

**REQUEST FOR EXPRESSION OF INTEREST**  
**(CONSULTING SERVICES-FIRMS SELECTION)**

<b>Name of Country</b>	: India
<b>Loan No.</b>	: 8877-IN
<b>Project No.</b>	: P-154525
<b>Name of Project</b>	: Uttarakhand Work Force Development Project (UKWDP)
<b>Assignment Title</b>	: Engagement of a consulting firm for institutional Capacity Assessment and Functional review of Department of Skill Development and Employment (DSDE).
<b>Period of Consultancy</b>	: 06 Months
<b>Reference No</b>	: UKWDP/CONS/IC&FR

**Expression of Interest:**

1. The Project Director, Uttarakhand Work Force Development (UKWDP), Government of Uttarakhand, has received a loan from the International Bank for Reconstruction and Development (IBRD), and intends to apply part of the loan proceeds to make payments under the contract for Uttarakhand Work Force Development Project.
2. The UKWDP is a Workforce Development Project for improving the skills development system to provide better quality and more labour-market relevant training, and to provide equitable access to training opportunities among disadvantaged population in Uttarakhand. The duration of the project is approximately 5 years i.e. Dec'2018 to Jun'2023.
3. The Project Director, UKWDP, invites eligible consulting firms ("Consultants") to express their interest in providing the services i.e. Conducting institutional Capacity Assessment and Functional review of DSDE and Uttarakhand Skill Development Mission " under the subcomponent 3.2 "Monitoring and evaluation (M&E) and project management" that aims to study the training ecosystem in the state and provide inputs for steps required to augment the capacity of the department to become more responsive to dynamic skilling and employment scenario and bring efficacy to skilling of youth in the state.
4. The evaluation criteria for selecting the Consulting Firm is included in **Annexure-1**
5. The Terms of Reference (ToR) are included in **Annexure-2**
6. The attention of interested Consultants is drawn to paragraph 1.9 of the World Bank's *Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers* (January 2011, revised July 2014) ("Consultant Guidelines"), setting forth the World Bank's policy on conflict of interest. In addition, please refer to the following specific information on conflict of interest related to this assignment: conflict between consulting activities and procurement of goods, works or non-consulting services; conflict among consulting assignments; and relationship with borrower's staff.
7. **Consortium or Joint venture** is not allowed by the consulting firm.

8. A consultant will be selected in accordance with the QCBS method in the ratio 80:20 i.e. 80% weightage to the technical score and 20% weightage to the financial score. The method is set out in the procurement guidelines for selection of the consultant.
9. It is hereby mentioned that the staffing schedule and deliverables mentioned in this EoI may be modified to some extent depending upon their suitability in the consulting assignment.
10. All the key experts (as detailed in the Terms of Reference) proposed for this engagement by the firm shall be on the payrolls of the consultant and will not be sub-contracted to other agencies / 3rd parties.
11. Further information can be obtained at the address below during office hours from 10:00 to 17:00 hours or by attending a pre-consultation meeting to be held **14.10.2020 at 1100 Hrs.** at SPIU Conference Hall, Govt. ITI(Women), 26 EC Road, Dehradun. Queries shall be forwarded on email [spiukwdp@gmail.com](mailto:spiukwdp@gmail.com) by the prospective consultants prior to the Pre-Consultation meeting. If any prospective consultants are unable to attend the Pre-Consultation meeting mentioned above due to unavoidable circumstances, they may attend the virtual pre-consultation meeting. The details of the meeting shall be shared on the email through which queries are received from the Consultants. Attending the pre-consultation meeting is not mandatory. The minutes of this meeting can be viewed by all on the website-[www.uksdm.org](http://www.uksdm.org)
12. Expressions of interest (EoI) must be delivered in a written form and should include firm's demonstrated capacity to provide the required expertise. Expressions of interest must be delivered to the address below through post/ speed post/courier/by-hand till **31.10.2020; 1700 hrs.**

**Uttarakhand Workforce Development Project**  
**The Project Director**  
**State Project Implementation Unit (Govt. Girls ITI Campus),**  
**26 EC Road, Near Survey Chowk, Dehradun, 248001,**  
**Uttarakhand e-mail: [spiukwdp@gmail.com](mailto:spiukwdp@gmail.com)**

