

REQUEST FOR EXPRESSIONS OF INTEREST (CONSULTING SERVICES– FIRMS SELECTION)

INDIA

PUBLIC SECTOR CAPABILITY ENHANCEMENT PROJECT (PSCAPE) -P174067

Loan No./Credit No./Grant No.: Applied For

Assignment Title: Hiring of Project Management Consultant

Reference No. (as per Procurement Plan): IN-DOPT-237697-CS-QCBS

1. The Government of India has applied for financing from the World Bank toward the cost of the Public Sector Capability Enhancement Project and intends to apply part of the proceeds for consulting services.
2. The consulting services (“the Services”) include services for the Project Management Consultants (PMC) and will be responsible for the management of various aspects of the Project undertaken during the tenure. The PMC will manage the project implementation, report to Department of Personnel & Training (DoPT) and coordinate with various departments/ agencies/ stakeholders for ensuring smooth project implementation and meet the planned targets and ensure their outreach.
3. The detailed Terms of Reference (TOR) for the assignment are attached to this request for expressions of interest. DoPT invites eligible consulting firms (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. The short-listing criteria are:
 - a) have been in business for at least last seven (7) years (i.e., 2013-2020);
 - b) have proven experience of successfully completed similar assignments related to Project Management with Central Government/State Government in India in the last 10 years (i.e., 2010-20) as per following:
 - (i) Three similar completed assignments/works costing not less than Rs. 7.50 crore (1.03 Million USD, ((Conversion Rate 1USD= Rs.73)) each
 - or
 - (ii) Two similar completed assignments/works costing not less than Rs.9.25 crore (1.27 Million USD) each
 - or
 - (iii) One similar completed assignment/work costing not less Rs.15crore (2.05 Million USD)

c) have proven experience of successfully completed 3 similar assignments related to planning, designing and implementing Government programmes/ projects in capacity/skill Building in India in the last 10 years (i.e., 2010-2020)

d) have an average annual turnover of INR 10 crore (1.37 Million USD) from consulting services in the last 3 financial years (i.e., 2019-2020, 2018-19 and 2017-18);

e) have technical and managerial capability in the following domains i.e. project management, technology, content, human resources, finance & procurement management to undertake the assignment. The firm should have at least fifty consulting resources on board in last three years. Key Experts will not be evaluated at the short-listing stage.

Note: A Consulting firm will have to meet all the above criteria to be short listed in this EoI and be subsequently eligible to participate in the RFP following this EoI.

4. The lists of documents to be submitted along with EOI are (Expression of Interest shall not be more than total 60 pages):

a) Name, address, e-mail, telephone along with a note on the Ownership and organizational structure & core business area of the consulting firm; Document (s) to demonstrate that the firm is in the business for the last 7 years; (Self certified declaration from Authorized Signatory)

b) Document (s) relating to details of Similar Assignments related to Project Management with Central Government/State Government in India executed during the last 10 years supported by Copy of Contract or Work Order and Completion Certificates from the Client; OR Copy of Contract/ Work Order and Self Certificate of Completion certified by the Authorized Signatory;)

c) Document (s) relating to details of successfully completing 3 similar assignments/works related to planning, designing and implementing Government programmes/ projects in capacity/skill Building in India in the last 10 years (i.e., 2010-2020)

Note: For all Citations, ongoing projects will be considered for evaluation if the completed component of the project meets the project value requirements. Consultants, in such cases will have to furnish - Copy of Contract/ Work Order and Certificate from the Client/ Authorized Signatory clearly mentioning the completed component of the project and the value of the completed component.

