disqualify any bidder, should it be so necessary at any stage.
- ii. BIS may in its absolute discretion, but without being under any obligation to do so, update, amend or supplement the information, assessment or assumption contained in this RFP
- iii. The Applicant shall bear all its cost associated with or relating to the preparation and submission of its proposal including but not limited to preparation, copying postage, delivery fess, expenses associated with any demonstration or presentations which may be required by BIS, or any other costs incurred in connection with or relating to its proposal. All such cost and expenses will remain with the Applicant and BIS shall not be liable in any manner whatsoever for the same or for any other expenses incurred by an Applicant in preparation or submission of the Proposal.
- iv. BIS reserves the right to withdraw this RFP.
- v. Neither the bidder nor any of the bidder's representatives shall have any claims whatsoever against BIS or any of their respective officials, agents, or employees arising out of, or relating to this RFP or these procedures (other than those arising under a definitive service agreement with the bidder in accordance with the terms thereof). vi. Applicants who are found to canvass, influence or attempt to influence in any manner the qualification or selection process, including without limitation, by offering bribes or other illegal gratification, shall be disqualified from the process at any stage.

### 2 Rights to the Contents of the Proposal

For all the bids received before the last date and time of bid submission, the proposals and accompanying documentation of the qualification proposal will

become the property of BIS and will not be returned after opening of the qualification proposal. BIS is not restricted in its rights to use or disclose any or all of the information contained in the proposal and can do so without compensation to the bidders. BIS shall not be bound by any language in the proposal indicating the confidentiality of the proposal or any other restriction on its use or disclosure by BIS.

### **3 Acknowledgement of Understanding of Terms**

By submitting a proposal, each bidder shall be deemed to acknowledge that it has carefully read all sections of this RFP, including all forms, schedules and annexure hereto, and has fully informed itself as to all existing conditions and limitations

### **4 Evaluation of Proposals**

The bidders' proposals in the bid document will be evaluated as per the requirements specified in the RFP and adopting the qualification criteria spelt out in this RFP. The Bidders are required to submit all required documentation in support of the qualification criteria specified in RFP. BIS will constitute an Evaluation Committee to monitor the progress/completion of assignment.

### **5 Language of Proposals**

The proposal and all correspondence/documents shall be written in English.

### **6 Payment Terms**

As defined along with deliverables

### **7 General Terms and Conditions**

- (i) Data provided for the study are confidential in nature. The consultant should not share the data without BIS permission. A certificate regarding non-sharing/informing of confidential data to third party is to be given by the consultant along with Technical Proposal.
- (ii) At the time of submission of bid, the bidder has to ensure that each page is duly signed by the bidder or his duly authorized representative. In case the bid is signed by the authorized representative, a letter of authorization should be enclosed with the bid.
- (iii) The bidding institution (s) should provide professional, objective and impartial advice and at all times hold the client's interest paramount, without any consideration for future works, and that in providing advice they avoid conflicts with other assignments and their own corporate interests.

- (iv) Rates quoted shall remain firm till completion of work.

## 8 Disputes & Arbitration

8.1 The Bureau and the Agency shall make every effort to resolve amicably, by direct informal negotiation, any disagreement or dispute arising between them under or in connection with the contract.

8.2 If a dispute(s) arises of any kind whatsoever that cannot be resolved, the same shall be referred to the sole Arbitrator, appointed by Director General, BIS. The provisions of the Indian Arbitration and Conciliation Act, 1996 shall apply. **9 Instructions for Online Bid Submission:**

The bidders are required to submit soft copies of their bids electronically on the CPP Portal, using valid Digital Signature Certificates. The instructions given below are meant to assist the bidders in registering on the CPP Portal, prepare their bids in accordance with the requirements and submitting their bids online on the CPP Portal.

More information useful for submitting online bids on the CPP Portal may be obtained at:

<https://eprocure.gov.in/eprocure/app>.