**(Annexure – 1)**

**EVALUATION CRITERIA FOR SELECTION OF CONSULTING FIRM**

<b>Sl #</b>	<b>Basic Requirement</b>	<b>Specific Requirement</b>	<b>Documents submitted to be with the EoI</b>
1	Legal Entity	The entity must be legally registered under appropriate authority in India. The consultant must be registered under GST Act 2017. The firm should be in business in India for the last 10 years	a. Copy of certificate of Incorporation /Registration b. Copy of GST Registration c. Copy of valid PAN
2	Turn Over	The entity should have an average annual turnover of <b>INR Ten(10) Crore</b> during the past three consecutive financial years (2016-17, 2017-18, 2018-19).	Copies of audited balance sheet and profit and loss account with all schedules and a turnover certificate certified by the Chartered Account and by the bidder along with the acknowledgement of Income Tax returns as proof for passed 03 FYs (2016-17, 2017-18, 2018-19).
3	Experience	The entity should have experience of carrying out a minimum of <b>five (5)</b> consultancy assignments each having a <b>contract value &gt;= INR 30 Lakhs</b> , in the field of Institutional Capacity Building/ Institutional Capacity Assessment/ Training Need Assessment/ Institutional Strengthening during the last <b>five(5)</b> Years, under Central or State Government/ PSUs / National & International organization (Externally-aided projects funded through Ministry of Economic affairs, Govt of India by World Bank, DFID, JICA, ADB, etc.)	Copies of engagement such as Work Order / Contract Document / Completion Certificate (Information to be provided as per format A-3)
4	Employees on Payroll	The firm shall have at least 100 professionals on payrolls working on consulting services for Govt./Private sector.	Proof of count on firm's letter head/other valid document to support count
5	Affirmative statement	Bidder shall furnish an affirmative statement as to the existence of any potential conflict of interest on the part of the bidder due to prior, current or proposed agreements, engagements, or affiliations with the Client.	Self-Declaration from the Bidder as per the format <b>(A-4)</b>
6	Blacklist	The firm should not have unsatisfactory track record resulting in adverse action taken by Central/State Governments in India Mandatory Certificate to be enclosed with EoI.	A notarized undertaking on Rs.100/- non judicial stamp paper must be submitted to SPIU office by the authorized person of the firm. <b>(A-5)</b> .

**\*Mandatory Requirement-**

*It is mandatory for the consulting firm that it meets all the evaluation criteria as listed above. If any of the criteria is not met, then in that case the applicant consulting firm shall be declared ineligible.*

**(Annexure – 2)**  
**Government of Uttarakhand**  
**Uttarakhand Workforce Development Project (UKWDP)**  
**Terms of Reference for**

*Engagement of a consulting firm for institutional Capacity Assessment and Functional review of DSDE and UKSDM*

**I. Background:**

Department of Skill Development & Employment (DSDE) is the department of the Government of Uttarakhand responsible for managing vocational education institutes such as ITIs and imparting skill development training to the youth of the state. (Broad Functions, Organisation Structure and Organ gram enclosed separately)

DSDE is headed by Secretary, DSDE. At the Directorate level it is headed by Director Training(Broad Functions, Organisation Structure and Organ gram enclosed separately).

Uttarakhand Skill Development Mission (UKSDM) has been established as a society under DSDE to provide free of cost skill development training to the unemployed youth of the state of Uttarakhand in employment-linked skills. UKSDM is headed by Project Director (Broad Functions, Organisation Structure and Organ gram enclosed separately)

The government of Uttarakhand, with financing from the World Bank, is undertaking Uttarakhand Workforce Development Project (UKWDP) to improve the efficacy of long-term as well as short-term training ecosystem in the state. Director, UKSDM is the Project Director for UKWDP.

One of the components of UKWDP focuses on increasing the capacity of DSDE and UKSDM to manage the vocational education and skill training in the state. As a first step, an ‘as-is’ capacity assessment of the department is required to understand the gaps with respect to the best skilling ecosystems around the world. UKWDP seeks to hire a consulting firm to conduct the Institutional Capacity Assessment & Functional Review (ICA&FR) of DSDE and UKSDM and highlight the steps required to augment the capacity of the department to become more responsive to dynamic skilling & employment scenario and bring efficiency to skilling of youth in the state.

**II. Objective:**

The objective of this consultancy is to conduct a comprehensive Institutional Capacity Assessment & Functional Review of DSDE & UKSDM and provide inputs for improving the efficacy of the training ecosystem in the state.

