

## **Request for Proposal**

**RFP No. 3100**  
**Dated: 03.06.2020**

### **Selection of an Agency for Development of Vision 2030 and Strategic Roadmap for Skill Development in Odisha**

Issued on: 03.06.2020

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## PART I

### Section 1. Letter of Invitation

RFP No. 3100

Dated: 03.06.2020

Project#: Selection of an Agency / Organization for Development of Vision 2030 and Strategic Roadmap for Skill Development in Odisha

Dear Sir / Madam,

1. With this RFP is floated by Odisha Skill Development Authority, for Selection of an Agency for Development of Vision 2030 and Strategic Roadmap for Skill Development in Odisha, we are herewith inviting proposals from qualified agencies to provide consulting services for the above-mentioned project
2. The duration of the engagement will be initially for 6 months.
3. A firm will be selected under Quality & Cost Based Selection (QCBS), weightage shall be given 80% on Technical and 20% on financial proposal. The details are given later part of this RFP.
4. Amendments/corrigendum, if any, would be posted on the OSDA website
5. The last date for submission of response to proposal is 31.7.2020.
6. The RFP includes the following documents:

Section 1 - Letter of Invitation

Section 2 - Instructions to Agency and Data Sheet

Section 3 - Technical Proposal (FTP) - Standard Forms

Section 4 - Financial Proposal - Standard Forms

Section 5 - Terms of Reference

7. The response to RFP should be separately packed in three packets (**Cover A**- for Pre-Qualification Proposal, **Cover B**- for Technical Proposal &**Cover C**- for Financial Proposal) and finally packed in one cover and super scribed as "**Request for Proposal (RFP) for Selection of an Agency for Development of Vision 2030 and Strategic Roadmap for Skill Development in Odisha**".

Incomplete Offers/proposals or those received after specified time and date or not fulfilling the specified requirement will not be considered.

Yours Sincerely,

(-Sd-)

**SmtRashmita Panda, IAS**  
**Director of Employment cum CEO, OSDA**  
**NiyojanBhawan, Unit- III,**  
**Bhubaneswar, 751001, Odisha**

**Schedule for Invitation of RFP**

<b>A</b>	Name of the Client	Odisha Skill Development Authority (OSDA)
<b>B</b>	Address from where the RFP can be obtained	<b>Website:</b> <a href="http://www.odisha.gov.in">http://www.odisha.gov.in</a> under <b>All Tender Section</b> , <a href="http://www.skillodisha.gov.in">www.skillodisha.gov.in</a> and also from <a href="http://empmissionodisha.gov.in/Exchange/tender.jsp">http://empmissionodisha.gov.in/Exchange / tender.jsp</a> or the tender section from <a href="http://empmissionodisha.gov.in">http://empmissionodisha.gov.in</a>
<b>C</b>	Address where response to RFP has to be submitted	<b>Address:</b> Directorate of Employment, Govt. of Odisha, Niyojan Bhawan, Kharvela Nagar, Sriya Square Bhubaneswar-751001
<b>D</b>	Issue of RFP Document	3.6.2020
<b>E</b>	Date for submission of Pre Bid Queries	By 16.6. 2020 through email. Email ID: <a href="mailto:emp.osda2018@gmail.com">emp.osda2018@gmail.com</a>
<b>F</b>	Date of Pre-Bid Meeting	Efforts will be made to clarify the queries through email. In case a need is felt for a meeting, then it will be organised through online medium and the same shall be intimated
<b>G</b>	Time and date of submission of response to RFP	On 31.7.2020 latest by 4:00 pm
<b>H</b>	Time, Place and date for opening of Cover-A – Pre-Qualification Criteria	On 31.7.2020 at 4.30pm at 2 <sup>nd</sup> Floor Conference Hall, Niyojan Bhawan, Kharvela Nagar, Sriya Square, Bhubaneswar-751001  The bids will be opened in presence of the bidders who choose to be present.
<b>I</b>	Time, Place and date for opening of the Technical Proposal (Cover-B)	Shall be intimated later  <b>Address:</b> 2 <sup>nd</sup> Floor Conference Hall, Niyojan Bhawan, Kharvela Nagar, Sriya Square, Bhubaneswar-751001  The Cover B will be opened in presence of the bidders who qualify as per the Pre-Qualification criteria and who choose to be present.
<b>J</b>	Date for finalisation of evaluation of Technical Bids by Competent Authority	Shall be intimated later
<b>K</b>	Time, Place and date for opening of the Financial Proposal (Cover- C)	Shall be intimated later  The Cover C will be opened in presence of the

		bidders who qualify as per the criteria stated under the Technical Proposal in Cover B.
<b>L</b>	Earnest Money Deposit	INR 3.00 lakhs (Indian Rupees Three Lakhs only) in the form of a Bank Guarantee or Demand Draft in favour of the " <b>Odisha Skill Development Authority (OSDA)</b> ".

## Section 2. Instructions to Agency

### A. General Provisions

#### 1. Definitions

- (a) “Affiliate(s)” means an individual or an entity that directly or indirectly controls, is controlled by, or is under common control with the Agency.
- (b) “Applicable Guidelines” means the policies of the Government of India/ Government of Odisha governing the selection and Contract award process as set forth in this RFP.
- (c) “Applicable Law” means the laws and any other instruments having the force of law in the Client’s country, or in such other country as may be specified in the **Data Sheet**, as they may be issued and in force from time to time.
- (d) “Agency” means a legally-established professional consulting firm or an entity that may provide or provides the Services to the Client under the Contract.
- (e) “Client” means the implementing agency (OSDA) that signs the Contract for the Services with the selected Agency.
- (f) “Contract” means a legally binding written agreement signed between the Client and the Agency and includes all the attached documents listed in its Clause-1
- (g) “Data Sheet” means an integral part of the Instructions to Agency (ITA) Section 2 that is used to reflect specific country and assignment conditions to supplement, but not to over-write, the provisions of the ITA.
- (h) “Day” means a calendar day.
- (i) “Experts” means, collectively, Key Experts, Non-Key Experts, or any other personnel of the Agency and Agencies
- (j) “Government” means the government of the Client’s State.
- (k) “Key Expert(s)” means an individual professional whose skills, qualifications, knowledge and experience are critical to the performance of the Services under the Contract and whose CV is taken into account in the

technical evaluation of the Agency's proposal.

- (l) "ITA" means the Instructions to the Agency that provides the shortlisted agency with all information needed to prepare their Proposals.
- (m) "LOI" means the Letter of Invitation being sent by the Client to the shortlisted Agency
- (n) "Non-Key Expert(s)" means an individual professional provided by the Agency or its Agency and who is assigned to perform the Services or any part thereof under the Contract and whose CVs are not evaluated individually.
- (o) "Proposal" means the Technical Proposal and the Financial Proposal of the Agency in response to the RFP.
- (p) "RFP" means the Request for Proposals to be prepared by the Client for the selection of the Agency
- (q) "Services" means the work to be performed by the Agency pursuant to the Contract.
- (r) "TORs" (this Section 5 of the RFP) means the Terms of Reference that explain the objectives, scope of work, activities, and tasks to be performed, respective responsibilities of the Client and the Agency, and expected results and deliverables of the assignment.

## 2. Introduction

- 2.1 The Client named in the **Data Sheet** intends to select an Agency, in accordance with the method of selection specified in the **Data Sheet**.
- 2.2 The Agencies are invited to submit a Technical Proposal and a Financial Proposal, as specified in the **Data Sheet**, for consulting services required for the assignment named in the **Data Sheet**. The Proposal will be the basis for negotiating and ultimately signing the Contract with the selected Agency.
- 2.3 The Agency should familiarize themselves with the local conditions and take them into account in preparing their Proposals, including attending a pre-proposal conference if one is specified in the **Data Sheet**. Attending any such pre-proposal conference is optional and is at the Agency's expense.
- 2.4 The Client will timely provide, at no cost to the Agency, the inputs, relevant project data, and reports, *limited to the bid document ("RFP")*, required for the preparation of the Agency's

Proposal as specified in the **Data Sheet**.

**3. Conflict of Interest**

3.1 The Agency is required to provide professional, objective, and impartial advice, at all times holding the Client's interests paramount, strictly avoiding conflicts with other assignments or its own corporate interests, and acting without any consideration for future work.

3.2 The Agency has an obligation to disclose to the Client any situation of actual or potential conflict that impacts its capacity to serve the best interest of its Client. Failure to disclose such situations may lead to the disqualification of the Agency or the termination of its Contract.

3.2.1 Without limitation on the generality of the foregoing, the Agency shall not be hired under the circumstances set forth below:

**a. Conflicting activities**

(i) Conflict between consulting activities and procurement of goods, works or non-consulting services: a firm that has been engaged by the Client to provide goods, works, or non-consulting services for a project, or any of its Affiliates, shall be disqualified from providing consulting services resulting from or directly related to those goods, works, or non-consulting services. Conversely, a firm hired to provide consulting services for the preparation or implementation of a project, or any of its Affiliates, shall be disqualified from subsequently providing goods or works or non-consulting services resulting from or directly related to the consulting services for such preparation or implementation.

**b. Conflicting assignments**

(ii) Conflict among consulting assignments: The Agency (including its Experts and Agency) or any of its Affiliates shall not be hired for any assignment that, by its nature, may be in conflict with another assignment of the Agency for the same or for another Client.