### 1. Registration

- Bidders are required to enrol on the e-Procurement module of the Central Public Procurement Portal (URL: <https://eprocure.gov.in/eprocure/app>) by clicking on the link “**Online bidder Enrolment**” on the CPP Portal which is free of charge
- As part of the enrolment process, the bidders will be required to choose a unique username and assign a password for their accounts.
- Bidders are advised to register their valid email address and mobile numbers as part of the registration process. These would be used for any communication from the CPP Portal.
- Upon enrolment, the bidders will be required to register their valid Digital Signature Certificate (Class II or Class III Certificates with signing key usage) issued by any Certifying Authority recognized by CCA India (e.g. Sify/nCode/eMudra etc.), with their profile.

- Only one valid DSC should be registered by a bidder. Please note that the bidders are responsible to ensure that they do not lend their DSC's to others which may lead to misuse.
- Bidder then logs in to the site through the secured log-in by entering their user ID/Password and the password of the DSC/e-Token.

## 2. **Searching For Tender Documents**

- There are various search options built in the CPP Portal, to facilitate bidders to search active tenders by several parameters. These parameters could include Tender ID, Organization Name, Location, Date, Value, etc. There is also an option of advanced search for tenders, wherein the bidders may combine a number of search parameters such as Organization Name, Form of Contract, Location, Date, Other keywords etc. to search for a tender published on the CPP Portal.
- Once the bidders have selected the tenders they are interested in, they may download the required documents/tender schedules. These tenders can be moved to the respective 'My Tenders' folder. This would enable the CPP Portal to intimate the bidders through SMS/email in case there is any corrigendum issued to the tender document.
- The bidder should make a note of the unique Tender ID assigned to each tender, in case they want to obtain any clarification/help from the Helpdesk.

## 3. **Preparation of Bids**

- Bidder should take into account any corrigendum published on the tender document before submitting their bids.
- Please go through the tender advertisement and the tender document carefully to understand the documents required to be submitted as part of the bid. Please note the number of covers in which the bid documents have to be submitted, the number of documents - including the names and content of each of the document that need to be submitted. Any deviations from these may lead to rejection of the bid.
- Bidder, in advance, should get ready the bid documents to be submitted as indicated in the tender document / schedule and generally, they can be in PDF / XLS / RAR / DWF/JPG formats. Bid documents may be scanned with 100 dpi with black and white option which helps in reducing size of the scanned document.

- To avoid the time and effort required in uploading the same set of standard documents which are required to be submitted as a part of every bid, a provision of uploading such standard documents (e.g. PAN card copy, annual reports, auditor certificates etc.) has been provided to the bidders. Bidders can use “My Space” or “Other Important Documents” area available to them to upload such documents and keep it as a repository.

Note: My Documents space is only a repository given to the Bidders to ease the uploading process. If Bidder has uploaded his Documents in My Documents space, this does not automatically ensure these Documents being part of Technical Bid.

#### 4. **Submission of Bids**

- Bidder should log into the site well in advance for bid submission so that they can upload the bid in time i.e. on or before the bid submission time. Bidder will be responsible for any delay due to other issues.
- The bidder has to digitally sign and upload the required bid documents one by one as indicated in the tender document.
- Bidder has to select the payment option as “offline” to pay the tender fee/EMD as applicable and enter details of the instrument.
- Bidder should prepare the EMD as per the instructions specified in the tender document. The original should be posted/ couriered/given in person to the concerned official, latest by the last date of bid submission or as specified in the tender documents. The details of the DD/any other accepted instrument, physically sent, should tally with the details available in the scanned copy and the data entered during bid submission time. Otherwise the uploaded bid will be rejected.
- Bidders are requested to note that they should necessarily submit their financial bids in the format provided and no other format is acceptable. If the price bid has been given as a standard BoQ format with the tender document, then the same is to be downloaded and to be filled by all the bidders. Bidders are required to download the BoQ file, open it and complete the white coloured (unprotected) cells with their respective financial quotes and other details (such as name of the bidder). No other cells should be changed. Once the details have been completed, the bidder should save it and submit it online, without changing the filename. If the BoQ file is found to be modified by the bidder, the bid will be rejected.
- The server time (which is displayed on the bidders’ dashboard) will be considered as the standard time for referencing the deadlines for submission of the bids by the bidders, opening of

bids etc. The bidders should follow this time during bid submission.