It would include the following components:

- 1) Analysing the legal structure, organization structure, operating procedures and human resources (sanctioned capacity, available, vacancies, quality of personnel etc.) of DSDE & UKSDM
- 2) Analysing the network of partners, such as training institutes, industry partners, etc., the nature and efficacy of partnership
- 3) Review of regulations & legislations enacted by the state government in skilling
- 4) Review of policies, organization structure, operating procedures etc. in skill development in best performing states in India and in other high-performing countries such as Singapore, South Korea, Switzerland etc.
- 5) Recommendations for improving the outcomes in skill development through steps such as restructuring, process reengineering etc. based on the insights from Institutional capacity Assessment & Functional Review . Recommendations should include action plan for implementation.

### **III. Scope of Services:**

The departments/ organizations included in the scope of the project are: DSDE, UKSDM, Vyavasaiik Shiksha Parishad etc.

The tasks included in the scope of the project would be the review of legislation, regulations and policies in skill development; review of mandates, organisation structure, and operating procedures; review of quantity and quality of human resources sanctioned and available; review of financial resources; review of national and international best practices; and recommended plan of action.

Some of these tasks are detailed below:

- Develop a thorough Functional Review plan (inception report) of DSDE & UKSDM
- Undertake a Functional Review of DSDE, UKSDM and associated institutes at all levels of management. The review will include (but not limited to):
  - i. *Governance*: Governance practices and issues, governing law/act/notification, policy framework, legal framework, regulatory/accountability framework and budgetary framework;
  - ii. *Organizational Structure*: Management structure, practice and issues, organizational structure/organogram, hierarchy/reporting mechanism, decision making mechanism;
  - iii. *Human resources*: Staffing practices and issues, history of staffing establishments, staff (sanctioned), staff (working), staff (potential), job descriptions, professional capacity and performance management;
  - iv. *Operations*: Operations practice and issues, role and responsibility, functional departmentalization, and functional activities, including their powers, resources, information management and their workload in relation to capacity;
  - v. *Finances*: Budget and/or other financial resources/ support available to DSDE, UKSDM through the Government, multilateral organizations, donors, industry and academia.
  - vi. *Partners*: Network of partners, roles & efficacy of various kinds of partners
- Prepare a brief on the best national and international practices in Vocational Education & Training (VET). Identify the attributes that can be implemented in Uttarakhand to improve the efficacy of training ecosystem in the state.
- Identify the gaps in institutional capacity (including processes and human resources) at various levels based on the functional review and benchmarking conducted in previous steps.
- Propose recommended structure, process reengineering, partnership framework etc. to improve the efficacy of the training ecosystem based on functional review and benchmarking exercise.
- Prepare an action plan for implementing the recommended structure, processes and frameworks.

The firm is expected to have consultations with all important stakeholders at various stages of the project

### **IV. Duration of the engagement**

The consulting services are being desired for a duration of 6 months from the contract sign date. The firm through its dedicated team of consultants shall help the client undertake this Institutional Capacity Assessment and Functional Review of DSDE and UKSDM.

The engagement should commence within 15 days from the signing of the contract.

### **V. Methodology**

The consultant will first submit an Inception Report detailing the methodology, timeline and data/support requirements. The consultant will be provided the administrative data by the department and is expected to conduct interviews/ consultations with relevant stakeholders to get additional information. The consultant is expected to conduct secondary research on national and global best practices.

The consultant will make periodic reports and presentations to the Secretary/ Project Director and incorporate the feedback.

## VI. Key Tasks and Timelines:

The table below illustrates the key tasks and Timelines to be carried out by the consulting firm.

Table 1

S.No	Phase	Key Tasks	Completion Month
1.	Inception Report	The inception report shall consist of the following: - a) Detailing of the scope b) Flow Chart of Activities c) Proposed Methodology d) Work Plan e) Timeline of Assignment f) List of Stakeholders for interaction g) Identification of states and Countries for mapping best practises.	T + 1 Month
2.	Institutional Capacity Assessment	a) Interaction with stakeholders b) Assessment of network of partners. c) Benchmarking with National and International Best Practises. d) Training Need Assessment framework.	T+2.5 Months
3.	Functional Review	a) Detailed functional analysis of DSDE and UKSDM on following parameters (but not limited to) o Governance Structure o Organizational Structure o Human resource Requirement o Operations o Finances b) Interaction with relevant stakeholders. c) Mapping of processes with Other equivalent body of different states.	T+4 Months
4.	Draft Report	The draft report shall mandatorily cover the following points: - a) Best National and International Practises in Vocational Education and Training (VET) b) Recommended structure (including processes and human resources). c) Action Plan for implementing the recommended structure, processes and frameworks. d) Alternate financing mechanisms (if any)	T+5.5 Months
5.	Final Report	A final report to be submitted incorporating the suggestion and feedback by World Bank and Project Director, UKSDM	T+ 6 Months