**c. Conflicting relationships**

(iii) Relationship with the Client's staff: The Agency (including its Experts and Agency) that has a close business or family relationship with a professional staff of the Borrower (or of the Client, or of implementing agency) who are directly or indirectly involved in any part of (i) the preparation of the Terms of Reference for the assignment, (ii) the selection process for the Contract, or (iii) the supervision of the Contract, may not be awarded a Contract, unless the conflict stemming

from this relationship has been resolved in a manner acceptable to the client throughout the selection process and the execution of the Contract.

(iv) Any other types of conflicting relationships as indicated in the datasheet needs to be brought into the notice of the Client.

**4. Unfair Competitive Advantage**

4.1 Fairness and transparency in the selection process require that the Agency or their Affiliates competing for a specific assignment do not derive a competitive advantage from having provided consulting services related to the assignment in question. To that end, the Client shall indicate in the Data Sheet and make available to all the shortlisted Agency together with this RFP all information that would in that respect give such Agency any unfair competitive advantage over competing Agency.

**5. Corrupt and Fraudulent Practices**

5.1 The OSDA requires compliance with its policy in regard to corrupt and fraudulent/ prohibited practices as set forth by the Govt. of Odisha(GoO)

5.2 In further pursuance of this policy, Agency shall permit and shall cause its agents, Experts, Agency, sub-contractors, services providers, or suppliers to permit the client to inspect all accounts, records, and other documents relating to the submission of the Proposal and contract performance (in case of an award), and to have them audited by auditors appointed by the client.

**6. Eligibility**

6.1 It is the Agency's responsibility to ensure that its Experts, service providers, and/or their employees meet the eligibility requirements as established in the TOR

**7. Qualification to the Bid**

Bids may only be submitted as a Sole Bidder who will be responsible for end to end scope of work given in this tender. No consortiums will be allowed for this bid.

**B. Preparation of Proposals**

**8. General Considerations**

8.1 In preparing the Proposal, the Agency is expected to examine the RFP in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposal.

**9. Cost of Preparation of Proposal**

9.1 The Agency shall bear all costs associated with the preparation and submission of its Proposal, and the Client shall not be responsible or liable for those costs, regardless of the conduct or outcome of the selection process. The Client 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 Agency.

**10. Language**

10.1 The Proposal, as well as all correspondence and documents relating to the Proposal exchanged between the Agency and the Client, shall be written in the language(s) specified in the Data Sheet.

**11. Documents Comprising the Proposal**

11.1 The Proposal shall comprise the documents and forms listed in the Data Sheet.

11.2 If specified in the Data Sheet, the Agency shall include a statement of an undertaking of the Agency to observe, in competing for and executing a contract, the Client country's laws against fraud and corruption (including bribery).

11.3 The Agency shall furnish information on commissions, gratuities, and fees, if any, paid or to be paid to agents or any other party relating to this Proposal and, if awarded, Contract execution, as requested in the Financial Proposal submission form (Section 4).

**12. Only One Proposal**

12.1 The Agency shall submit only one Proposal, either in its own name. If the Agency submits or participates in more than one proposal, all such proposals shall be disqualified and rejected. This preclude consultant, or the Agency's staff from participating as Key Experts and Non-Key Experts in more than one Proposal when circumstances justify and if stated in the Data Sheet.

**13. Proposal Validity**

13.1 The Data Sheet indicates the period during which the Agency's Proposal must remain valid after the Proposal submission deadline.

13.2 During this period, the Agency shall maintain its original Proposal without any change, including the availability of the Key Experts, the proposed rates and the total price.

13.3 If it is established that any Key Expert nominated in the Agency's Proposal was not available at the time of Proposal submission or was included in the Proposal without his/her confirmation, such Proposal shall be disqualified and rejected for further evaluation.

**a. Extension of Validity Period**

13.4 The Client will make its best effort to complete the negotiations within the proposal's validity period. However, should the need arise, the Client may request, in writing, all Agency who submitted Proposals prior to the submission deadline

to extend the Proposals' validity.

13.5 If the Agency agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal and with the confirmation of the availability of the Key Experts.

13.6 The Agency has the right to refuse to extend the validity of its Proposal in which case such Proposal will not be further evaluated.

**b. Substitution of Key Experts at Validity Extension**

13.7 If any of the Key Experts become unavailable for the extended validity period, the Agency shall provide a written adequate justification and evidence satisfactory to the Client together with the substitution request. In such case, a replacement Key Expert shall have equal or better qualifications and experience than those of the originally proposed Key Expert. The technical evaluation score, however, will remain to be based on the evaluation of the CV of the original Key Expert.

13.8 If the Agency fails to provide a replacement of Key Expert with equal or better qualifications, or if the provided reasons for the replacement or justification are unacceptable to the Client, such Proposal will be rejected.

**c. Sub-Contracting**

13.9 The Consultant shall not subcontract the whole of the Services unless otherwise indicated in the Data Sheet.

**14. Clarification and Amendment of RFP**

14.1 The Agency may request a clarification of any part of the RFP during the period indicated in the Data Sheet not less than 10 days prior to the Proposals' submission deadline. Any request for clarification must be sent in writing, or by standard electronic means, to the Client's address indicated in the Data Sheet. The Client will respond in writing, or by standard electronic means, (including an explanation of the query but without identifying its source). Should the Client deem it necessary to amend the RFP as a result of a clarification, it shall do so following the procedure described below:

14.1.1 At any time before the proposal submission deadline, the Client may amend the RFP by issuing an amendment in writing or by standard electronic means.

14.1.2 If the amendment is substantial, the Client may extend the proposal submission deadline to give the Agency reasonable time to take an amendment into account in their Proposals.

14.1.3 The Agency may submit a modified Proposal or a modification to any part of it at any time prior to the proposal submission deadline. No modifications to the Technical or Financial Proposal shall be accepted after the deadline

**15. Preparation of Proposals – Specific Considerations**

15.1 While preparing the Proposal, the Agency must give particular attention to the following:

15.1.1 The Client may indicate in the Data Sheet the estimated Key Expert's time input (expressed in person-month) or the Client's estimated total cost of the assignment, but not both. This estimate is indicative and the Proposal shall be based on the Agency's own estimates for the same.

15.1.2 If stated in the Data Sheet, the Agency shall include in its Proposal at least the same time input (in the same unit as indicated in the Data Sheet) of Key Experts, failing which the Financial Proposal will be adjusted for the purpose of comparison of proposals and decision for award in accordance with the procedure in the Data Sheet.

**16. Technical Proposal Format and Content**

16.1 The Technical Proposal shall not include any financial information. A Technical Proposal containing material financial information shall be declared non-responsive.

16.1.1 Agency shall not propose alternative Key Experts. Only one CV shall be submitted for each Key Expert position. Failure to comply with this requirement will make the Proposal non-responsive.

16.2 Depending on the nature of the assignment, the Agency is required to submit a Full Technical Proposal as indicated in the Data Sheet and using the Standard Forms provided in Section 3 of the RFP.

**17. Financial Proposal**

17.1 The Financial Proposal shall be prepared for the period mentioned in the Data Sheet by using the Standard Forms provided in Section 4 of the RFP. It shall list all costs associated with the assignment, including (a) remuneration for Key Experts and Non-Key Experts, (b) reimbursable expenses in INR as indicated in the Data Sheet.

**a. Price Adjustment**

17.2 For this assignment with a duration exceeding 12 months, a price adjustment provision for foreign and/or local inflation for remuneration rates applies if so stated in the **Data Sheet**.

**b. Taxes**

17.3 The Agency and its Experts are responsible for meeting all tax liabilities arising out of the Contract unless stated otherwise in the **Data Sheet**. Information on taxes in the Client's country is provided in the **Data Sheet**.

**c. Currency of Proposal**

17.4 The Agency may express the price for its Services in the currency or currencies as stated in the **Data Sheet**. If indicated in the **Data Sheet**, the portion of the price representing local cost shall be stated in the national currency.

**d. Currency of Payment**

17.5 Payment under the Contract shall be made in the currency or currencies in which the payment is requested in the Proposal.

**C. Submission, Opening and Evaluation**

**18. Submission, Sealing, and Marking of Proposals**

18.1. The Agency shall submit a signed and complete Proposal comprising the documents and forms. The submission can be done by dropping the full proposal in the tender box as prescribed in **Data Sheet**.

18.2. An authorized representative of the Agency shall sign the original submission letters in the required format for both the Technical Proposal and, if applicable, the Financial Proposal shall initial all pages of both. The authorization shall be in the form of a written power of attorney attached to the Technical Proposal.

18.3. Any modifications, revisions, interlineations, erasures, or overwriting shall be valid only if they are signed or initialed by the person signing the Proposal.

18.4. The signed Proposal shall be marked "ORIGINAL", and its copies marked "COPY" as appropriate. The number of copies is indicated in the **Data Sheet**. All copies shall be made from the signed original. If there are discrepancies between the original and the copies, the original shall prevail.

An EMD, in the given format, shall be placed in a separate envelope clearly marked "EMD", "Selection of an Agency for Development of Vision 2030 and Strategic Roadmap for Skill Development in Odisha", reference number, name and address of the Agency. Unless the EMD is submitted, the Technical Proposal shall not be considered.

18.5. The original and all the copies of the Technical Proposal shall be placed inside of a sealed envelope clearly marked "Technical Proposal", Selection of an Agency for

Development of Vision 2030 and Strategic Roadmap for Skill Development in Odisha”, reference number, name and address of the Agency, and with a warning “Do Not Open until [insert the date and the time of the Technical Proposal submission deadline].”

