

Bihar Vikas Mission

NOTICE INVITING TENDERS

Selection of an agency to design and implement organisation structure and HR processes required to achieve the stated goals and objectives of the Bihar Vikas Mission

Ref. No.: BVM/2015-16/HR/06

Dated: 13Apr 2016

1. The Bihar Vikas Mission (BVM) is a new entity established by the Government of Bihar, under Society Registration Act, 1860, to continue its primary agenda of sustained development in the state of Bihar and to drive the effective planning and execution of various key Government development programs.
2. Bihar Vikas Mission seeks a proposal, as per the tender documents, from reputed consulting organisations to design and implement organisation structure and HR processes to achieve the stated goals and objectives of the Bihar Vikas Mission.
3. The detailed terms and conditions for qualification of the bidders, for bid submission and selection of the consultant, and roles and responsibilities of the consultant are indicated in the Bidding Documents. The Bidding Documents can be downloaded from the websites www.csd.bih.nic.in/www.prdbihar.gov.in/www.tenders.bih.nic.in.
4. Interested and qualified agencies are requested to submit their proposals along with supporting documents and non-returnable tender fees of Rs. 50,000 (Rs Fifty thousand only) in the form of a demand draft in favour of "Member Secretary, Bihar Vikas Mission" on or before 02/05/2016 by 3:00 P.M by hand/post/courier. The applications are to be addressed to the office of "**Member Secretary, Bihar Vikas Mission-cum-Principal Secretary, Cabinet Secretariat, Old Sachivalay, Patna, Bihar**". Application should be submitted in prescribed format in sealed envelope and should be clearly labelled as "**Selection of an agency to design and implement organisation structure and HR processes required to achieve the stated goals and objectives of the Bihar Vikas Mission**".
5. For any kind of dispute with regard to the said RFP advertised, the arbitrator will be the Development Commissioner, Government of Bihar. The seat of arbitration will be Patna, Bihar and the Patna High Court shall have exclusive jurisdiction.
6. For any further clarifications, please send an email to tenders@biharvikasmission.org. The concerned authority will provide clarifications through email. Last date for submission of queries will be 21/04/2016

Sd /-

Member Secretary, Bihar Vikas Mission-cum-
Principal Secretary, Cabinet Secretariat, Govt. Of Bihar

Request for Proposal (RFP)

SELECTION OF AN AGENCY TO DESIGN AND IMPLEMENT ORGANISATION STRUCTURE AND HR PROCESSES REQUIRED TO ACHIEVE THE STATED GOALS AND OBJECTIVES OF THE BIHAR VIKAS MISSION

Ref No: BVM/2015-16/HR/06

Issuedon:13/04/2016

Issued by: Bihar VikasMission,
Bihar State Building Construction Corporation Campus,
Hospital Road, Rajvanshi Nagar,
Patna - 800023

ResponseDeadline:02/05/2016

BIHAR VIKAS MISSION– AN INTRODUCTION

Bihar Vikas Mission is an entity established by the Government of Bihar, under Society Registration Act, 1860, to continue its primary agenda of sustained development in the state of Bihar and to drive the effective planning and execution of various key Government development programs. The following are objectives of the mission:

- To ensure implementation in mission mode, fixation of priorities and monitoring of achievements against targets of programs and other resolutions of 7 Nischay for developed Bihar within the Sushashankaryakram: Programs of Good Governance 2015-2020, Agriculture Road Map, Human Development Mission, Skill Development Mission, Infrastructure development and Industrial incentives.
- To ensure strengthening of institutional arrangement and to promote modern and better work culture for a faster and more effective implementation of schemes and programs.
- To provide assistance in strengthening of monitoring mechanisms and methodology for government programs and encourage use of modern techniques in Data collection, analysis and flow.
- External ecosystem - To develop institutional arrangements and enter into agreements for availing the experiences and knowledge resource of educational community, private sector and civil society. To involve experts, thinkers, experienced professionals, youth and students for ensuring effective policy framing and compliance.
- As a facilitator, actively provide easy access and availability of technical-managerial knowledge, methods and resources to various levels of administration.
- To ensure simplification of processes and make aware innovative solutions and best practices for developing and establishing a fast track system for quick decision making. To provide customized solutions for difficult problems and issues.
- To help in providing solutions to policy issues cropping up during the implementation of programs and ensure their approval from appropriate authority. To ensure coordination and removal of difficulties among departments in implementation of programs. To encourage documentation and sharing of experiences of modern methods and better work mechanisms of problems resolution among departments.
- To establish effective public dialogue and receive public reactions and response. Document the progress and achievements and ensure their effective dissemination and propagation for public awareness and education.
- For raising additional resources, enter into partnership with local and global organizations, governments and financial institutions for capacity enhancement for various activities of the Mission.