## VII. Deliverables

1. **Inception Report**—detailing the scope, methodology, work plan and timeline of the assignment
2. **Draft Functional Review** – detailing the findings corresponding to objectives (1) to (3); to be shared with DSDE and World Bank for review and comments
3. **Draft Best Practices** – secondary research on national and global best practices in VET (corresponding to objective 4); to be shared with DSDE and World Bank for review and comments
4. **Draft Recommendations** – Recommendations and action plan to improve the efficacy of training ecosystem based on functional review and best practices (corresponding to objective 5); to be shared with DSDE and World Bank for review and comments

5. A comprehensive Institutional Capacity Assessment & Functional Review (ICA&FR) report of DSDE & UKSDM including best practices and recommended action plan duly incorporating the comments and feedback from DSDE and World Bank.

## IX. Key Experts Required for the assignment

### A) Resource Requirement Matrix

Table -2 - Job Description and desired qualification /experience

S.No	Position	Nos	Time Required	Qualification and Experience
1	<b>Key Expert:</b> Team Leader	1	6 Months	<ul style="list-style-type: none"> <li>• Postgraduate in Management, Economics, Social Sciences, or relevant field</li> <li>• Minimum 10 years of professional work experience in technical and vocational education, skill development related schemes.</li> <li>• Should be on the payroll of the organization for a minimum duration of 3 years as on submission of the assignment.</li> <li>• Experience of working with Multiple stakeholder in the Vocational Education sector in Institutional Structuring/ Capacity Building/Policy Support/ Process Improvement. Minimum work experience with 5 stakeholders in the vocational education sector like Central Government/ multiple state governments/ Donor Agencies/ Accreditation or Assessment Bodies.</li> <li>• Excellent communication and report writing skills in English.</li> </ul>
2	<b>Key Expert:</b> Institution Building and Capacity Building Expert	1	6 Months	<ul style="list-style-type: none"> <li>• Postgraduate in Management, Public Administration, or relevant field.</li> <li>• Minimum 8 years of relevant professional experience as an expert in institutional analysis and strengthening, and change management in public sector / large utility sector with proven knowledge in applying best practice change management principles, methodologies and tools.</li> <li>• Experience of working in minimum 2 states in skill development domain in Capacity Building of state government/departments</li> <li>• Should be on the payroll of the organization for a minimum duration of 3 years as on the day of submission of the assignment.</li> </ul>
3	<b>Key Expert</b> TVET Expert	1	6 Months	<ul style="list-style-type: none"> <li>• Postgraduate Degree/Diploma in Management, Economics, Statistics, Mathematics, Social Sciences, or equivalent.</li> <li>• At least 5 years of experience in Vocational Education/ Skill Development.</li> <li>• Experience of designing and development of policy frameworks and guidelines in</li> </ul>

				<p>vocational and short-term skill development sector.</p> <ul style="list-style-type: none"> <li>• Should have experience of working with various stakeholder in skill development ecosystem like Central Government/ State Government (s)/Donor agencies.</li> <li>• Should be on the payroll of the organization for a minimum duration of 3 years as on the day of submission of the assignment.</li> <li>• Experience of working in the Uttarakhand Skill development ecosystem will be desirable.</li> </ul>
4	Support Consultant(s)	2	6 Months	<ul style="list-style-type: none"> <li>• Graduate/Master's degree with at-least 3 years of experience</li> <li>• The person should have extensive experience of TVET ecosystem, secondary research, data collection, in India and report writing/MIS.</li> </ul>