- 18.6. Similarly, the original Financial Proposal (if required for the applicable selection method) shall be placed inside of a sealed envelope clearly marked “**FINANCIAL PROPOSAL**” followed by the name of the assignment, reference number, name and address of the Agency, and with a warning “**DO NOT OPEN WITH THE TECHNICAL PROPOSAL.**”
- 18.7. The sealed envelopes containing the EMD, Technical and Financial Proposals shall be placed into one outer envelope and sealed. This outer envelope shall bear the submission address, RFP reference number, the name of the assignment, Agency’s name and the address, and shall be clearly marked “**DO NOT OPEN BEFORE** [insert the time and date of the submission deadline indicated in the Data Sheet]”.
- 18.8. If the envelopes and packages with the Proposal are not sealed and marked as required, the Client will assume no responsibility for the misplacement, loss, or premature opening of the Proposal.
- 18.9. The Proposal must be sent to the address indicated in the **Data Sheet** and received by the Client no later than the deadline indicated in the **Data Sheet**, or any extension to this deadline. Any Proposal or its modification received by the Client after the deadline shall be declared late and rejected, and promptly returned unopened.
- 18.10. Late submission of tender shall be outrightly rejected. The client shall not be responsible for any matter whatsoever for postal delay or loss of any documents by accident, theft, natural calamities (act of God).

## **19. Confidentiality**

- 18.1 From the time the Proposals are opened to the time the Contract is awarded, the Agency should not contact the Client on any matter related to its Technical and/or Financial Proposal. Information relating to the evaluation of Proposals and award recommendations shall not be disclosed to the Agency who submitted the Proposals or to any other party not officially concerned with the process, until the publication of the Contract award information.

- 18.2 Any attempt by Agency or anyone on behalf of the

Agency to influence improperly the Client in the evaluation of the Proposals or Contract award decisions may result in the rejection of its Proposal.

18.3 Notwithstanding the above provisions, from the time of the Proposals' opening to the time of Contract award publication, if an Agency wishes to contact the Client on any matter related to the selection process, it should do so only in writing.

**20. Opening of Technical Proposals**

20.1. The Client's evaluation committee shall conduct the opening of the EMD and Technical Proposals in the presence of the Agency's authorized representatives who choose to attend (in person, or online if this option is offered in the **Data Sheet**). The opening date, time and the address are stated in the **Data Sheet**. The envelopes with the Financial Proposal shall remain sealed and shall be securely stored with OSDA until they are opened in accordance with the ITA.

20.2. At the opening of the Technical Proposals the following shall be read out: (i) the name and the country of the Agency; (ii) the presence or absence of a duly sealed envelope with the Financial Proposal; (iii) any modifications to the Proposal submitted prior to proposal submission deadline; and (iv) any other information deemed appropriate or as indicated in the **Data Sheet**.

**21. Proposals Evaluation**

21.1. Subject to provision of the ITA, the evaluators of the Technical Proposals shall have no access to the Financial Proposals until the technical evaluation is concluded.

21.2. The Agency is not permitted to alter or modify its Proposal in any way after the proposal submission deadline. While evaluating the Proposals, the Client will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals.

**22. Evaluation of Technical Proposals**

22.1. The Client's evaluation committee shall evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and the RFP, applying the evaluation criteria, sub-criteria, and point system specified in the **Data Sheet**. Each responsive Proposal will be given a technical score. A Proposal shall be rejected at this stage if it does not respond to important aspects of the RFP or if it fails to achieve the minimum technical score indicated in the **Data Sheet**.

**23. Public Opening of Financial Proposals (for**

23.1 After the technical evaluation is completed, the Client shall notify those Agency whose Proposals were considered non-responsive to the RFP and TOR or did not meet the minimum

<b>QCBS, FBS, and LCS methods</b>	<p>qualifying technical score (and shall provide information relating to the Agency's overall technical score, as well as scores obtained for each criterion and sub-criterion) that their Financial Proposals will be returned unopened after completing the selection process and Contract signing. The Client shall simultaneously notify in writing those Agency that have achieved the minimum overall technical score and inform them of the date, time and location for the opening of the Financial Proposals. The opening date should allow the Agency sufficient time to make arrangements for attending the opening. The Agency's attendance at the opening of the Financial Proposals (in person, or online if such option is indicated in the <b>Data Sheet</b>) is optional and is at the Agency's choice.</p> <p>23.2 The Financial Proposals shall be opened by the Client's evaluation committee in the presence of the representatives of those Agency whose proposals have passed the minimum technical score and who choose to attend. At the opening, the names of the Agency, and the overall technical scores, including the break-down by criterion, shall be read aloud. The Financial Proposals will then be inspected to confirm that they have remained sealed and unopened. These Financial Proposals shall be then opened, and the total prices read aloud and recorded.</p>
<b>24. Correction of Errors</b>	<p>24.1 Activities and items described in the Technical Proposal but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, and no corrections are made to the Financial Proposal.</p>
<b>a. Time-Based Contracts</b>	<p>24.1.1 If a Time-Based contract form is included in the RFP, the Client's evaluation committee will (a) correct any computational or arithmetical errors, and (b) adjust the prices if they fail to reflect all inputs included for the respective activities or items in the Technical Proposal. In case of discrepancy between (i) a partial amount (sub-total) and the total amount, or (ii) between the amount derived by multiplication of unit price with quantity and the total price, or (iii) between words and figures, the former will prevail. In case of discrepancy between the Technical and Financial Proposals in indicating quantities of input, the Technical Proposal prevails and the Client's evaluation committee shall correct the quantification indicated in the Financial Proposal so as to make it consistent with that indicated in the Technical Proposal, apply the relevant unit price included in the Financial Proposal to the corrected quantity, and correct the total Proposal cost.</p>
<b>b. Lump-Sum Contracts</b>	<p>24.2 If a Lump-Sum contract form is included in the RFP, the Agency is deemed to have included all prices in the Financial</p>

Proposal, so neither arithmetical corrections nor price adjustments shall be made. The total price, net of taxes understood as per ITA below, specified in the Financial Proposal (Form FIN-1) shall be considered as the offered price.

**25. Taxes**

25.1 The Client's evaluation of the Agency's Financial Proposal shall exclude taxes and duties in the Client's country in accordance with the instructions in the **Data Sheet**.

**26. Conversion to Single Currency**

26.1 For the evaluation purposes, prices shall be converted to a single currency using the selling rates of exchange, source and date indicated in the **Data Sheet**.

**27. Combined Quality and Cost Evaluation**

**a. Quality- and Cost-Based Selection (QCBS)**

27.1 In the case of QCBS, the total score is calculated by weighting the technical and financial scores and adding them as per the formula and instructions in the **Data Sheet**. The Agency achieving the highest combined technical and financial score will be invited for negotiations.

**D. Negotiations and Award**

**28. Negotiations**

28.1 The negotiations will be held at the date and address indicated in the **Data Sheet** with the Agency's representative(s) who must have written power of attorney to negotiate and sign a Contract on behalf of the Agency.

28.2 The Client shall prepare minutes of negotiations that are signed by the Client and the Agency's authorized representative.

**a. Availability of Key Experts**

28.3 The invited Agency shall confirm the availability of all Key Experts included in the Proposal as a pre-requisite to the negotiations, or, if applicable, a replacement in accordance with ITA.

28.4 Notwithstanding the above, the substitution of Key Experts at the negotiations may be considered if due solely to circumstances outside the reasonable control of and not foreseeable by the Agency, including but not limited to death or medical incapacity. In such case, the Agency shall offer a substitute Key Expert within the period of time specified in the letter of invitation to negotiate the Contract, who shall have equivalent or better qualifications and experience than the original candidate.

**b. Technical**

28.5 The negotiations include discussions of the Terms of

**Negotiation**

Reference (TORs), the proposed methodology, the Client's inputs, the special conditions of the Contract, and finalizing the "Description of Services" part of the Contract. These discussions shall not substantially alter the original scope of services under the TOR or the terms of the contract, lest the quality of the final product, its price, or the relevance of the initial evaluation be affected.

**c. Financial Negotiation**

28.6 The negotiation include the clarification of the Agency's Tax Liability in the Client's country and how it should be reflected in the Contract.

**d. Payment in Terms**

28.7 Payments shall be released as per the conditions stated in the datasheet

**29. Conclusion of Negotiation**

29.1. The negotiations are concluded with a review of the finalized draft Contract, which then shall be initiated by the Client and the Agency's authorized representative. If the negotiations fail, the Client shall inform the Agency in writing of all pending issues and disagreements and provide a final opportunity to the Agency to respond. If disagreement persists, the Client shall terminate the negotiations informing the Agency of the reasons for doing so. The Client will invite the next-ranked Agency to negotiate a Contract. Once the Client commences negotiations with the next-ranked Agency, the Client shall not reopen the earlier negotiations.