Request for Proposal (RFP)

Bihar Vikas Mission seeks a proposal from reputed consulting organisations to design and implement organisation structure and HR processes to achieve the stated goals and objectives of the Bihar Vikas Mission. The agency will be required to detail the organisation structure, prepare coordination mechanisms between the mission and various stakeholders, describe the roles and manpower requirements at various levels in the organisation and formulate a HR manual including all the required HR processes and policies. The agency will also be required to handhold the internalization of the finalized structure and assist in effective implementation of proposed solutions.

1. PROJECT OBJECTIVE

Bihar Vikas Mission is mandated to lead and ensure execution of the various key development initiatives of the Government of Bihar. The state of Bihar has witnessed impressive growth over the last 10 years. Bihar's performance on many socio-economic indicators is not only better than its own performance in the previous decade, but also the national average and the average annual growth of Bihar's economic output was the highest among comparable states. Bihar Vikas Mission has been created to continue this reform agenda by fast-tracking development & ensuring time bound delivery of services in mission mode. It will focus on helping Government machinery find solutions & technical know-how and other resources for execution, apart from overcoming procedural difficulties and act as a facilitator and force multiplier. To give further boost to this effort, Bihar Vikas Mission proposes to engage a professional consulting organisation which will work with various stakeholders of the State at multiple levels in order to create the foundation to achieve the stated objective in this domain.

2. SCOPE OF WORK

The bidders are expected to provide consultancy services towards the achievement of the following objectives:

DESIGN PHASE

- 2.1. Design a detailed organizational structure aligned with the proposed institutional framework and stated objectives of the Bihar Vikas Mission**
- 2.2. Design robust HR manual including all HR processes and policies and setup a fully automated technology platform to manage all the HR processes effectively**
- 2.3. Communicate with and incorporate feedback and suggestions of all relevant Government stakeholders on the proposed structure, core values and coordination mechanisms**

IMPLEMENTATION PHASE

2.4. Coordinate and assist effective implementation of the proposed solutions by setting upon Implementation & Coordination Office

2.5. Conduct orientation and training of the Bihar Vikas Mission team and Program Management Units and provide HR related support on a regular basis

Detailed description of the scope of work:

DESIGN PHASE

2.1 Design a detailed organizational structure aligned with the proposed institutional framework and stated objectives of the Bihar Vikas Mission

a) Recommend a suitable organisation structure aligned to the institutional framework and stated objectives of the mission

- Identify and articulate core values of Bihar Vikas Mission in accordance with the stated vision and objectives
- Define key objectives and focus areas for Program Management Units aligned to the overall vision of Bihar Vikas Mission
- Design and recommend institutional level (macro) organisation structure for the Mission which is aligned to the defined objectives
- Expand the institutional level organisation structure to department and district level structure including the structure of support functions

b) Design the governance structure, roles, responsibilities and manpower plan & projections

- Detail the governance structure to ensure swift decision-making and effective coordination between Bihar Vikas Mission and associated stakeholders, through:
 - Detailing the purpose, composition and authority of decision-making and advisory bodies and committees (both internal and external)
 - Developing coordination mechanisms with diverse stakeholders (Government departments, vendors etc.)
- Develop clear job descriptions with key accountabilities, KPIs, skills, experience and qualifications for 1000-1500 roles envisioned for the Mission
- Determine critical competencies for all jobs across the Mission
- Define optimum job grading and designation hierarchy and map the defined jobs to the grading
- Develop manpower plan and manpower deployment norms for different departments and levels in the organisation

2.2 Design robust HR manual including all HR processes and policies and setup a fully automated technology platform to manage all the HR processes effectively

a) Design reward philosophy & structure

- Formulate Bihar Vikas Mission reward philosophy aligned to the Bihar Vikas Mission vision and objectives
- Decide target market and conduct reward benchmarking to identify the pay levels for the defined grades in the market
- Translate the reward philosophy into reward strategy and structure for various forms (permanent, contract etc.) and categories (private / government, volunteers etc.) of employment, ensuring compliance to Government rules and regulations wherever applicable
- Design reward ranges for the defined grades based on the data from benchmarks. This would include detailing fixed, variable, benefits and entitlements for different categories of employees
- Calculate the cost impact of the reward structure for Bihar Vikas Mission and make changes in order to optimize impact

b) Develop recruitment strategy, policies and processes

- Develop a sourcing strategy for Bihar Vikas Mission that will include identification of relevant channels of recruitment for various forms (permanent, contract, on deputation etc.) and categories (private / government, volunteers etc.) of employment in the organisation
- Design the recruitment system, processes and tools taking into account the requirements in different entities and at different levels (state, district etc.) in the organisation
- Design an induction and on-boarding / orientation program
- Define other processes related to recruitment like processes for employee joining, probation, confirmation etc.