- All the documents being submitted by the bidders would be encrypted using PKI encryption techniques to ensure the secrecy of the data. The data entered cannot be viewed by unauthorized persons until the time of bid opening. The confidentiality of the bids is maintained using the secured Socket Layer 128 bit encryption technology. Data storage encryption of sensitive fields is done. Any bid document that is uploaded to the server is subjected to symmetric encryption using a system generated symmetric key. Further this key is subjected to asymmetric encryption using buyers/bid openers' public keys. Overall, the uploaded tender documents become readable only after the tender opening by the authorized bid openers.
- The uploaded tender documents become readable only after the tender opening by the authorized bid openers.
- Upon the successful and timely submission of bids (ie after Clicking "Freeze Bid Submission" in the portal), the portal will give a successful bid submission message & a bid summary will be displayed with the bid no. and the date & time of submission of the bid with all other relevant details.
- The bid summary has to be printed and kept as an acknowledgement of the submission of the bid. This acknowledgement may be used as an entry pass for any bid opening meetings.

#### 5. **Assistance To Bidders**

- Any queries relating to the tender document and the terms and conditions contained therein should be addressed to the Tender Inviting Authority for a tender or the relevant contact person indicated in the tender.
- Any queries relating to the process of online bid submission or queries relating to CPP Portal in general may be directed to the 24x7 CPP Portal Helpdesk Nos. 0120-4200462, 0120-4001002

### **Section 3 (Technical Proposal-Standard Forms)**

Form TP 1: Letter of Proposal submission

Form TP 2: Consultant's organization & experience

Form TP 3: Comments & suggestions on TOR Form

Form TP 4: Approach & Methodology Form

Form TP 5: Curriculum vitae Form

Form TP 6: Information regarding any conflicting activities and declaration thereof.

### **Technical Proposal-Other Undertakings**

1. An undertaking stating that firm/organization is not blacklisted by Government or its agencies including Central/State Level Public Enterprises.
2. Undertaking stating that “Team Leader/Members would be maintained during the actual assignment to be awarded in case they are selected. In case replacement is inevitable, the equivalent qualification and experienced team/lead/member will be inducted to carry out the assignment in case of award.”
3. Undertaking stating that “I/We certify that in the last three years, we/any of the consortium have neither failed to perform on any contract, as evidenced by imposition of Penalty by an arbitral or Judicial authority or a Judicial pronouncement or arbitration award, nor been expelled from any project or contract by any public authority nor have had any contract terminated by any public authority for breach on our part.”
4. An undertaking regarding non-disclosure/sharing of confidential information with third parties.

मानक: पथप्रदर्शकः

**Bureau of Indian Standards**

## SUBMISSION OF PROPOSAL FORMAT

TO: [Name and address of Employer]

Dear Sirs,

We, the undersigned, offer to provide the consulting Assignment/job for [**Appointment of Reputed Management Consultant for Strategic Transformation Support**] in accordance with your Request for Proposal dated [insert date] and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal in sealed as well as submitted online on CPPP and a Financial Proposal should be submitted online only through CPPP. We are submitting our Proposal in association with [Insert a list with full name and address of each associated Consultant]

1. I / We hereby certify that I / we have read the entire terms and conditions of the RFP (including all documents like annexure(s), schedule(s), etc.), which form part of the contract agreement and I / we shall abide hereby by the terms / conditions / clauses contained therein.
2. The corrigendum(s) issued from time to time by your department/ organization too have also been taken into consideration, while submitting this letter.
3. I / We hereby unconditionally accept the conditions of above mentioned RFP/ corrigendum(s) in its totality / entirety.
4. I/We certify that in the last three years, we/any of the consortium have neither failed to perform on any contract, as evidenced by imposition of Penalty by an arbitral or Judicial authority or a Judicial pronouncement or arbitration award, nor been expelled from any project or contract by any public authority or have had any contract terminated by any public authority for breach on our part or blacklisted/debarred by any Govt. department/public sector undertaking.
5. I/We certify that Team Leader/Members would be maintained during the actual assignment to be awarded in case they are selected. In case replacement is inevitable, the equivalent qualification and experienced team/lead/member will be inducted to carry out the assignment in case of award." 6. I/We certify that we will not disclose/share confidential information with third parties.