**30. Award of Contract**

30.1 After completing the negotiations the Client shall sign the Contract; publish the award information as per the instructions in the **Data Sheet**

30.2 The Agency is expected to commence the assignment on the date and at the location specified in the **Data Sheet**.

**E. Data Sheet**

<b>A. General</b>	
<b>SN / Clause Ref</b>	<b>Reference</b>
<b>1</b>	<b>State:</b> Odisha, India
<b>2</b>	<p><b>Name of the Client:</b> Odisha Skill Development Authority (OSDA)</p> <p><b>Method of selection:</b> QCBS wherein Technical and Financial evaluation shall be given a weightage of 80% and 20% respectively</p> <p><b>Address from where the RFP Documents can be obtained:</b> Director of Employment cum CEO, OSDA NiyojanBhawan, Unit- III, Bhubaneswar, 751001, Odisha</p> <p><b>Issue of RFP Documents:</b> On any working day from 3.6.2020 between 10 am to 5 pm and website: <a href="https://empmissionodisha.gov.in">https://empmissionodisha.gov.in</a></p>
<b>3</b>	<p><b>Financial Proposal to be submitted together with Technical Proposal:</b> Yes</p> <p><b>The name of the assignment is:</b> Selection of an Agency for Development of Vision 2030 and Strategic Roadmap for Skill Development in Odisha</p>
<b>4</b>	<p><b>A pre-proposal conference will be held:</b> Refer to Schedule for Invitation of RFP.</p> <p>Contact Person for Queries: Shri H S Lenka Assistant Director, OSDA Mobile No. 9437142067</p>
<b>5</b>	<p><b>The Client will provide the following inputs, project data, reports, etc. to facilitate the preparation of the Proposals:</b> As per Terms of Reference (ToR)</p>

6	This consultancy period will be for 6 Months
7	<p>Bidder participating in the bidding process must furnish an earnest money deposit of INR 3,00,000 (Three lakhs) in the form of a Bank Guarantee in the name of Director –cum- CEO, OSDA valid for a period of 120 days for Technical Proposal opening in the format provided in the Annexure. The EMD of bidders shall be refunded soon after final acceptance of bid and award of contract</p> <p>The EMD taken from the bidder shall be forfeited in the following cases:</p> <ul style="list-style-type: none"> <li>• When the bidder withdraws his bid proposal after opening of bids.</li> <li>• When the bidder does not execute the agreement after placement of order within the specified time.</li> <li>• When the bidder does not deposit the Performance Guarantee in the form of Bank Guarantee after the work order is placed.</li> </ul>
<b>B. Preparation of Proposals</b>	
8	<p>This RFP has been issued in the ENGLISH language.</p> <p>Proposals shall be submitted in English language.</p> <p>All correspondence exchange shall be in English language.</p>
9	<p>The Proposal shall comprise the following:</p> <p><b><u>FULL TECHNICAL PROPOSAL</u></b></p> <p><b>1<sup>st</sup> Inner Envelope with the Pre-Qualification / Eligibility Proposal (Cover-A)</b></p> <p>(1) Power of Attorney to sign the Proposal  (2) Earnest Money Deposit  (3) Pre-Qualification Proposal</p> <p><b>2<sup>nd</sup> Inner Envelope with the Technical Proposal (Cover-B)</b></p> <p>(1) TECH-1  (2) TECH-2  (3) TECH-3  (4) TECH-4  (5) TECH-5  (6) TECH-6</p> <p><b><u>AND</u></b></p> <p><b>3<sup>rd</sup> Inner Envelope with the Financial Proposal (Cover-C)</b></p> <p>(1) FIN-1  (2) FIN-2  (3) FIN-3</p> <p>The response to RFP should be separately packed in three packets (<b>Cover A</b>- for Pre-Qualification Proposal, <b>Cover B</b>- for Technical Proposal &amp;<b>Cover C</b>- for Financial Proposal) and finally packed in one cover and super scribed as <b>“Request for Proposal (RFP) for Selection of an Agency for Development of Vision 2030 and Strategic Roadmap for Skill Development in Odisha”</b>.</p>

10	Statement of Undertaking is required: <b>Yes</b>																			
11	Participation of Sub-Agencies, Key Experts and Non-Key Experts in more than one Proposal is permissible: <b>No</b>																			
12	Proposals must remain valid for 120 days calendar days after the proposal submission deadline.																			
13	The Bidder has to be a single entity. All Key experts should be on the payroll/direct contract with the Bidder.																			
14	<p>Clarifications may be requested no later than the date of Pre Bid Meeting.</p> <p>The contact information for requesting clarifications is:</p> <p>Address: Director of Employment cum CEO, OSDA Niyojan Bhawan, Unit-III, Bhubaneswar, 751001, OdishaE-mail: <a href="mailto:emp.osda2018@gmail.com">emp.osda2018@gmail.com</a></p> <p>Contact person/conference coordinator: SmtRashmitaPandaIAS,Director of Employment cum CEO, OSDA</p>																			
15	<p>This will be a lump sum contract and payment shall be made after successful completion of the milestones. The payment shall be released based on the milestones given in the table below.</p> <table border="1"> <thead> <tr> <th rowspan="2">SN</th> <th rowspan="2">Deliverables</th> <th>Payment Schedule</th> </tr> <tr> <th>Preparation of Vision 2030 and Strategic Roadmap</th> </tr> </thead> <tbody> <tr> <td>1.a.</td> <td>Signing of the Contract</td> <td>10 percent</td> </tr> <tr> <td>1.b.</td> <td>Inception Report</td> <td>15 percent</td> </tr> <tr> <td>1.c.</td> <td>Interim Report</td> <td>25 percent</td> </tr> <tr> <td>1.d.</td> <td>Vision and Mission Workshop</td> <td>25 percent</td> </tr> <tr> <td>1.e.</td> <td>Final Report</td> <td>25 percent</td> </tr> </tbody> </table> <p>The invoices will be generated and submitted as per the Schedule above to the OSDA by the Agency. If there is no objection in terms of performance, deliverable or invoice value then the invoice and the deliverables will be deemed accepted by the OSDA. Payments shall be released within 30 days of submission of invoice by the Agency.</p> <p>If there is an objection to the performance, deliverable or invoice value, then the OSDA shall have to raise the objection within 15 days of invoice submission date. In such a scenario, the Agency shall take corrective measures and resubmit the invoice. Payments shall be released within 30 days of resubmission of invoice by the Agency.</p>	SN	Deliverables	Payment Schedule	Preparation of Vision 2030 and Strategic Roadmap	1.a.	Signing of the Contract	10 percent	1.b.	Inception Report	15 percent	1.c.	Interim Report	25 percent	1.d.	Vision and Mission Workshop	25 percent	1.e.	Final Report	25 percent
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1.e.	Final Report	25 percent																		
16	A price adjustment provision applies to remuneration rates: The accepted quote (rate on which Bidder is awarded the Project) will be valid for a period of 6 months from the commencement date.																			

17	The Financial Proposal should be quoted in INR
<b>C. Submission, Opening and Evaluation</b>	
18	The Agencies shall not have the option of submitting their Proposals electronically. The submission shall be done by dropping the full proposal consisting of three envelopes in the tender box.
19	<p><b>The Agency must submit the full proposal consisting of three envelopes. All envelopes should be properly marked and sealed:</b></p> <p>(a) <b>Cover – A: Power of Attorney, Earnest Money Deposit and Pre-Qualification Proposal:</b> one (1) original</p> <p>(b) <b>Technical Proposal:</b> one (1) original</p> <p>(c) <b>Financial Proposal:</b> one (1) original.</p> <p>The financial proposal should be submitted in the formats mentioned in the RFP; submission of financial proposal in any other format will be rejected.</p>
20	<p><b>The Proposals must be submitted no later than:</b>  <b>Date: 31.7.2020</b></p> <p><b>Time: 4 P.M.</b>          Proposal submission address is:  <b>Odisha Skill Development Authority, OSDA</b>  <b>Niyojan Bhawan, Unit- III,</b>  <b>Bhubaneswar, 751001, Odisha</b></p>
21	<p><b>Time, Place and date for opening of the EMD and Pre-Qualification Proposal (Cover-A)</b>          On 31.7.2020 at 4.30 P.M.</p> <p><b>Time, Place and date for opening of the Technical Proposal (Cover-B)</b>          To be intimated later</p> <p><b>Time, Place and date for opening of the Financial Proposal (Cover-C)</b>          To be intimated later</p>
22	<p><b>An online option of the opening of the Technical Proposals is offered:</b> No</p> <p>The opening shall take place at:  <b>Odisha Skill Development Authority, OSDA</b>  <b>Niyojan Bhawan, Unit- III,</b>  <b>Bhubaneswar, 751001, Odisha</b>  <b>Date: To be intimated through</b></p>

	<p><b>email.</b>  <b>Time: To be intimated</b></p>																		
23	<p>In addition, the following information will be read aloud at the opening of the Technical Proposals:</p> <p><b>Name of Agency</b></p>																		
24	<p><b>Criteria, sub-criteria, and point system for the eligibility and evaluation of the Technical Proposals:</b></p> <p><b>Eligibility / Pre-Qualification Criteria</b></p> <table border="1"> <thead> <tr> <th>SN</th> <th>Criteria</th> <th>Documents Required</th> </tr> </thead> <tbody> <tr> <td>1.</td> <td>The Bidder must be incorporated &amp; registered entity.</td> <td>Certificate of Incorporation/ Registration under the relevant statute</td> </tr> <tr> <td>2.</td> <td>The bidder should have annual turnover not less than INR 100 Crore in each of the last three financial years. (i.e., FY 2018-19, FY 2017-18, FY 2016-17) coming from its Consulting services or related Services.</td> <td>Certificate from the statutory auditor and Audited Financial Statement</td> </tr> <tr> <td>3.</td> <td>The Bidder should have positive net worth in each of the previous three financial years (FY 2016-17, 2017-18, 2018-19)</td> <td>Audited Financial Statement and certificate from the statutory auditor</td> </tr> <tr> <td>4.</td> <td>Experience of the bidder in undertaking similar consulting assignments of worth more than INR 1 Cr in the last 3 years in India</td> <td>Work Order / Contract and relevant documents</td> </tr> <tr> <td>5.</td> <td>The Bidder must have on its rolls consulting staff of at least 300 technically qualified personnel in the area of Strategy consulting, Program / Project Management, HR management &amp; Organisation Design, Financial Management, Capacity Building, Change Management / Social Transformation and who possess relevant</td> <td>Declaration from Authorised Signatory (Partner/ Director)</td> </tr> </tbody> </table>	SN	Criteria	Documents Required	1.	The Bidder must be incorporated & registered entity.	Certificate of Incorporation/ Registration under the relevant statute	2.	The bidder should have annual turnover not less than INR 100 Crore in each of the last three financial years. (i.e., FY 2018-19, FY 2017-18, FY 2016-17) coming from its Consulting services or related Services.	Certificate from the statutory auditor and Audited Financial Statement	3.	The Bidder should have positive net worth in each of the previous three financial years (FY 2016-17, 2017-18, 2018-19)	Audited Financial Statement and certificate from the statutory auditor	4.	Experience of the bidder in undertaking similar consulting assignments of worth more than INR 1 Cr in the last 3 years in India	Work Order / Contract and relevant documents	5.	The Bidder must have on its rolls consulting staff of at least 300 technically qualified personnel in the area of Strategy consulting, Program / Project Management, HR management & Organisation Design, Financial Management, Capacity Building, Change Management / Social Transformation and who possess relevant	Declaration from Authorised Signatory (Partner/ Director)
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	degrees/credentials with prior experience in providing the above consultancy services as on Date of Submission of Bid.	
6.	The Bidder should not be blacklisted as on date of submission of bid by any State or Central Government department/ agency or PSUs in India.	Declaration from Authorised Signatory