c) Create detailed HR processes, policies and procedures and HR Manual

- Design all the required HR policies and processes required for Bihar Vikas Mission, ensuring alignment between Mission and Government of Bihar, including (illustrative):
 - Code of Conduct
 - Leave Policy
 - Travel Policy
 - Performance Management System / Policy
 - Transfer & Promotion Policy
 - Employee Administration (Leave, Attendance, Reimbursement Process, Deputation etc.)
 - Internal Communication Process
 - Grievance Handling Procedures
 - Employee Health and Safety
 - Sexual Harassment

- All policies to be developed as per the relevant legal regulations
 - Design templates, forms, formats associated with the designed processes and policies
 - Develop HR Policy Manual and Employee Handbook
- d) Identify and recommend a fully automated technology platform to manage the HR processes**
- Identify a secure and automated technology platform suitable to the HR related requirements of the mission
 - Recommend the modules and services that need to be managed through the technology platform and suggest compatible software solutions

2.3 Communicate with and incorporate feedback and suggestions of all relevant Government stakeholders on the proposed structure, core values and coordination mechanisms

- a) Hold consultation workshops with government officials at various levels**
- Conduct primary and secondary research on the working of similar models of PMUs set up internationally and in India
 - Design and hold workshops for all District Magistrates, Principal Secretaries of all departments, Development Commissioner, Chief Secretary, Secretaries of the Cabinet and Chief Minister’s office to get their feedback and suggestions in order to further refine the stated goals, key objectives and core values of the Bihar Vikas Mission
 - Finalize the focus areas of various PMUs of the mission in sync with the feedback received from the government consultations
- b) Present the draft of the goals, key objectives and values**
- Present the draft of the stated goals, key objectives and values of the Mission to all the State-level government officials
 - Adopt relevant recommendations in the final version of the mission

Post completion of the design phase the bidder must begin the implementation phase immediately after, the gap not extending beyond 15 days.

IMPLEMENTATION PHASE

2.4 Coordinate and assist effective implementation of the proposed solutions by setting upon Implementation & Coordination Office

- Setup an Implementation & Coordination Office comprising 5 full time consultants with the Mission for a period of 12 months from commencement of the project in order to effectively carry out the implementation support and coordination needed to execute proposed solutions
- Create a time-bound implementation plan over the period of 12 months to put in

- place all the HR processes and decisions finalized by the Mission
- Ensure effective deployment, configuration and maintenance of the technology platform and troubleshoot in case of any issues
- Monitor the implementation of designed roadmap against plan and facilitate removal of bottlenecks in implementation

2.5 Conduct induction, orientation and training of the Bihar Vikas Mission team and Program Management Units and provide HR related support on a regular basis

- Handhold the implementation of designed processes according to the pre-defined timeline to ensure that sustainable HR systems are in place
- Conduct workshops for Gov. officials across relevant departments to communicate and internalize the core values, governance mechanisms and functioning of Bihar Vikas Mission
- Conduct orientation and training sessions for members for the Program Management Unit and ensure smooth induction into their roles
- Provide HR support to the mission and Project Management Units as necessary

3. DELIVERABLES, SUGGESTED TIMELINES & PAYMENT MILESTONES

The following table defines the deliverables, suggested timelines and payment milestones. The timelines and payment milestones are only preliminary and can be adjusted based on the Mission's requirements.

Module	Deliverables	Suggested timelines (T = Project Kick-off)	Payment (% of total fee for different modules)
2.0	<ul style="list-style-type: none"> • Project Commencement 	T	10%
2.1	<ul style="list-style-type: none"> • Define the Sub-mission, Program Management Units and program objectives cascaded from key objectives • Core values of Bihar Vikas Mission • Top-level organisation structure 	T + 1 months	20% of the design phase (Sec 2.1 to Sec 2.3)
2.2	<ul style="list-style-type: none"> • Detailed organisation structure down to district level • Secondary and primary research on PMUs and similar structures • Defined charter, roles, composition of governance structure • Job descriptions of all jobs • Critical competencies for all jobs • Grading for all jobs 	T + 2 months	45% of the design phase (Sec 2.1 to Sec 2.3)