- d) Certificate from the Statutory Auditors/Chartered Accountant stating the year wise annual turnover during from consulting services in each of the last 3 financial years (i.e., 2019-20, 2018-19 and 2017-18);
- e) A short write-up on technical and managerial capability of the firm (key personnel would not be evaluated at this stage and hence CVs shall not be submitted).
5. Shortlisting would be conducted considering the provisions of the World Bank's Procurement Regulations for IPF Borrowers July 2016, Revised November 2017, August 2018 and November 2020 ("Procurement Regulations"). The attention of interested Consultants is drawn to Section III, of the Procurement Regulations, setting forth the World Bank's policy on eligibility and conflict of interest.
 6. A Consultant will be selected in accordance with the Quality and Cost-based Selection (QCBS) method set out in the Procurement Regulations.
 7. REOI is published at <https://eprocure.gov.in/eprocure/app>. Any corrigendum to REOI would also be published at <https://eprocure.gov.in/eprocure/app>. Interested firms are required to submit their EOI on or before 16.00 Hours **28th July, 2021** through <https://eprocure.gov.in/eprocure/app>. Submission of EOI through any other mode (email, fax, courier etc.) is not acceptable.
 8. Further information can be obtained at the address below during office hours 10:30 to 1700 hours].

Department of Personnel and Training
Training Division, DoPT, Block no. IV,
Old JNU Campus,
New Delhi, 110067
E-mail: **kartik.hegadekatti@gov.in**
<https://dopt.in/>

Department of Personnel & Training (DoPT)

Terms of Reference for hiring Project Management

Consultants

PROJECT BACKGROUND

Civil Services continue to play a key role in India's growth, prosperity and social development. The civil services of the central government, state governments and local self-bodies are engaged in rendering a range of public services, welfare programs and core governance related functions that enable the government to serve its citizens efficiently and effectively. Government of India (GoI) recognizes the key role that civil servants have played in the progress of our nation and is keen to refresh their capacities in line with rapid changes that are taking place in society, by embarking on a learning transformation Programme. The desire and effort of this new approach is to enhance the ability of the entire spectrum of civil services to perform to the highest standards. To address the capacity building needs, the government has embarked upon the National Programme for Civil Services Capacity Building (NPCSCB). Encompassing six strands, the Programme has been architected to enhance the civil services under a National program anchored by an apex body and a set of enabling pillars. The six strands are:

1. Framework of Roles, Activities and Competencies – the Competency Framework Using a competency framework – the Framework of Roles, Activities and Competencies (FRAC), NPCSCB outlines competencies for each position in the government, linking them to the capacity building process.
2. Intelligent Technology Backbone –iGOT Karmayogi - a comprehensive online platform that has resources for online, face to face, and blended learning underpins the capacity building process. It is a platform built indigenously in India using intelligent technology stacks and with the aim to be the capacity building backbone for the government.
3. Agile Institutional Framework a Programme of such scale and coverage requires a robust institutional framework. The framework needs new structures and mechanisms to help guide strategy and execution and to introduce constant improvements.
4. Reporting Mechanism Given the decentralized nature of civil service capacity building, monitoring and evaluation is a key strand of the Programme. This will promote accountability and provide stakeholders with up-to-date snapshots and pulse checks on performance against targets.
5. Policy Framework NPCSCB aims to create a robust policy framework towards implementation of a competency-based HR policy in the government. With provisions for adoption of modern technological

tools, harmonization and upgradation of the training landscape and calibration of civil service tasks to FRAC, the policy framework will enable frequent upgradation of the competency frameworks and keep the capacity building process future-centric and agile.

6. e-Human Resource Management System (e-HRMS) for Strategic Public HR Management To facilitate digital working, the government has introduced e-HRMS as a digital record keeping and HR management system across select departments.

The key objectives of the program include:

- Democratizing knowledge across all civil services - making the same capacity building resources available to all civil services across levels, cadres and geographies. By providing equitable access to the learning material across officers, world-class capacity building will be available to larger sections of civil services through online means.
- Breaking service-based silos in capacity development, through development of a shared learning resource- sharing of learning resources across services and Central Training Institutes (CITs) – Physical Resources (e.g., classrooms, auditoriums), Human Resources (e.g., trainers) and Knowledge Resources (e.g., case studies). An official can enroll for a learning opportunity irrespective of whichever CTI/ Service Provider is offering the course.
- Moving to competency driven capacity development of all civil services, with operationalization of the Framework for Roles, Activities, Competencies including skills shifting from rule-based, supply-driven capacity building to role-based, demand driven capacity building where capacity building is targeted to the individual official's needs, wants and aspirations. Shifting to the new paradigm will also ensure that individuals' competencies are matched with jobs, and capacity building activities focus on bridging competency gaps for current and future roles.
- Providing avenues to world class content for officers linked to academic / domain capacity of staff - operationalizing a robust and evolving content marketplace called iGOT Karmayogi platform, where best-in-class content providers are onboarded on the platform. A key focus is on identifying and partnering with leading content providers like J-PAL, MIT, IGNOU, NLU-Delhi etc.
- Establishing objective and unbiased systems of evaluation to determine performance and integrity - there are objective, fair and independent means to determine performance and integrity of civil services, which will further reinforce the foundational values of public service.
- Institutionalizing a framework for enhanced monitoring, evaluation, implementation and impact on ground, for civil service capacity building - providing all stakeholders with a single source of truth and ensuring that constant monitoring of the capacity building initiatives and the progress of iGOT Karmayogi remains of utmost importance.