### Technical Proposal Evaluation Criteria

Sr. No.	<b>Evaluation Criteria</b> <i>(Project Details and Letter of Agreement / Work Order / Agreement / Completion Certificate and Terms of Reference justifying the requirements, should be submitted for each of the assignments submitted)</i>	Max. Marks
1	<b>Experience of Bidder</b>	<b>30 Marks</b>
1.1	Experience of the bidder in undertaking similar consulting assignments - Development of state level vision and strategic / implementation plan, vision and strategic / implementation plan for Listed Entities as well as Global Not for Profit Organisations over last 5 years.  (3 Marks for each assignment)	15 Marks
1.2	Experience of working in skill development / technical education projects, with any Central Govt./ State Govt./ NSDC/ State Skill Development Mission/ Multilateral Funding Agency, in India in last 5 years  (2 Marks for each assignment)	10 Marks
1.3	Experience of managing large scale project in Odisha with a value of more than INR 2 Cr each.  (2.5 Marks for each assignment)	5 Marks

	<p><b>2</b> <b>Key Personnel (as per the technical proposal Form Tech 6) who would work on the Project for Full Time / Term</b></p> <p>The number of points to be assigned to each of the positions shall be determined considering the following three sub-criteria and relevant percentage weights:</p> <ol style="list-style-type: none"> <li>1) General qualifications (general education, training, and experience): [30%]</li> <li>2) Adequacy for the Assignment (relevant education, training, experience in the sector/similar assignments) : [60%]</li> <li>3) Relevant experience in the region (Knowledge of local culture or administrative system, government organization, etc.): [10%]</li> </ol> <p>Total weight: 100</p>	<b>30 Marks</b>
2.1	<p><b>Team Leader and Policy Development Expert (1) (Full time - deployment for 24 weeks)</b></p> <p>MBA/ PGDBM/ MSW/ Master's degree in management, economics, social science, development studies or equivalent discipline (2 years full time) from reputed institute or university.</p> <p>Should have more than 15 years of relevant experience developing vision document, mobilization strategy, framing of entrepreneurship development policy, employment generation and placement strategy, apprenticeship development, industry connectivity, framing of policy for utilization of CSR funds and implementation of the above all requisites.</p> <p>Experience of working in externally aided or bilateral/ multilateral projects is desirable.</p>	8 Marks
2.2	<p><b>Labor Market Specialist (1) (Full time - deployment for 24 weeks)</b></p> <p>Masters' Degree in Economics/ Statistics/ Mathematics (2 years full time) from reputed institute or university.</p> <p>Should have more than 15 years relevant</p>	6 Marks

	<p>experience in labor market analysis, manpower planning, and skill-gap analysis.</p> <p>Should be able to identify trends and make projections based on labour market forecast models</p> <p>Experience of working in externally aided or bilateral/ multilateral projects is desirable.</p>	
2.3	<p><b>Skill Development and Entrepreneurship Expert (1)(Full time - deployment for 24 weeks)</b></p> <p>MBA/ PGDBM/ MSW/ Master's degree in management, economics, social science, development studies or equivalent discipline. (2 years full time) from reputed institute or university.</p> <p>Should have more than 10 years of relevant experience in formulating strategies, reforms and management and assessment of non-formal, vocational and employment skill development planning and programmes, etc.</p> <p>Experience of working in externally aided or bilateral/ multilateral projects is desirable.</p>	6 marks
2.4	<p><b>Governance and Institutional Strengthening Specialist (1) (Full time - deployment for 24 weeks)</b></p> <p>MBA/ PGDBM/ MSW/ MPP/ MPA / Masters' Degree in social science (2 years full time) from reputed institute or university.</p> <p>Should have more than 7 years of relevant experience in institutional strengthening and areas of governance</p> <p>Experience of working in externally aided or bilateral/ multilateral projects is desirable.</p>	5 Marks
2.5	<p><b>Economist (1) (Full time - deployment for 24 weeks)</b></p> <p>Masters' Degree in Economics/ Statistics/</p>	5 Marks

	<p>Mathematics (2 years full time) from reputed institute or university.</p> <p>Should have more than 7 years of relevant experience in macro-economic policy and economic analysis of programmes/ projects. Should have a strong understanding of economic and econometric modelling.</p> <p>Experience of working in externally aided or bilateral/ multilateral projects is desirable.</p>	
	<p><b>Non Key Personnel (as per the technical proposal Form Tech 6) who would work on the Project (Part Time - minimum time to be deployed has been stated)</b></p>	
2.6	<p><b>Change Management Expert (1) (Part time - deployment for 8 weeks)</b></p> <p>Masters' Degree in Social Sciences/ Human Resources Management (2 years full time) from reputed institute or university.</p> <p>Should have more than 5 years of relevant experience in evaluating current processes, assess needed improvements and implement sound solutions.</p>	CV to be provided. Not to be scored
2.7	<p><b>Sociologist (1) (Part time – deployment for 4 weeks)</b></p> <p>Masters' Degree in Sociology (2 years full time) from reputed institute or university.</p> <p>Should have more than 5 years of relevant experience in collecting data through surveys, observations, interviews, and other sources, Analyse and draw conclusions from data, consult with and advise clients, policymakers, or other groups on research findings and sociological issue</p>	CV to be provided. Not to be scored
2.8	<p><b>Media, Communication &amp; Outreach Expert (1) (Part time – deployment for 1 week)</b></p> <p>Masters' Degree / Diploma in relevant discipline</p>	CV to be provided. Not to be scored

	Should have more than 5 years of relevant experience in Media, Communication & Outreach activities	
2.9	<b>Rural Management Expert (1) (Part time – deployment for 2 weeks)</b>  Masters' Degree / Diploma in relevant discipline  Should have more than 5 years of relevant experience in Rural Development	CV to be provided. Not to be scored
2.10	<b>Health Sector Expert (1) (Part time - deployment for 2 weeks)</b>  Masters' Degree / Diploma in relevant discipline  Should have more than 5 years of relevant experience in Health sector	CV to be provided. Not to be scored
2.11	<b>Education Expert (1) (Part time - deployment for 2 weeks)</b>  Masters' Degree / Diploma in relevant discipline  Should have more than 5 years of relevant experience in Education sector	CV to be provided. Not to be scored
2.12	<b>Technology Expert (1) (Part time - deployment for 2 weeks)</b>  Masters' Degree / Diploma in relevant discipline  Should have more than 5 years of relevant experience in Technology sector	CV to be provided. Not to be scored
2.13	<b>Tourism Expert (1) (Part time - deployment for 2 weeks)</b>  Masters' Degree / Diploma in relevant discipline  Should have more than 5 years of relevant experience in Tourism sector	CV to be provided. Not to be scored
2.14	Women & Child Development Expert (Part time - deployment for 2 weeks)	CV to be provided. Not to

	<p>Masters' Degree / Diploma in relevant discipline</p> <p>Should have more than 5 years of relevant experience in Women &amp; Child Development sector</p>	be scored
<b>2.15</b>	<p>Scenario Planning Expert (Part time - deployment for 2 weeks)</p> <p>Masters' Degree / Diploma in relevant discipline</p> <p>Should have more than 5 years of relevant experience in Planning in Government sector projects</p>	CV to be provided. Not to be scored
	<i>The Agency may add more part time resources which they feel may be relevant to the Assignment and would add value in designing the document</i>	
<b>3</b>	<b>Approach &amp; Methodology and Work Plan for implementing the assignment (as per full technical proposal)</b>	<b>20 Marks</b>
<b>4</b>	<b>Technical Presentation</b>	<b>20 Marks</b>
	<b>Financial Bid of only those Bidders will be opened who score a minimum of 70 marks</b>	
<b>25</b>	<p>For the purpose of the evaluation, the Client will exclude only applicable service tax / GST</p> <p>All other taxes are deemed to be included in the financial proposal.</p> <p>All payments shall be made in INR.</p>	
<b>26</b>	<p>Only those bids with a technical score of <math>\geq 70</math> shall be considered for financial evaluation. QCBS method shall be adopted for selection. The weight given to the Technical proposal score shall be '80' and the weight given to the Financial proposal shall be '20'.</p> <p>The combined evaluation shall be determined as below:</p> $S_{TECH} = \frac{\text{Technical Score of the Applicant}}{\text{Highest Technical Score amongst the Applicants}} \times 80$	