	<ul style="list-style-type: none"> • Detailed manpower plan • Aligned reward philosophy and policy • Reward benchmarking report • Reward structure for all organisation employees • Identify technology platform to manage HR processes 		
2.3	<ul style="list-style-type: none"> • Discussion of draft of designed key objectives with State-level officials and adoption of suggested changes / additions • Workshops with Government officials to collect feedback and recommendations • Cost impact analysis • Aligned recruitment strategy and system • Aligned induction and on-boarding / orientation program • Report detailing all policies and processes related to recruitment and on-boarding • HR Manual with all policies & procedures • Scope of work – HR Automation 	T + 2.5 months	25% of the design phase (Sec 2.1 to Sec 2.3)
2.4	<ul style="list-style-type: none"> • Functional Implementation & Coordination Office (comprising 5 full time consultants) • Implementation plan of all the proposed solutions approved by the Mission • Monthly monitoring update on implementation of HR processes against designed plan 	12 months post approval of design phase deliverables	Prorated quarterly payment for the Implementation phase (Sec 2.4 and Sec. 2.5)
2.5	<ul style="list-style-type: none"> • Conduct workshops for all relevant departments to internalize mission functioning • Orientation and training of members of the PMUs • Troubleshoot issues and streamline HR processes of the mission • Deploy, configure and manage the technology platform 	12 months post approval of design phase deliverables	

4. SCHEDULE OF EVENTS

S.No.	Event	Target Date
1	RFP Issued	14 April 2016
2	Last Date for Submission of Queries	21 April 2016
3	Reply to queries	26 April 2016
4	Last Date for Submission of Proposals and Technical Bid Opening	2 May 2016
5	Presentation by the Bidding Organisations	4 May 2016
6	Opening of Financial Bid	6 May 2016
7	Award of Contract by Bihar Vikas Mission	9 May 2016
8	Commencement of Implementation of Project	16 May 2016

5. REQUISITIONS AND EVALUATION CRITERIA

- It is proposed to have a **Two Cover System** for this RFP Response.
 - Technical Proposal
 - Financial Proposal
- The proposals will be evaluated by Bihar Vikas Mission evaluation committee based on the technical and financial details submitted by the bidder
- The technical proposal of only those bidders who qualify the eligibility criteria shall be opened and evaluation will be done based on the specified technical criteria
- The commercial bid will be opened and compared only for submissions that obtain a minimum technical score of 70% in the technical evaluation
- The evaluation committee shall evaluate the responses to the RFP and all supporting documents / documentary evidence. Inability to submit any of the requisite supporting documents / documentary evidence would lead to rejection of the proposal
- The decision of the evaluation committee in the evaluation of responses to the RFP shall be final
- The contract will be awarded to the organisation which qualifies eligibility criteria and minimum score of technical bid and gets the highest score in overall evaluation based on weighted average method (70% technical and 30% financial)
- All responses shall be evaluated to validate compliance of the bidders according to the following criteria as per format and supporting documents mentioned against each clause. Selected Bidders will be required to make a presentation to the evaluation committee of the Bihar Vikas Mission

5.1 Eligibility Criteria

The Bidder is expected to submit the supporting documents with respect to the below mentioned eligibility criteria together with the Technical Proposal.

S. No.	Eligibility Criteria	Documentary evidence required
1.	The Bidder should be registered in India under the Indian Companies Act 1956 and should be in operation in India for minimum of 5 years	Copy of Certificate of Incorporation from Registrar of Companies to be attached
2.	The Bidder should have a minimum annual revenue of Rupees 30 Crores from pure-play HR Consulting during each of the last three declared financial years	Copy of relevant financial statements and audited accounts and Certificate from Auditor to be attached
3.	The Bidder should have experience in projects with similar scope of work in India in the last five years 3 projects with minimum value of Rupees 2 Crore from pure-play HR Consulting in last 5 years of which at least one project should be completed	Copy of Work Order, Copy of Completion Certificate (in case of completed project) and Contract to be attached The evidence submitted should clearly show the value of the project and the nature of work
4.	The Bidder should have a minimum of 50 full time HR Consultants on its payroll in India for more than 6 months	Self-certificate from authorised personnel

5.1 Technical Proposal

The following table lists down the evaluation criteria and the associated weightage of marks allotted that would help in technical evaluations of the proposals (Proposal should be submitted according to the format suggested in **Form 5: Letter of Technical Proposal Submission** attached in the annexure) :

S. No.	Evaluation Criteria / Definition	Points
1	Relevant Experience Experience should be submitted according to the format suggested in Form 6: Bidder's Relevant Experience – Project Description Sheet (for each project to be submitted separately along with a Copy of Work Order, Copy of Completion Certificate (in case of completed project) and Contract to be attached) attached in the annexure	
a.	Experience in HR consulting of similar scope of work (HR specific work should be the central aim of the project) in last 5 years 1. Experience of participating in a project similar in scope executed for a government agency (central ministry or state departments of any PSUs/Corporations/Society), a bilateral or a multi-lateral organization 2. Experience of participating in projects similar in scope for a global company of repute will be desirable	15