- Providing a forum to learn and discuss public HR practices - establishing a means to showcase progress and engage in dialogue with multilaterals, foreign governments, global academia, HR firms and NGOs.

iGOT Karmayogi initiative will involve multiple stakeholders across the complex bureaucratic landscape. Given the diversity of the landscape and the disruptive nature of the initiative, an overarching institutional framework that unifies the landscape, supports operations at ground level, and provides day-to-day management services will be critical in the successful implementation of iGOT Karmayogi. Thus, a Programme Management Unit (PMU) has been envisaged to interface with various stakeholders in the institutional structure, coordinate roll-out across central and state departments, handhold and guide various stakeholders, manage and support the implementation of iGOT Karmayogi and ensure timely progress against defined timelines. The Project Management Unit (PMU) will comprise of Project Management Consultants (PMC) who will be responsible for the management of various aspects of the Programme undertaken during the tenure. The PMC will manage the project implementation, report to Department of Personnel & Training (DoPT) and coordinate with various departments/agencies/ stakeholders for ensuring smooth project implementation and meet the planned targets and ensure their outreach. The Special Purpose Vehicle (SPV); after incorporation, will also appoint Project Management Consultants (PMC) for facilitating SPV's functioning. It may be noted that the awardee of Department of Personnel & Training (DoPT) PMC assignment would be ineligible to receive award of Special Purpose Vehicle (SPV)'s PMC assignment. Detailed category wise Scope of Work/Terms of Reference of PMC for DoPT is summarized below:

Broadly, the PMC will perform the following tasks –

1. Develop project plan, strategy and policy documents:

iGOT Karmayogi will be rolled out in phases, multiple tracks may often be running in parallel, with different departments being at different stages of roll-out. Further, given the transformative and widespread nature of this initiative, stakeholder groups will be onboarded, and all required activities will be performed to ensure readiness, onboard, and create/learn on the platform. Thus, to ensure timely roll-out and successfully onboard central and state departments, a project plan capturing activity (for different stakeholders), different tracks and different stages of onboarding will be rolled out. In this context, a key task of the PMC will be to support DoPT in developing and continuously updating the project plan and to provide overall support to DoPT in creating strategy and policy documents as required for the Programme. The required activities will be:

- Finalization of the Policy Document outlining the Programme. Creation of new Programme related DPRs (if any) and updates to the existing DPRs.
- Support in setting up of the different bodies under the Institutional Framework and preparation of policy documentation towards the inception and operationalization of the bodies

- Policy Framework Support: Creation of all necessary policy documents, legal documents, guidelines across various tracks for operationalizing the Programme.
- Regular support to the Capacity Building Commission in its activities, including Policies around Dashboard, development of templates and compilation of Annual Capacity Building Plans, support drafting of Annual State of Civil Services Report etc.
- Policy Support for SPV – developing policies for adoption by SPV
- Support in HR Summit, including finalization of themes, conceptualization of the Programmes, creation of thought leaderships and engaging with the Event Managers for successful delivery of the Summit

2. Monitor project progress

To monitor and review the progress of project (on implementation and roll out), the PMC will prepare and review monitoring templates, maintain a log of project plan, track plans, department plans etc., prepare and circulate progress reports and facilitate identification of systemic challenges and point grievances. Through articulation of field issues and close coordination at the unit level, the PMC will identify delays in progress and prepare intervention strategies to accelerate the progress. The PMC will also regularly escalate issues to DoPT and appraise them on a daily/bi-weekly/monthly basis on the progress. By closely monitoring stakeholders on pre-defined performance metrics, the PMC can rapidly resolve challenges and ensure timely implementation.