	$S_{\text{FINANCIAL}} = \frac{\text{Lowest Financial Quote amongst the Applicants}}{\text{Financial Quote of the Applicant}} \times 20$ $S_{\text{FINAL}} = S_{\text{TECH}} + S_{\text{FINANCIAL}}$ <p>The composite score (<math>S_{\text{FINAL}}</math>) would be used to determine the successful bidder. The bidder with the highest composite score would be awarded the contract.</p>
	<b>D. Negotiations and Award</b>
27	<p><b>Expected date and address for contract negotiations and signing :</b></p> <p><b>Date:</b> To be intimated</p> <p><b>Address:</b> Odisha Skill Development Authority, OSDA Niyojan Bhawan, Unit-III, Bhubaneswar, 751001, Odisha</p>
28	Within 15 days from the date of Letter of Invitation (LOI) from the Client, the successful Bidder shall furnish the Performance Guarantee of an amount equal to 5% of its Financial Proposal, by way of Bank Guarantee issued by one of the Nationalized / Scheduled Commercial Banks in India for the due performance of the Assignment.
29	<b>Expected date for the commencement of the Services: September, 2020</b>
30	<p><b>Limitation of Liability</b> - In no event shall either party be liable for consequential, incidental, indirect, or punitive loss, damage or expenses (including lost profits). Either party shall not be liable to the other hereunder or in relation hereto (whether in contract, tort, strict liability or otherwise) for more than the value of the fees to be paid (including any amounts invoiced but not yet paid) under the Contract.</p> <p><b>Indemnification:</b> Both parties shall indemnify, defend and hold harmless during the term of the Agreement from and against all liabilities, damages, losses, expenses, deaths, demands, actions, proceedings, costs and claims of any nature whatsoever, including without limitation legal fee and expenses, suffered as a result of or arising out of or in any way connected with the acts, omissions, negligence, nuisance, breach of this Agreement and failure to perform obligations hereunder of or by the licensee and its employees, agents, representatives and contractors, including the use or violation of any copyright work or literary property or patented invention, article or appliance, except to the extent that such injury, damage or loss is attributable to a negligent or wilful act or omission of either of the parties.</p>

### **Section 3. Technical Proposal – Standard Forms**

{Notes to Agency shown in brackets { } throughout Section 3 provide guidance to the Agency to prepare the Technical Proposal; they should not appear on the Proposals to be submitted.}

#### **Checklist of Required Forms**

<b>FORM</b>	<b>DESCRIPTION</b>
TECH-1	Technical Proposal Submission Form.
Power of Attorney	No pre-set format/form.
TECH-2	Agency's Organization and Experience.
TECH-2A	A. Agency's Organization
TECH-2B	B. Agency's Experience
TECH-3	Comments or Suggestions on the Terms of Reference and on Counterpart Staff and Facilities to be provided by the Client.
TECH-3A	A. On the Terms of Reference
TECH-3B	B. On the Counterpart Staff and Facilities
TECH-4	Description of the Approach, Methodology, and Work Plan for Performing the Assignment
TECH-5	Work Schedule and Planning for Deliverables
TECH-6	Team Composition, Key Experts Inputs, and attached Curriculum Vitae (CV)

**All pages of the original Technical and Financial Proposal shall be initialled by the same authorized representative of the Agency who signs the Proposal.**

**Form TECH-1**

**TECHNICAL PROPOSAL SUBMISSION FORM**

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{Location, Date}

---

To:

Director of Employment cum CEO,  
Odisha Skill Development Authority, OSDA  
Niyojan Bhawan, Unit- III,  
Bhubaneswar, 751001, Odisha

Dear Sir,

We, the undersigned, offer to provide the consulting services for development of Vision 2030 and Strategic Roadmap for Skill Development in Odisha in accordance with your RFP vide 3100 dated 03.6.2020. We are hereby submitting our Proposal, which includes this Technical Proposal and a Financial Proposal sealed in a separate envelope.

We hereby declare that:

- a. All the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification by the Client
- b. Our Proposal shall be valid and remain binding upon us for the period of time specified in the Data Sheet clause 10.
- c. We have no conflict of interest as stated in the RFP
- d. We meet the eligibility requirements as stated in RFP & TOR
- e. In competing for (and, if the award is made to us, in executing) the Contract, we undertake to observe the laws against fraud and corruption, including bribery, in force in the country of the Client.
- f. Except as stated in the ITA & Data Sheet, we undertake to negotiate a Contract on the basis of the proposed Key Experts. We accept that the substitution of Key Experts for reasons other than those stated in ITA may lead to the termination of Contract negotiations.
- g. Our Proposal is binding upon us and subject to any modifications resulting from the Contract negotiations.

We undertake, if our Proposal is accepted and the Contract is signed, to initiate the Services related to the assignment no later than the date indicated in the Data Sheet.

We understand that the Client is not bound to accept any Proposal that the Client receives.

Selection of an Agency for Development of Vision 2030 and Strategic Roadmap for Skill Development in Odisha

We remain,

Yours sincerely,

Authorized Signature {In full and initials}: \_\_\_\_\_

Name and Title of Signatory: \_\_\_\_\_

Name of Agency (company's name or JV's name): \_\_\_\_\_

In the capacity of: \_\_\_\_\_

Address: \_\_\_\_\_

Contact information (phone and e-mail): \_\_\_\_\_

**Form TECH-2(FOR FULL TECHNICAL PROPOSAL ONLY)**

**AGENCY'S ORGANIZATION AND EXPERIENCE**

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Form TECH-2: a brief description of the Agency's organization and an outline of the recent experience of the Agency that is most relevant to the assignment. For each assignment, the outline should indicate the names of the Agency's Key Experts and Sub-Agencies who participated, the duration of the assignment, the contract amount (total and, if it was done in a form of a consortium, the amount paid to the Agency), and the Agency's role/involvement.

**A - Agency's Organization**

1. Provide here a brief description of the background and organization of your company/Organization.
2. Include organizational chart, a list of Board of Directors, and beneficial ownership

**B - Agency's Experience**

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1. List only previous similar assignments.
2. List only those assignments for which the Agency was legally contracted by the Client as a company or was one of the consortium partners. Assignments completed by the Agency's individual experts working privately or through other consulting firms cannot be claimed as the relevant experience of the Agency, or that of the Agency's partners or sub-Agency, but can be claimed by the Experts themselves in their CVs. The Agency should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if so requested by the Client.

<b>Duration</b>	<b>Assignment name/&amp; brief description of main deliverables/outputs</b>	<b>Name of Client &amp; Country of Assignment</b>	<b>Approx. Contract value (in INR)/ Amount paid to your firm</b>	<b>Role on the Assignment</b>
{e.g., Jan.2014– Apr.2015}	{e.g., “technical support agency of.....”: Implementation of DDU-GKY.....; }	{e.g., Ministry of ....., country}	INR.....	Define role ..... {e.g., Lead partner in a consortium if any }
{e.g., Jan-May 2014}	{e.g., “Support to sub-national government....” : drafted secondary level regulations on.....}	{e.g., municipality of....., country}	INR.....	{e.g., sole Agency}

**Form TECH-3 (FOR FULL TECHNICAL PROPOSAL)**

**COMMENTS AND SUGGESTIONS ON THE TERMS OF REFERENCE, COUNTERPART STAFF, AND FACILITIES TO BE PROVIDED BY THE CLIENT**

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Form TECH-3: comments and suggestions on the Terms of Reference that could improve the quality/effectiveness of the assignment; and on requirements for counterpart staff and facilities, which are provided by the Client, including: administrative support, office space, local transportation, equipment, data, etc.

**A - On the Terms of Reference**

{Improvements to the Terms of Reference, if any}

**B - On Counterpart Staff and Facilities**

{comments on counterpart staff and facilities to be provided by the Client. For example, administrative support, office space, local transportation, equipment, data, background reports, etc., if any}

**Form TECH-4 (FOR FULL TECHNICAL PROPOSAL ONLY)**

**DESCRIPTION OF APPROACH, METHODOLOGY, AND WORK PLAN IN RESPONDING TO THE TERMS OF REFERENCE**

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Form TECH-4: a description of the approach, methodology and work plan for performing the assignment, including a detailed description of the proposed methodology and staffing for training, if the Terms of Reference specify training as a specific component of the assignment.

{Suggested structure of your Technical Proposal (in FTP format):

- a) Technical Approach and Methodology
- b) Work Plan
- c) Organization and Staffing}

a) **Technical Approach and Methodology.** {Please explain your understanding of the objectives of the assignment as outlined in the Terms of Reference (TORs), the technical approach, and the methodology you would adopt for implementing the tasks to deliver the expected output(s), and the degree of detail of such output. Please do not repeat/copy the TORs in here.}

b) **Work Plan.** {Please outline the plan for the implementation of the main activities/tasks of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and tentative delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing your understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents (including reports) to be delivered as final output(s) should be included here. The work plan should be consistent with the Work Schedule Form.}

c) **Organization and Staffing.** {Please describe the structure and composition of your team, including the list of the Key Experts, Non-Key Experts and relevant technical and administrative support staff.}

**Form TECH-5(FTP)**

**WORK SCHEDULE AND PLANNING FOR DELIVERABLES**

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Nº	Deliverables <sup>1</sup> (D-..)	Months											TOTAL
		1	2	3	4	5	6	7	8	9	.....	n	
D-1	{e.g., Deliverable #1: .....												
	1) xxxxxxxx												
	2) xxxxxxxxx												
	3) xxxxxxxxxx												
	4) xxxxxxxxxx												
	5) .....												
	6) xxxxxxxxxxxxxxxxxxxx												
D-2	{e.g., Deliverable #2:.....}												
n													

- 1 List the deliverables with the breakdown for activities required to produce them and other benchmarks such as the Client's approvals. For phased assignments, indicate the activities, delivery of reports, and benchmarks separately for each phase.
- 2 Duration of activities shall be indicated in a form of a bar chart.
3. Include a legend, if necessary, to help read the chart.