	3. PMU - organization designing experience will be desirable especially for organizations similar in scope to the Bihar Vikas Mission	
b.	<p>Proven ability to deliver HR consulting work through use of well-researched tools and methodologies</p> <ul style="list-style-type: none"> - Researched and IP-backed tools and methodologies in the areas of organisation structuring, competencies, job design and evaluation (demonstrate acceptance/usage of the methodologies by agencies of repute nationally and internationally and its usage to BVM) <p>Comprehensive compensation database, comprising benchmarks from 200 or more companies across diverse sectors (database with higher number of benchmarks will be preferred)</p>	10
Sub Total		25
2	<p>CVs of personnel proposed by the Bidder</p> <p>CV's should be submitted according to the format suggested in Form 7: Team's CV – Separate sheet for all key personnel (a separate sheet for each personnel) attached in the annexure</p> <p>*Office space for the successful bidder will be provided by the Bihar Vikas Mission</p>	
a.	Project Director (Should spend 50% full time during design phase and 25% during implementation phase)	10
b.	Project Manager (Should be present full time during design and implementation phase)	10
c.	HR Experts (at least 3) – Org Design, HR Policy, Job Design (Should be available on requirement basis)	10
d.	HR Consultants– at least 5 in number (Should be available full time during design and implementation phase)	20
Sub Total		50
4	Approach and Methodology	
a.	<p>Proposed Approach & Methodology</p> <ul style="list-style-type: none"> - Understanding of the assignment & objectives - Proposed Approach & Methodology and its applicability to meet assignment's objective - Roadmap and action plan for implementation and communication 	10
b.	<p>Comprehensiveness of the Project Plan w.r.t. all activities that need to be undertaken as part of the project</p> <ul style="list-style-type: none"> - Detailed work plan - Risk analysis and quality assurance 	5
Sub Total		15
5	Team Presentation	10
	<ul style="list-style-type: none"> - Quality of technical presentation - Presence of proposed team members, their quality, and involvement 	

	- Ability to respond to queries	
	Sub Total	10
Total		100

Only those bids with a technical score of ≥ 70 shall be considered for financial evaluation. QCBS method shall be adopted for selection of the bidder. Bidder with the lowest evaluated Financial Proposal. (Fm) will be given the maximum financial score (Sf) of 100 points. The formula for determining the financial scores is the following: $Sf = 100 \times Fm/F$, in which Sf is the financial score, Fm is the lowest price and F is the price of the proposal under consideration.

The formula for determining the technical score is as follows: $St = T$, in which St is the technical score of the proposal under consideration.

Proposals will be ranked according to their combined technical (St) and financial (Sf) scores using the weights ($Wt =$ the weight given to the Technical Proposal; $Wf =$ the weight given to the Financial Proposal; $Wt + Wf = 1$) indicated below. The combined score (S) will be calculated as follows: $S = St \times Wt + Sf \times Wf$

The weights given to the Technical and Financial Proposals are:

- $Wt = 70\%$
- $Wf = 30\%$

5.2 Financial Bid

The Bid shall have 2 components namely professional fees for Design Phase and professional fees for Implementation Phase

- Professional fees will include the cost of manpower including the cost of travel, boarding lodging, local expenses, etc. of the manpower.

The Bidder shall indicate the the final amount in INR inclusive of all taxes, duties, charges and levies of State or Central Governments, as applicable.

The Bidder has to include all costs like Travel, Lodging and Boarding, Local Travel expenses, etc. incurred during the implementation and the Bihar Vikas Mission will not bear any additional costs on these.

The Financial Bid Proposal should be submitted according to the format suggested in **Form 8: Letter for submission of Financial Proposal** attached in the annexure

Required details are mentioned below:

S.No	Particulars	Amount in INR	Amount in words
1.	Professional Fee for Design Phase (Sec 2.1 to Sec 2.3)		
2.	Professional Fee for Implementation Phase (Sec. 2.4 and		

	Sec. 2.5)		
3.	Cost of annual subscription of technology platform		
4.	Taxes and Duties		
5.	Total		

The cost of technical platform (in INR) should be indicated as a separate line item including annual subscription, cost of purchase, deployment, configuration, training and full year technical support. While, this will not have any bearing on the financial bid it will be negotiated in the future with the successful bidder.