**7. I / We certify that all information furnished is true & correct and in the event that the information is found to be incorrect/untrue or found violated, then your department/ organization shall without giving any notice or reason therefore or summarily reject the bid or terminate the contract, without prejudice to any other rights or remedy including the forfeiture of the full said earnest money deposit absolutely.**

If negotiations are held during the period of validity of the Proposal, i.e. before the date indicated in Part II of Section 1, we undertake to negotiate on the basis of the proposed

staff. Our Proposal is binding upon us and subject to the modifications resulting from Contract negotiations.

We understand you are not bound to accept any Proposal you receive.

We remain,

Yours sincerely

Authorized Signature [in full and initials]; Name and Title of Signature:

Name of Firm: Address:



## CONSULTANT'S ORGANIZATION AND EXPERIENCE

### A- Consultant's Organization

[Provide here a brief description of the background and organization of your firm/entity and each associate for this Assignment/job. The brief description should include ownership details, date and place of incorporation of the firm, objectives of the firm etc. Also if the consultant has formed a consortium, details of each of the member of the consortium, name of lead members etc. shall be provided]

### B- Consultant's Experience

[Using the format below, provide information on each Assignment/job for which your firm, and each partner in the case of consortium or joint venture, was legally contracted either individually as a corporate entity or as one of the major partners within an association, for carrying out consulting Assignment/job similar to the ones requested under this Assignment/Job (if possible, the employer shall specify exact assignment/job for which experience details may be submitted). In case of consortium, association of consultants, the consultant must furnish the following information for each of the consortium member separately]

#### A) Organizational Experience

Sl. No.	Name of Client	Assignment Name	Scope of Consultancy work	Contract Period (Start Date (Month/Year) and Completion Date)	Value of Contract	Name of lead partner

#### B) Gross Annual Revenue (in INR)

Financial years	Revenue/Turnover from consultancy business
2014-15	
2015-16	
2016-17	

(Seal & Signature of Bidder)