**Note:**

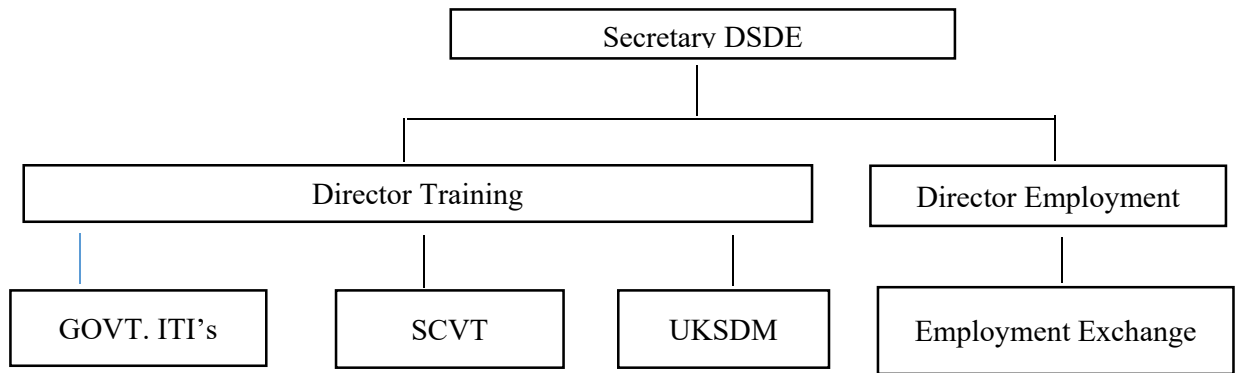
- CVs of only key experts at S.no. 1 to 3 above will be evaluated at the Technical evaluation stage.
- Consultants may propose experts; support staff etc. as may be required to accomplish the task on time as part of non-key experts.
- The firm will make its own arrangements for all the activities it has to perform in meeting the scope of services under this consultancy. This will include all travel and logistic arrangements required for its team for stakeholder consultation and desk review.
- Staffs once deployed by consulting firm for this assignment shall not at any point of time be changed without prior notice and consent to the Project Director, UKWDP.
- All the key experts should be on the payroll of the organization for the minimum duration as mentioned in the table above.

**X. Implementation Arrangement**

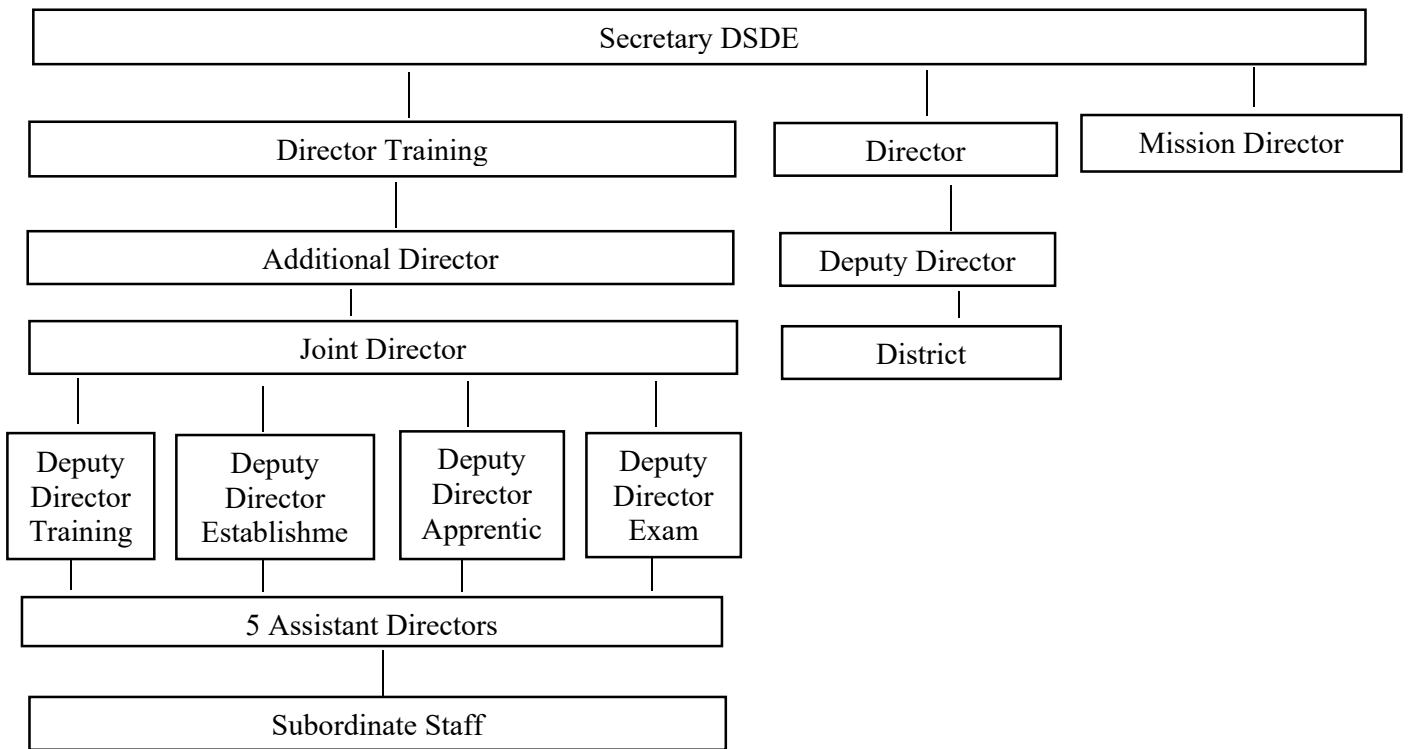
The duration of the engagement for each resource-type (key experts and non-key experts) to be deployed by the consulting firm is mentioned in the table above. The firm will report to PD and also work closely with officials of SPIU, UKWDP for completion of the assignment. The key experts are not required to be deployed in Dehradun but should be available for review meeting, consultations as and when informed by Project Director.