6. APPLICATION SECURITY

- The Applicant shall furnish as part of its Application, an Application Security (bid security) of amount INR 5,00,000 only (Rupees Five Lakh only) in the form of a Bank Draft issued by a Scheduled/ nationalized Bank in India, drawn in favour of the Member Secretary, Bihar Vikas Mission, payable at Patna.
- The Bihar Vikas Mission shall not be liable to pay any interest on the Application Security deposit so made and the same shall be interest free. Applications not accompanied by the Application Security shall be rejected by the Mission as non-responsive.
- The Application Security of unsuccessful Applicant will be returned by the Bihar Vikas Mission, without any interest, within 120 days of opening of the bids.
- The Selected Applicant's Bid Security will be returned, without any interest, upon signing of the MoU and furnishing the Performance Security in accordance with the relevant provisions thereof.
- The Applicant, by submitting its Application pursuant to this RFP, shall be deemed to have acknowledged and confirmed that the Mission will suffer loss and damage on account of withdrawal of its Application or for any other default by the Applicant during the Application validity period. No relaxation of any kind on Application Security shall be given to any Applicant.
- Application Security shall be forfeited and appropriated by the Bihar Vikas Mission hereunder or otherwise, under the following conditions:
 - If an Applicant submits a non-responsive Application;
 - If an Applicant engages in a corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice
 - If an Applicant withdraws its Application during the period of Application validity as specified in this RFP and as extended by the Bihar Vikas Mission from time to time;
- In the case of Selected Applicant, if it fails within the specified time limit:
 - to sign the Concession Agreement and/or
 - to furnish the Performance Security within the period prescribed therefore in the MoU
 - In case the Selected Applicant, having signed the MoU, commits any breach thereof prior to furnishing the Performance Security

7. PERFORMANCE SECURITY AND PENALTY

- The Selected Applicant shall furnish following as the Performance Security for the project:
 - 2% of the Total Financial Bid as mentioned in the Section 5.3 of the Bid document in the form of a Bank Draft issued by a Scheduled/ nationalized Bank in India, drawn in favour of the Member Secretary, Bihar Vikas Mission, payable at Patna at the time of signing of MoU.
 - Bihar Vikas Mission shall deduct 8% of the amount payable according to the bills raised by the Applicant at each payment milestone mentioned in the Bid document above which shall be payable to the Applicant upon successful completion of the project
- The Bihar Vikas Mission shall not be liable to pay any interest on the Performance Security deposit so made and the same shall be interest free.
- Performance Security shall be forfeited and appropriated by the Bihar Vikas Mission hereunder or otherwise, under the following conditions:
 - If the Selected Applicant engages in a corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice
 - If the Selected Applicant refuses to provide services towards successful completion of its duties and responsibilities as per the deliverables mentioned in the scope of work section of the Bid Document
- The Selected Applicant would be subjected to penalty deduction from the Performance Security in case of unsatisfactory or delayed output against the deliverables mentioned above in the bid document
- The Selected Applicant would be subjected to a payment deduction of 5% for every 15-day delay in the output against the delivery schedule which has not been discussed or approved by the relevant authority in Bihar Vikas Mission
- The selected agency shall not change the personnel whose CVs have been given in section 5.2(2). In case of any change which is beyond the control of the company and is inevitable, the same will require prior written intimation and consent of the mission. Any change, without permission of the mission, in the personnel so deployed initially shall be liable to a penalty of 5% of the cost of the contract and shall extend to each such change thereafter.
- The performance security will not be deducted in case of any delay on account of force majeure which is beyond the control of the company and is inevitable or in case of any foreseeable delay which has been informed within a specific timeline and approved by concerned authority

8. GUIDELINES

Bidding agencies are advised to study this RFP document carefully before submitting their proposals. Submission of a proposal in response to this notice shall be deemed to have been done after careful study and examination of this document with full understanding of its terms, conditions and implications.

In order to facilitate the evaluation by the Bihar Vikas Mission and to ensure each proposal receives full consideration, proposals should be accompanied by the documents as listed below:

- All information included in this Request for Proposal (RFP) is confidential and only for the knowledge of the recipient. No information included in this document or in discussions connected to it may be disclosed to any other party.
- The Bidders should submit 2 printed copies of the proposal and a non-rewritable CD as a single file in PDF format containing the Technical and Financial Bid along with all annexures and forms/letters
- The Bid should be submitted in two separate envelopes;
 - Technical Proposal
 - Financial Proposal
- All pages of the proposal must be sequentially numbered and shall be initialled by the Authorized Representative of the Bidder
- The technical part of the proposal should not contain any pricing information whatsoever on the services offered. Pricing information should be included in the Financial Proposal, separately
- Interested and qualified agencies are requested to submit their proposals along with supporting documents and non-returnable tender fees of Rs. 50,000 (Rs. Fifty thousand only) in the form of a demand draft in favour of “Member Secretary, Bihar Vikas Mission” on or before 02/05/2016 by 3:00 P.M by hand/post/courier
- The Bidder shall seal the Proposal in one outer and two inner envelopes, as detailed below:
 - a) The outer envelope shall be addressed to