Project Tracking

- Developing and managing a project plan compiling plans for all project components, including platform implementation, onboarding etc. Monitoring and review of the overall implementation and roll out of the programme
- Preparation and circulation of progress status reports
- Close coordination with various stakeholders
- Identification of delays in progress and preparation of intervention strategies, including escalation of issues/concerns to DoPT
- Post incorporation tracking and monitoring of SPV and its activities till it is fully operational

3. Support Cabinet Secretariat Co-Ordination Unit & PMHR Council

Although the technical management, enhancement and maintenance of the platform will be performed by specialized entities, the PMC will support operational management of the platform and review of various functions and policies at different fora. This will include –

- a) Reporting and analytics- the PMC will prepare standard progress reports and monitor the analytical outputs on a regular basis. Additionally, the PMC will also assist DoPT by

conducting strategic analysis and identifying opportunities for improvements through analytics. By undertaking analytics on the existing project data, the PMC will identify improvement opportunities in process/operations at a unit, system or ecosystem level; and through field level insights enable continuous improvement of the platform

- b) Training and handholding support - To ensure successful delivery of the envisioned benefits of any initiative, the adoption or acceptance is of paramount importance. Thus, the PMC will support DoPT in preparing and publishing toolkits, guidelines, best practices, frameworks, model tender documents etc. and create and manage a knowledge repository which other departments can utilize. To best impart the required knowledge, the PMC shall also liaison and help organize handholding workshops and training session, including planning and execution of activities and preparation of supporting material. To ensure that knowledge can be accessed on a continuous basis and by the right stakeholders, the PMC shall suggest the profiles of participants and properly document the workshop learnings.
- c) Procurement and development of content- initially, the PMC will identify a long list of content providers (internal and external) and support interactions with these entities to enable content creation, tailored to the needs of the officials. Key activities of the PMC may include providing support to client in content procurement, support in empanelment of content providers, support in creating of content scoring matrix, content validation framework and other content lifecycle processes.

Provide support for Content & HR related activities: to support DoPT in framing the overall e-learning Content Strategy for Mission Karmayogi, support DoPT in identifying and onboarding suitable content, validate that the content aligns to quality guidelines and ensures that the content is appropriate to be onboarded on iGOT Karmayogi.

Content Audit Team:

- Developing and modifying Content Quality Framework and Guidelines from time to time - to ensure that quality and relevant, reliable content is available on iGOT on continuous basis for consumption by learners
- Organizing workshops and training sessions on preparation of online, blended content and as per iGOT guidelines
- Play the role of Content Audit Team, till the time the SPV operationalizes it.

Content & HR Coordinator

- Support DoPT in developing or procuring suitable content from DoPT's perspective – either for the cadre supported by DoPT or generally for Behavioral Competencies. Assist DoPT admins in uploading such content on iGOT Karmayogi
- Assist DoPT in identifying the key competency gaps exhibited by the employees/cadres under DoPT and suggest trainings (recommended and mandatory) based on the gaps
- Assist DoPT in HR related policies, guidelines and other aspects relating to Human Resources.
- Support the different bodies under the Institutional Framework and preparation of policy documentation towards the inception and operationalization of the bodies.
- Any other activities needed for setting up and operationalization of the different bodies under the Institutional Framework.

4. **Framework of Roles, Activities and Competencies (FRAC)**- Provide support to Client in enabling standardization and harmonization of FRAC for the Client and to assist Departmental FRACing Teams, operationalizing FRAC for the Departments. In doing so, the resources will work with the guidance of the Client, the FRAC CoE or the Departments, as appropriate and will be guided by the FRAC Strategy, Standard Operating Procedures and Templates, which will be developed by the FRAC CoE.