# COMMENTS AND SUGGESTIONS ON THE TERMS OF REFERENCE AND ON FACILITIES TO BE PROVIDED BY THE EMPLOYER

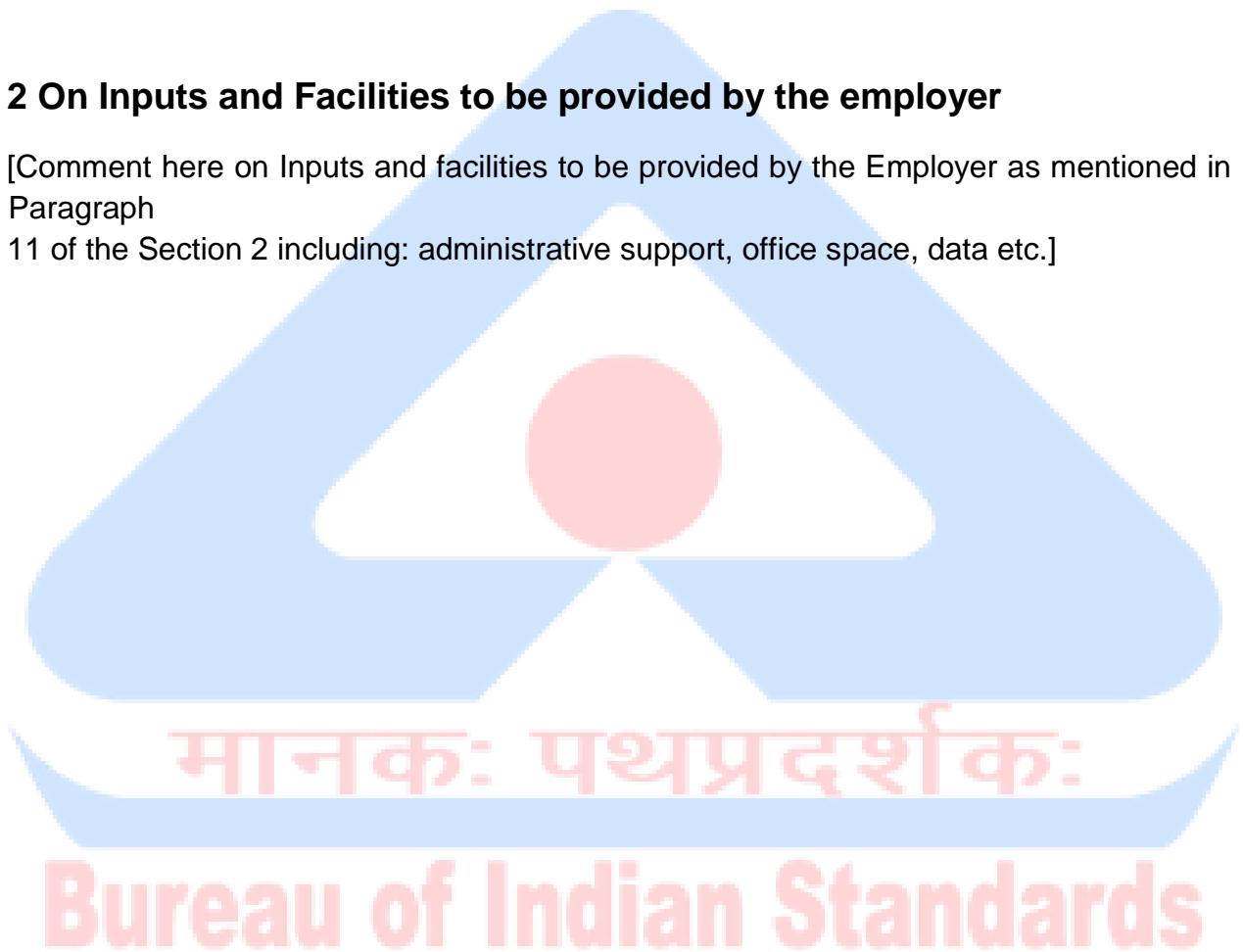
## 1 On the Terms of Reference

[Suggest and justify here any modifications or improvement to the Terms of Reference you are proposing to improve performance in carrying out the Assignment/job (such as deleting some activity you consider unnecessary, or adding another, or proposing a different phasing of the activities). Such suggestions should be concise and to the point, and incorporated in your proposal]

## 2 On Inputs and Facilities to be provided by the employer

[Comment here on Inputs and facilities to be provided by the Employer as mentioned in Paragraph

11 of the Section 2 including: administrative support, office space, data etc.]



## DESCRIPTION OF APPROACH, METHODOLOGY AND WORK PLAN FOR PERFORMING THE ASSIGNMENT/JOB

Technical approach, methodology and work plan are key components of the Technical Proposal. You are suggested to present your Technical Proposal divided into the following three chapters: a) Technical Approach and Methodology,

b) Work Plan, and

c) Organization and Staffing

a) **Technical Approach and Methodology:** In this chapter you should explain your understanding of the objectives of the Assignment/job, approach to the Assignment/job, methodology for carrying out the activities and obtaining the expected output, and the degree of detail of such output. You should highlight the problems being addressed and their importance, and explain the technical approach you would adopt to address them. You should also explain the methodologies you propose to adopt and highlight the compatibility of those methodologies with the proposed approach.

b) **Work Plan:** The consultant should propose and justify the main activities of the Assignment/job, their content and duration, phasing and interrelations, milestones (including interim approvals by the employer), and delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology showing understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents, including reports, drawings, and tables to be delivered as final output, should be included here.