**Broad Frame Work**  
**Organization Structure of Department of Skill Development & Employment Govt. of**  
**Uttarakhand.**



**Organization**



### **Broad Functions of the Directorate**

1. Day to day administration of Industrial Training Institutes.
2. Implementing of Craftsmen Training Schemes in ITIs.
3. Conducting training courses in ITIs.
4. Setting up of new institutes, addition of trade units in the existing institutes as per requirement of local industries.
5. Arrangements for smooth conduction of trade tests, evaluation and award of certificates.
6. Implementation of central schemes in their respective states.

**(Annexure-3)**

**(Firm's Past Experience Details)**

**Table-1 (List of completed or ongoing assignments on Institutional Capacity Building/ Institutional Capacity Assessment/ Training Need Assessment/ Institutional Strengthening during last 5 years)**

	<b>Period</b>	<b>Name of the Assignment with Details thereof</b>	<b>Name of the client</b>	<b>Contract Value (in Rs.) and Duration in Month</b>	<b>Date of Award / Commencement of assignment</b>	<b>Date of Completion of Assignment</b>	<b>Remarks if any</b>	<b>Page No</b>
<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>	<b>I</b>
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**Authorized Signatory [In full and initials]:** \_\_\_\_\_

**Name and Designation with Date and Seal:** \_\_\_\_\_

Note: Bidders are requested to furnish the list of the assignments undertaken/completed during the last 5 Years as per the above prescribed format only. Information not conforming to the above format will be treated as non-responsive. Copies of the Work order/ Contract Document/ Completion Certificate from the previous Clients need to be furnished along with the above information.

\*Assignments having Contract Value of  $\geq$  Rs. 30 Lakh only will be taken into consideration.

\*\* Consultants are requested to refer to the eligibility criteria available at Annexure: 1- Evaluation Criteria

(Annexure-4)

**Information Regarding any Conflicting Activities and Declaration Thereof**

*Are there any activities carried out by your agency which are of conflicting nature as mentioned in Eligibility Criteria: S. No-04. If yes, please furnish details of any such activities.*

If no, please certify,

**In Bidders Letter Head**

I, hereby declare that our agency is not indulged in any such activities which can be termed as the conflicting activities as mentioned in **Eligibility Criteria: S. No-04.**

I, also acknowledge that in case of misrepresentation of any of the information, our proposal / Contract shall be rejected / terminated by the Client which shall be binding on us.

**Authorized Signatory [In full initials with Date and Seal]:** \_\_\_\_\_

**Communication Address of the Bidder:** \_\_\_\_\_

**(Annexure-5)**

**Declaration on Rupees 100/- Stamp Paper not having unsatisfactory track record**

**To**

**The Project Director  
Uttarakhand Workforce Development Project  
Govt. (Women), ITI Campus,  
26 EC Road, Dehradun**

**Ref.:** EOI Dated \_\_\_\_\_

Sir,

I hereby declare that our agency does not have unsatisfactory track record resulting in adverse action taken by Central/State Governments in India as mentioned in **Eligibility Criteria: SNo-05**.

I, also acknowledge that in case of misrepresentation of any of the information, our proposal / Contract shall be rejected / terminated by the Client which shall be binding on us.

**Authorized Signatory [In full initials with Date and Seal]:** \_\_\_\_\_

**Communication Address of the Bidder:** \_\_\_\_\_