**FORM TECH-6**  
**(CONTINUED)**

**CURRICULUM VITAE (CV)**

CVs of all positions which include full time and part time may be submitted.

<b>Position Title and No.</b>	{e.g., K-1, TEAM LEADER}
<b>Name of Expert:</b>	{Insert full name}
<b>Date of Birth:</b>	{day/month/year}
<b>Country of Citizenship/Residence</b>	

**Education:** {List college/university or other specialized education, giving names of educational institutions, dates attended, degree(s)/diploma(s) obtained}

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**Employment record relevant to the assignment:** {Starting with present position, list in reverse order. Please provide dates, name of employing organization, titles of positions held, types of activities performed and location of the assignment, and contact information of previous clients and employing organization(s) who can be contacted for references. Past employment that is not relevant to the assignment does not need to be included.}

<b>Period</b>	<b>Employing organization and your title/position. Contact information for references</b>	<b>Country</b>	<b>Summary of activities performed relevant to the Assignment</b>
[e.g., May 2005-present]	[e.g., Ministry of ....., advisor/Agency to... For references: Tel...../e-mail.....; Mr-----]		

**Membership in Professional Associations and Publications:**

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**Language Skills (indicate only languages in which you can work):** \_\_\_\_\_

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**Adequacy for the Assignment:**

<b>1. Name of assignment or project:</b>	
Year:	
Location:	
Client:	
Main project features:	
Position/s held:	
Activities performed:	
<b>2. Name of assignment or project:</b>	
Year:	
Location:	
Client:	
Main project features:	
Position/s held:	
Activities performed:	

*Add more rows for additional projects / assignments*

**Experts' contact information:**(e-mail....., phone.....)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client.

{day/month/year}

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Name of Expert  
Date

Signature

{day/month/year}

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Name of authorized Representative of the Agency (the same who signs the Proposal)	Signature
	Date

#### **Section 4. Financial Proposal - Standard Forms**

*{Notes to Agency shown in brackets { } provide guidance to the Agency to prepare the Financial Proposals; they should not appear on the Financial Proposals to be submitted.}*

Financial Proposal Standard Forms shall be used for the preparation of the Financial Proposal according to the instructions provided in Section 2.

FIN-1      Financial Proposal Submission Form

FIN-2      Summary of Costs

FIN-3      Breakdown of Remuneration

**FORM FIN-1**  
**FINANCIAL PROPOSAL SUBMISSION FORM**

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{Location, Date}

To:

Director of Employment cum CEO,  
Odisha Skill Development Authority, OSDA  
Niyojan Bhawan, Unit- III,  
Bhubaneswar, 751001,  
Odisha

Dear Sir,

We, the undersigned, offer to provide the consulting services **for Development of Vision 2030 and Strategic Roadmap for Skill Development in Odessa** in accordance with your RFP vide 3100 Dtd. 02.06.2020 and our Technical Proposal.

Our attached Financial Proposal is for the amount of {Indicate the corresponding to the amount(s) {Insert amount(s) in words and figures}, *excluding of all indirect local taxes in accordance with the ITA & Data Sheet*. The estimated amount of local indirect taxes is {Insert currency} {Insert amount in words and figures} which shall be confirmed or adjusted, if needed, during negotiations. {Please note that all amounts shall be the same as in Form FIN-2}.

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 the Data Sheet. No commissions or gratuities have been or are to be paid by us to agents or any third party relating to this Proposal and Contract execution.

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 Signatory: \_\_\_\_\_

In the capacity of: \_\_\_\_\_

Address: \_\_\_\_\_

E-mail: \_\_\_\_\_

**FORM FIN-2 SUMMARY OF COSTS**

**NB: Evaluation shall be made excluding Tax**

<b><i>Item</i></b>	<b>Cost</b>
	{Agency must state the proposed Costs in accordance with the <b>Data Sheet</b> ; delete columns which are not used}
	<i>{In Rupees}</i>
<b>A. Total Cost of the Financial Proposal: (1+2)</b> {Should match the amount in Form FIN-1}	
<b>Indirect Local Tax Estimates – to be discussed and finalized at the negotiations if the Contract is awarded</b>	
GST	
<b>B.Total Estimate for Indirect Local Tax:</b>	
<b>Gross Total (A+B)</b>	

**FORM FIN-3 BREAKDOWN OF REMUNERATION (IN INR ONLY)**

<b>A. Development of Vision 2030 for Skill Development in Odisha</b>			
<b>Duration – 6 Months</b>			
<b>SN</b>	<b>Expert</b>	<b>Number of Resources</b>	<b>Total Cost</b>
1.	Team Leader and Policy Development Expert (Full time)	1	Lump Sum price to be quoted
2.	Labour Market Specialist (Full time)	1	
3.	Skill Development and Entrepreneurship Expert (Full time)	1	
4.	Governance and Institutional Strengthening Specialist (Full time)	1	
5.	Economist (Full time)	1	
6.	Change Management Expert (1) (Part time - deployment for 8 weeks)	1	
7.	Sociologist (1) (Part time – deployment for 4 weeks)	1	
8.	Media, Communication & Outreach Expert (1) (Part time – deployment for 1 week)	1	
9.	Rural Management Expert (1) (Part time – deployment for 2 weeks)	1	
10.	Health Sector Expert (Part time - deployment for 2 weeks)	1	
11.	Education Expert (Part time - deployment for 2 weeks)	1	
12.	Technology Expert (Part time - deployment for 2 weeks)	1	
13.	Tourism Expert (Part time - deployment for 2 weeks)	1	
14.	Women & Child Development Expert (Part time - deployment for 2 weeks)	1	
15.	Scenario Planning Expert (Part time - deployment for 2 weeks)	1	

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**Notes:**

- The expert rates quoted should be inclusive of all project management fee etc. and exclusive of applicable taxes.
- All project related travel of experts needs to be included in the Lump Sum price to be quoted

## Section 5. Terms of Reference

### 1. Background

Located in Eastern India, Odisha covers 4.74% of India's geographical area and is home to 41.94 million people comprising 3.47% of India's population. Of the total 41.9.2 million population of the State, 26.8% is in the age category of 15-29 years and 61.45% are in the working age category of 15-59 years, indicating that the State enjoys a favourable demographic structure dividend currently. Odisha, in the recent years has made considerable progress on both social and economic front, primarily owing to the increased public funding and investment in the state. The Odisha Industrial Development Plan aims to transform initiate the shift for Odisha from an economy dependent on natural resources to becoming manufacturing and service sector leader of the East. The plan aims to invest INR 2.5 lakh crore, which is expected to create employment for 10 lakh people.

Creation of quality jobs would require better employable population. Moreover, the need for developing the state's capacity to provide employability skills is further accentuated by the fact that as per the census 2011, the population in the age group of 14-35 is going to increase by about 16% by the year 2022. In this regard, the State has undertaken several efforts to address the challenge of unemployment and improve the skilling facilities through an initiative "Skilled in Odisha". The key departments engaged in facilitating skill development activities in the state include Skill Development and Technical Education Department through Directorate of Technical Education and Training (DT & ET), Odisha Skill Development Authority, Panchayati Raj Department, ST & SC Development Department, Housing and Urban Development Department, Agriculture, Handloom & Textiles, Commerce & Transport, Fisheries & ARD, W & CD, Information & Communication Technology Department. OSDA, being the umbrella organization for all skilling initiatives in the State, has a larger objective of skilling **15** lakh youth by FY **2023 -24** and increase scale over the upcoming years. A World Skills Centre is also being planned to support this initiative.

For fostering the skill development activity in the State, OSDA plans to develop and implement a State Skill Vision in a phased manner.

### 2. Scope of the Project

#### Part 1: Trend Watch

1. Present the future of work, employment and entrepreneurship.
2. Project the unfolding trends in the world that create opportunities and discontinuity.
3. Present how other nations are responding.
4. What are the disruptors that can impact the skill landscape?

5. What are the game changing public interventions across the World and how do we draw lessons to change the game instead of doing more of the same?
6. Outline the demographic position of Odisha in 2024 and in 2030 and indicate what it means for skill development vis-a-vis the above.
7. Create a risk analysis for Odisha vis-à-vis the emergent trends – how do we board the bus and what will make us miss it?

**Part 2: Analysis & Benchmark to determine the “As-Is” condition**

1. Assess the currently pursued sectors, our approach to skill development and its impact.
2. Benchmark with other leading States of India.
3. Benchmark with leading skill providing nations.
4. Examine policy frameworks both at State level and local level.
5. Study and analyze the agendas of the State Government Departments, focusing on the demand and supply scenario and futuristic requirements, as well as changes in the policies, plans and priorities of the Central and State Government towards achieving a skilled State.
6. Do a comprehensive assessment of technical and vocational education eco-system in Odisha including engineering, polytechnic, ITIs and institutions running short-term skill development run by Government.
7. Assess skill institutions in the private sector.
8. Analyze what is broken at a systemic level for 6 and 7.
9. Assess governance system in terms of policies, programmes, process and institutions and outcome.
10. Review existing physical infrastructure and assess gaps.
11. Analyze labor market situation internal to the State.
12. Assessreadiness of the State to build skills vis-a-vis modern agriculture, manufacturing, services, creative economy and Internet economy.
13. Create a visual skills heat map of the State.