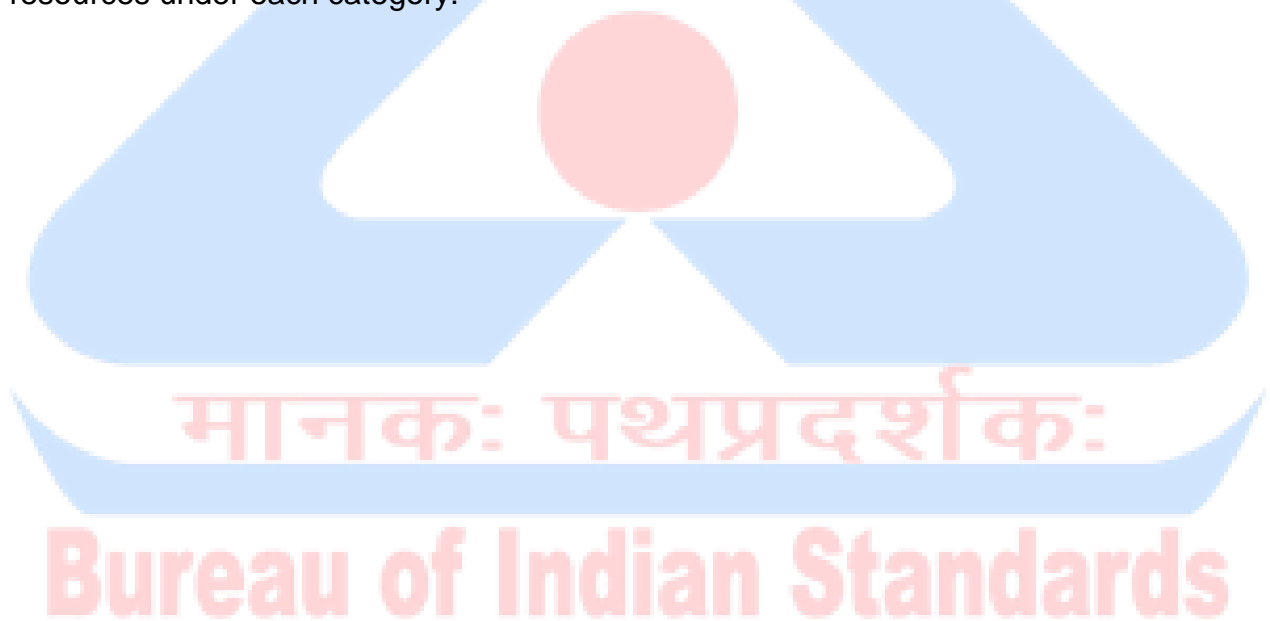
c) **Organization and Staffing:** The consultant should propose and justify the structure and composition of your team. You should list the main disciplines of the Assignment/job, the key expert responsible, and proposed technical and support staff.]

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## FORM TP-5

Position	Name of the resource	Education qualifications	Details of projects handled
Program Director			
Public Sector Expert			
Digital / IT Expert			
Market Analyst			
Strategy Analyst			

Additional rows as needed may be added to give the details of the required number of resources under each category.



## CURRICULUM VITAE (CV) FOR PROPOSED FULL TIME EQUIVALENTS

1. Proposed Position:

[For each FTEs, separate form will be prepared]:

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. Educational & Professional Qualifications:

[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]:

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. Detailed Tasks Assigned:

[List all tasks to be performed under this Assignment/Job]:

13. Work undertaken that best illustrates Capability to Handle the Tasks Assigned in the category proposed: [Among the Assignment/Jobs in which the staff has been involved,

indicate the following information for those Assignment/jobs that best illustrate staff capability to handle the tasks listed under point 12] Name of Assignment/job or project:

Year: Location:

Employer:

Main project features:

Positions held: Activities performed:

14. International standing in the field of expertise :( testimonials, documentary proof may be attached)
15. Awards & recognitions at the National or International levels: (awards, citations, letters of appreciation or other proof may be attached)
16. Certification:

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.