**Member Secretary,
Bihar Vikas Mission-cum-Principal Secretary,
Cabinet Secretariat, Old Sachivalay,
Patna, Bihar**

Email: tenders@biharvikasmission.org

Marked clearly: Proposal for – **“SELECTION OF AN AGENCY TO DESIGN AND IMPLEMENT ORGANISATION STRUCTURE AND HR PROCESSES REQUIRED TO ACHIEVE THE STATED GOALS AND OBJECTIVES OF THE BIHAR VIKAS MISSION”**

All inner envelopes shall indicate the name and address of the Bidder

- 1) The first inner envelope marked “Technical proposal” shall contain the Technical Proposal with 2 hard copies duly marked “Original” and “Copy”
- 2) The second inner envelope marked “Financial Bid” shall include the Financial Bid with 2 hard copies duly marked “Original” and “Copy”

- 3) A third sealed envelope shall contain the non-rewritable CD with the soft copy of the proposal in the pdf format
- 4) The hardcopies of the Technical proposal and Financial Bid should be in separate sealed envelopes, clearly marked

For any queries with respect to the RFP please send an email to tenders@biharvikasmission.org. The concerned authority will provide clarifications through email if necessary open to all proposers who have confirmed their intention to participate by purchasing the RFP document.

9. RIGHTS OF BIHAR VIKAS MISSION

- Bihar Vikas Mission may extend the deadline for submission of bids by issuing an amendment, in which case all rights and obligations of the Mission and the bidders previously subject to the original deadline will then be subject to the new deadline.
- The amendment to the RFP if any will be intimated by uploading the same on the websites www.csd.bih.nic.in/www.prdbihar.gov.in/www.tenders.bih.nic.in. No separate intimation would be provided to the individual interested applicants. Therefore, the applicants are requested to keep checking the websites regularly.
- In order to accord prospective Bidders reasonable time to take the amendment into account, Bihar Vikas Mission may, at its discretion, extend the last date for the receipt of Bids
- The Bidders are allowed to resubmit their bid, if required, after such amendments within the revised deadline
- Complete Bids (including Technical and Financial) must be received by the Mission at the address specified above not later than the date indicated above. In the event of the specified date for the submission of bids have declared a holiday for the Employer, the Bids will be received up to the appointed time on the next working day. Any Bid received by the Mission after the deadline prescribed above will be returned unopened to the bidder
- If Bihar Vikas Mission deems it appropriate to revise any part of this RFP or to issue additional data to clarify an interpretation of provisions, it may issue supplements to this RFP
- Bihar Vikas Mission may, at its discretion, extend the deadline for submission of proposals by issuing a corrigendum through email to all confirmed proposers, in which case all rights and obligations of the project and the Bidders previously subject to the original deadline will thereafter be subject to the deadline as extended
- Bihar Vikas Mission may terminate the RFP process at any time without assigning any reason
- Bihar Vikas Mission reserves the right to accept or reject any proposal, and to annul the short listing process and reject all responses at any time without thereby incurring any liability to the affected Bidder or Bidders or any obligation to inform the affected Bidder or Bidders of the grounds for Bihar Vikas Mission action

10. Annexures (Forms for Submission) – Applicants are advised to use the following formats

Eligibility Criteria Forms

S. No	Eligibility Criteria	Documentary Evidence Required	Additional Details
1	The Bidder should be registered in India under the Indian Companies Act 1956 and should be in operation in India for minimum of 5 years	Copy of Certificate of Incorporation from Registrar of Companies to be attached	Please attach details in the following Format – Form 1

Form 1: Details about the bidding agency

S. No	Parameter	Details
1	Title of Consultancy	
2	Title of Project	
3	Name of Firm	
4	Legal Status	
5	Country of Incorporation	
6	Year of commencement of business	
7	Principal place of business	
8	Name of the Authorized Signatory	
9	Designation of the Authorized Signatory	
10	Company of the Authorized Signatory	

11	Address of the Authorized Signatory	
12	Phone Number of the Authorized Signatory	
13	E-Mail Address of the Authorized Signatory	
14	Has the Bidder been penalised by any organization for poor quality of work or breach of contract in the last five years? (Yes/No)	
15	Has the Bidder or any of its Associates suffered bankruptcy/insolvency in the last five years (Yes/No)	
16	Signature Name Designation of the Authorized Signatory	

S. No	Eligibility Criteria	Documentary Evidence Required	Additional Details
2	The Bidder should have a minimum annual revenue of Rupees 30 Crores from pure-play HR Consulting during each of the last three declared financial years	Copy of relevant financial statements and audited accounts to be attached and Certificate from Auditor	Please attach details in the following Format – Form 2

Form 2: Financial Capacity of the Bidding Agency

S. no.	Financial Year	Annual Revenue (INR crore)
1.	2014-15	
2.	2013-14	
3.	2012-13	

Certificate from Statutory Auditor:

This is to certify that (name of the Bidder) has received the payments shown above against the respective years on account of professional fees.