**Part 3: Recommendations**

1. Develop the Vision and Mission statements for skill development in Odisha in the backdrop of the trends and the analysis. These need to be for Year 2024, consistent with the Sustainable Development Goals of 2030.
2. Flowing from the Vision and Mission above, craft the “Skill Policy” of the State.
3. Prioritize the sectors for skill intervention and focus for Odisha.
4. Articulate how the Skill Policy and intervention can be inclusive for hitherto disadvantaged groups.
5. Create the Short-term (3 years), Medium-term (5 year) and long term (10 year) strategic plan and roadmap with clear strategies, projects/programmes, specific milestones and

outcomes and prioritize suitable implementation frameworks with increased private sector participation and global alliances for 3 above.

6. Push down 4 above to create 30 district level playbooks.
7. Present the major Government interventions needed on the supply side and the demand side for creating enabling conditions – what is the equivalent of STPI and SEZ parks for the skill eco-system in the physical, digital and intellectual context?
8. Prepare a budgetary estimate for the State of investment needed to create the envisaged future.
9. Recommend the organizational structure to implement the above by envisioning OSDA Version 2.0.
10. Outline the institutional roles and responsibilities to implement the roadmap and projects/programmes outside the OSDA.
11. Suggest ways to strengthen the “Skilled-in-Odisha” brand. Recommend steps to create a unique positioning, differentiation and competitive advantage for the State that can translate to higher quality of work, better wages and global visibility for our youth.
12. State how to align State initiatives with National Skill Development Vision and other initiatives of various departments of the Government of India, multi-lateral agencies.
13. Make a comprehensive technology recommendation for building the skill eco-system.
14. Suggest pathways for Entrepreneurship Development in the skill context.
15. Scope out PPP for Skill Development in Odisha in terms of skill training, apprenticeship, and high-quality employment.
16. Suggest ways to bring in philanthropic engagement and capital.
17. Recommend how the existing model of 6,00,000 SHGs can be wedded to a skill-groundswell in terms creating training capacity and bringing in apprenticeship to the sector. Based on the ethnic character of the State suggest how ethnic skills can be scaled and how we can create global opportunities.
18. Present a strategy to intertwine skill awareness from KG to PG.
19. Identify global personalities, think-tanks, institutions to partner towards the fulfilment of the State’s goals as well as to externalize the skill experience to the world skill ecosystem.
20. Create the Strategy to socialize the Skill Vision among different stakeholders, particularly the political establishment to build a non-partisan narrative.
21. Build a communication plan for the larger skill message of the State. Outline strategy to make skills sociably aspirational and create messaging for same.
22. Outline strategy to bring out-of-work, urban population into skill development.
23. Present a strategy to transfer life-time skill and knowledge capital back to youth by post retirement citizens.
24. Create a strategy for skill development of Government employees and public-service focused PPP agencies.

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25. Present a robust monitoring mechanism, monitoring parameters and institutional framework for tracking the progress at a district, department and State level.
26. Suggest non-linear pathways to create large-scale capacity in emergent areas.
27. Clearly outline what the State should start doing, continue to do and what it must stop doing. Point out where the State may be wasting time in terms of input to output ratio.

### **Deliverables**

<b><i>SN</i></b>	<b><i>Deliverables</i></b>	<b><i>Timelines (from award of the project)</i></b>
1.	Inception Report	Within a period of 1 month
2.	Interim Report	Within a period of 4 months
3.	Vision and Mission Workshop	Within a period of 5 months
4.	Final Report	Within a period of 6 months

### **TEAM REQUIREMENTS**

<b>Position</b>	<b>No. of positions</b>	<b>Minimum Qualification and Experience</b>	<b>Key Role and Responsibilities</b>
Team Leader and Policy Development Expert	1	<p>MBA/ PGDBM/ MSW/ Master's degree in management, economics, social science, development studies or equivalent discipline (2 years full time) from reputed institute or university.</p> <p>Should have more than 15 years of relevant experience developing vision document, mobilization strategy, framing of entrepreneurship development policy, employment generation and placement strategy, apprenticeship development, industry connectivity, framing of policy for utilization of CSR funds and implementation of the above all requisites.</p> <p>Experience of working in externally aided or bilateral/ multilateral projects is desirable.</p>	<ul style="list-style-type: none"> <li>• Study and analyse the agendas of the State Government Departments, focusing on the demand supply scenario and futuristic requirements, as well as changes in the policies, plans and priorities of the Central and State Government towards achieving a skilled state</li> <li>• Identification of priorities of the State Government for skill development and vocational education: Identifying the key sectors in terms of growth and contribution to the economy of the state and the respective districts, assessing sector specific and overall investment prospects in the short and medium-term</li> <li>• Global scanning of key economies with regards to Policies, programs, technological advancement, financing and marketing of sectors/countries, training of trainers, setting up of model and centres of excellence</li> <li>• Benchmarking with other leading states of India in the area of Skill Development</li> <li>• Focus Group Discussions and Interviews with key stakeholders across the State and nationally on Vision and Mission</li> <li>• Prepare a Short Term (3 year) Medium term (5 year) and long term (10 year) strategic plan and road map with clear strategies, projects/programs, specific milestones and outcomes and prioritize suitable implementation frameworks with increased participation from private sector</li> </ul>

<b>Position</b>	<b>No. of positions</b>	<b>Minimum Qualification and Experience</b>	<b>Key Role and Responsibilities</b>
Labor Market Specialist	1	<p>Masters' Degree in Economics/ Statistics/ Mathematics (2 years full time) from reputed institute or university.</p> <p>Should have more than 15 years relevant experience in labor market analysis, manpower planning, and skill-gap analysis.</p> <p>Should be able to identify trends and make projections based on labour market forecast models</p> <p>Experience of working in externally aided or bilateral/ multilateral projects is desirable.</p>	<ul style="list-style-type: none"> <li>Review the TVET programs being run by different departments in Odisha. Prepare brief reports on the types of training being imparted: target trainees: trades; delivery mode (public or private training); quality of project monitoring, and outcomes.</li> <li>Prepare a realistic sector-wise TVET results-framework for the project with yearwise targets.</li> <li>Analysis of the changing skill landscape and labor market situation in the State</li> <li>Identification of growth sectors and future jobs in domestic, national and international market.</li> <li>Projections of skill requirements of the State for the immediate, midterm and long term at 2030</li> <li>Suggestion on Framework for skill gap for the State</li> <li>Should be able to identify trends and make projections based on labour market forecast models</li> </ul>
Skill Development and Entrepreneurship Expert	1	<p>MBA/ PGDBM/ MSW/ Master's degree in management, economics, social science, development studies or equivalent discipline. (2 years full time) from reputed institute or university.</p> <p>Should have more than 10 years of relevant experience in formulating strategies, reforms and management and assessment of non-formal, vocational and employment skill development planning and programmes, etc.</p> <p>Experience of working in externally aided or bilateral/ multilateral projects is</p>	<ul style="list-style-type: none"> <li>Assessment of skill training schemes being run by the various state government departments</li> <li>Assessment of infrastructure for establishment of Centre of Excellences, Model Career Centres, World Skill Centre etc</li> <li>The training programs should be based on an assessment of the local / regional demand conditions, and aligned to the aspirations of Odia youth</li> <li>Identification and analysis of markets and segments in the thrust sectors (minimum 5 sectors and 3 segments in each sector) and identification of location of clusters for the thrust sectors</li> <li>Formulation of a PPP framework along with options for project structuring in the area of</li> </ul>

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<b>Position</b>	<b>No. of positions</b>	<b>Minimum Qualification and Experience</b>	<b>Key Role and Responsibilities</b>
		desirable.	Entrepreneurship
Governance and Institutional Strengthening Specialist	1	<p>MBA/ PGDBM/ MSW/ MPP/ MPA / Masters' Degree in social science (2 years full time) from reputed institute or university.</p> <p>Should have more than 7 years of relevant experience in institutional strengthening and areas of governance</p> <p>Experience of working in externally aided or bilateral/ multilateral projects is desirable.</p>	<ul style="list-style-type: none"> <li>Systematic review of Governance systems in terms of policies, programs, process and institutions</li> <li>Identification of partners for international collaborations in terms of training module development, pedagogy, capacity building of master trainers, employer engagement</li> <li>Examine for creation of policy frameworks both at State level and Local level and develop strategies to support accelerated investments in skill development: identification of framework for short-term, mid-term and long-term policy interventions</li> <li>Facilitation of knowledge building and knowledge sharing</li> <li>Documentation, communication and organizing capabilities</li> </ul>
Economist	1	<p>Masters' Degree in Economics/ Statistics/ Mathematics (2 years full time) from reputed institute or university.</p> <p>Should have more than 7 years of relevant experience in macro-economic policy and economic analysis of programmes/ projects. Should have a strong understanding of economic and econometric modelling.</p> <p>Experience of working in externally aided or bilateral/ multilateral projects is desirable.</p>	<ul style="list-style-type: none"> <li>Assessment of socio – economic scenario of the State and the districts. This should include mapping of workforce across sector through secondary research, assessing existing wage level, understanding gender disparity in labour-force and workforce participation rate, etc</li> <li>Assessment of the industrial landscape</li> <li>Tentative budget provisions and means of financing to meet the medium term and long-term interventions</li> <li>Identification and assessment of enablers in terms of grant funds, budget provisions for the development of classroom/ laboratory infrastructure</li> </ul>