[Signature of staff member or authorized representative of the staff]

[Full name of authorized representative]

Date :

Place :

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## INFORMATION REGARDING ANY CONFLICTING ACTIVITIES AND DECLARATION THEROF

Are there any activities carried out by your firm or group company or any member of the which are of conflicting nature as mentioned in para 5 of Section 1, If yes, please furnish details of any such activities.

If no, please certify,

We hereby declare that our firm our associate/group firm or any of the member of the consortium are not indulged in any such activities which can be termed as the conflicting activities under para

5 of Section 1. We also acknowledge that in case of misrepresentation of the information, our proposals/contract shall be rejected/terminated by the employer which shall be binding on us.

मानक: पथप्रदर्शक:  
Authorized Signature [in full and initials]: Name and title of Signatory:

Name of Firm: Address:

Bureau of Indian Standards

**(TO BE FILLED BY THE BIDDERS AND ATTACHED IN PDF  
FORMAT IN SECOND COVER ON CPPP)**

**FINANCIAL PROPOSAL SUBMISSION FORMAT**

Form FP-1: Financial Proposal submission Form

Form FP-2: Financial Proposal for Appointment of Reputed Management Consultant for Strategic Transformation Support Consultant

**Note : The Financial bid should be submitted online only as per the Price Schedule given in Section 3 Financial Proposal and in CPPP <<https://eprocure.gov.in/eprocure/app>> .**



**(TO BE FILLED BY THE BIDDERS AND ATTACHED IN PDF FORMAT  
IN SECOND COVER ON CPPP)**

**FINANCIAL PROPOSAL SUBMISSION FORMAT**

[Location, Date]

To: [Name and address of employer] Dear Sirs,

We, the undersigned, offer to provide the consulting Assignment/job for [insert title of Assignment/job] in accordance with your Request for Proposal dated [insert date] and our Technical Proposal. Our attached financial Proposal is for the sum of [insert amount(s) in words and figures 1]. This amount is exclusive of the Domestic Taxes. We hereby confirm that the financial proposal is unconditional and we acknowledge that any condition attached to financial proposal shall result in reject of our financial proposal.

Our financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal, i.e. before the date indicated in Para 9 of Section 1.

We understand you are not bound to accept any Proposal you receive.

Yours Sincerely,

[Authorized Signature [in full and initials]: [Name and title of Signatory:] [Name of Firm:]

Address:

## Financial Proposal for Profitability Reports

Tender Inviting Authority: BUREAU OF INDIAN STANDARDS

Name of Work: APPOINTMENT OF MANAGEMENT CONSULTANT FOR STRATEGIC TRANSFORMATION SUPPORT

Contract No:

Name of the Bidder/ Bidding Firm / Company :	
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## PRICE SCHEDULE

(This BOQ template must not be modified/replaced by the bidder and the same should be uploaded after filling the relevant columns, else the bidder is liable to be rejected for this tender. Bidders are allowed to enter the Bidder Name and Values only)

NUMBER #	TEXT #	NUMBER #	NUMBER #	TEXT #
Sl. No.	Item Description	BASIC RATE Fees quoted exclusive of taxes for the first six months of the project. Figures To be entered by the Bidder in Rs. P [Same quote will apply for phase 2 (six months) and also for any subsequent extension given by the employer (pro-rated at the same	TOTAL AMOUNT Without Taxes in Rs. P	TOTAL AMOUNT In Words
1	2	4	5	6
101	APPOINTMENT OF MANAGEMENT CONSULTANT FOR STRATEGIC TRANSFORMATION SUPPORT		0.00	INR Zero Only
<b>Total in Figures</b>			<b>0.00</b>	INR Zero Only
<b>Quoted Rate in Words</b>			<b>INR Zero Only</b>	

मानक: पथप्रदर्शकः

Bureau of Indian Standards