(Signature, name and designation of the Authorised signatory)

Date:

Name and seal of the audit firm:

S. No	Eligibility Criteria	Documentary Evidence Required	Additional Details
3	The Bidder should have experience in projects with similar scope of work in India in the last five years 3 projects with minimum value of Rupees 2 Crore from pure-play HR Consulting in last 5 years of which at least one project should be completed	Copy of Work Order, Copy of Completion Certificate (in case of completed project) and Contract to be attached The evidence submitted should clearly show the value of the project and the nature of work	Please attach details in the following Format – Form 3

Form 3: Project Description Sheet

Assignment name:	
Country:	Duration of assignment (months):
Location within country:	
Name and address of Client:	Amount of consulting fee received by your firm (INR):
Start date (month/year):	Completion date (month/year):

Scope of services (Maximum 500 words):

S. No	Eligibility Criteria	Documentary Evidence Required	Additional Details
4	The Bidder should have a minimum of 50 full time HR Consultants on its payroll in India for more than 6 months	Self-certificate from authorized personnel	Please attach details in the following Format – Form 4

Form 4: Self Certificate of Manpower Capability of the bidding agency

Certificate from authorized personnel:

This is to certify that full time HR Consultants are on <Bidding Agency Name> payroll in India for more than 6 months.

(Signature, name and designation of the Authorised signatory)

Date: _____ Name of Bidder and Seal:

Technical Proposal Forms

Form 5: Letter of Technical Proposal Submission

[Date]

<Insert Name and Address>

Subject: “Selection of an agency to design and implement organisation structure and HR processes required to achieve the stated goals and objectives of the Bihar Vikas Mission”

Dear Sir,

We, the undersigned, offer to provide the consulting assignment for Bihar Vikas Mission in accordance with your RFP document dated [Insert Date] and our Proposal. We are hereby submitting our Technical Proposal and Financial Proposal in two separate sealed envelopes.

We confirm that we have read the RFP document in totality and abide by the terms and conditions stated in the document.

We hereby declare that all the information and statements made in this Proposal are true and accept that any misinterpretation contained in it may lead to our disqualification. Our Proposal is binding upon us.

This Proposal is valid for 180 days from the Proposal Due Date.

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

Yours sincerely,

Authorized Representative [In full and initials]:

Name and Title of Signatory:

Name and address of Firm:

Form 6: Bidder's Relevant Experience – Project Description Sheet (for each project to be submitted separately along with a Copy of Work Order, Copy of Completion Certificate (in case of completed project) and Contract to be attached)

Assignment name:	
Country:	Duration of assignment (months):
Location within country:	
Name and address of Client:	Amount of consulting fee received by your firm (INR):
Start date (month/year):	Completion date (month/year):
Scope of services (Maximum 500 words):	

Form 7: Team’s CV – Separate sheet for all key personnel

1. Name of firm	:		
2. Name of staff	:		
3. Date of birth	:	4. Nationality:	
5. Education	:	College/University/Additional certificates/degrees	Degree obtained
			Date/Year of obtainment
6. Membership of professional associations	:		
7. Other training	:		
8. Countries of work experience	:		
9. Experience	Relevant Experience (HR related) – Total No. of Years		
10. Employment record	From <Date > to <Date>		
	Employer		Position held
11. Areas of expertise	:		
12. Work undertaken that best illustrates capability to handle the tasks assigned			
Name of the assignment or project:			
Client:			
Year:			
Location:			
Description of project and role:			
Positions held:			

Financial Proposal Forms

Form 8: Letter for submission of Financial Proposal

To,
<Insert name and address>

Subject: Selection of an agency to design and implement organisation structure and HR processes required to achieve the stated goals and objectives of the Bihar Vikas Mission

Dear Sir,

We have read and examined the RFP document complete with the Scope of Work and General Conditions of contract.

We hereby quote for Bihar Vikas Mission - of the consultancy specified in the RFP:

S.No	Particulars	Amount in INR	Amount in words
1.	Professional Fee for Design Phase (Sec 2.1 to Sec 2.3)		
2.	Professional Fee for Implementation Phase (Sec. 2.4 and Sec. 2.5)		
3.	Cost of annual subscription of technology platform		
4.	Taxes and Duties		
5.	Total		

The financial proposal submitted is unconditional and fulfills all the requirements of the RFP document. Provisions for the taxes (service tax, TDS, etc.) and reimbursable expenses shall be as per the terms stated in the RFP document.

Our financial proposal shall be binding upon us up to expiration of the validity period of the proposal. We understand you are not bound to accept any proposal you receive.

Signature and Name of the Authorised Representative

Name of bidder and seal