5. Coordination and support to other stakeholders:

Given that vast operations of iGOT Karmayogi and the diverse landscape comprising of stakeholders in the public and private sector (e.g., technology providers, content creators, learners, broadcasting agencies, outreach agencies etc.), the PMC shall also undertake coordination activities and provide support to other identified stakeholders. Support shall also be provided during the implementation of undertaken activities with regards to –

- Receiving, compiling and providing clarifications to the stakeholders on the documents issued by DoPT
- Preparing reports on the pertinent clarifications and providing other necessary support as sought by stakeholders
- Liaising with other stakeholders on aspects like data integration and exchange, content curation, standardized assessments etc.
- Provide administrative support to entire Programme components

- Preparation and circulation of progress status reports
- Close coordination with various stakeholders
- Any other administrative activities, as required for the Programme.

Provide Technology support: – Act as an interface between DoPT and all Technology Vendors for rollout, enhancement and management of iGOT Karmayogi platform

- Interface between DoPT and vendors to ensure that implementation of platform features is on track as per the platform roadmap. Support DoPT to make amendments to the roadmap if necessary, including inclusion of prioritized new features and deprioritizing existing features, in collaboration with Technology Advisory Group/ Committee.
 - Supporting DoPT in defining bi-annual Product Roadmap. Elaborating new platform features/ requirements as Requirement Specification Documents
 - Service Level Agreement (SLA) monitoring and audit of the SLA reports submitted by the vendors.
 - Issue Resolution Support: Work closely with the vendors to ensure issues are resolved on time while enabling inter-vendor coordination or working on work-arounds in agreement with all stakeholders. Act as the Level 3/Level 4 escalation for the platform helpdesk.
 - Ensuring all platform related documents are up to date from all vendors
 - Assist the Procurement and Contracts Management resources in preparing RFPs, Bid Process Management and subsequently during contract management, especially with assessments to SLA compliances.
 - Support DoPT resources engaged in iGOT admin roles for activities pertaining to iGOT Karmayogi platform, including user management, content authoring, FRAC operationalization etc.
5. **Monitoring & Evaluation functions-** The PMC will also provide its support in analysing the data emits, monitoring of PM dashboard, prepare analytical Reports and carry out research required for evidence that will support policy interventions.

Financial Management

- To support DoPT in creating the overall budget of the programme both for DoPT across various tracks

- Support DoPT by on matters related to financial management pertaining to the project, ensuring compliances to Government of India guidelines during project structuring and its implementation.
 - Support DoPT in continuously monitoring project expenditure and creating financial statements & reports, as required for the project, either for Multilateral sponsors or regulatory requirements as well as interpreting financial information as and when required.
 - Interacting with stakeholders and bringing uniformity in assumptions relating to financial model, combining the financial model as per requirement of DoPT
 - Work with the **Strategy & Policy Support** teams in developing financial policies and process for SPV, ensuring that policies and procedures in line with GFR 2017/ extant guidelines are laid down and followed
6. **Support procurement activities** – To facilitate roll-out of the Programme, and standardize processes, the PMC will assist DoPT in the procurement process including preparation of tender documents, bid process management, onboarding etc.

Procurement and Contract Management: Support DoPT in conducting all required Bid Process Management – Content Provider Empanelment, FRAC Strategy for Centre of Excellence, FRAC Operationalization RFP, etc. including RFP/ RFE preparation, service level discussions, vendor discussions, pre-bid meetings and clarifications, development of evaluation templates, support to competent committees on evaluation etc.

- Support DoPT in the Empanelment activities end to end – drafting of RFEs, bid process management and support in empanelment listing.
 - Support DoPT in procurement activities as and when the need arises.
 - Support in onboarding of vendors
 - Support to DoPT in SPV formalization along with Legal Experts/ Legal Department of DoPT
 - Preparation of Documentation for SPV Operationalization
 - Any other activities needed for setting up and operationalization of SPV (policy support to be provided by the **Strategy & Policy Support** resources.
7. **Support outreach**– a key element to the success of this initiative includes outreach activities to build awareness amongst citizens and end users. The PMC will leverage this approach to continuously develop outreach collaterals, thus building awareness and support of the iGOT Karmayogi initiative.

- Identify target audience and create awareness about new initiatives and how those are creating impact in the society
- To create Multi-channel targeted campaigns on information dissemination. Online and Offline methods of information dissemination to cover both urban and rural population
- Develop outreach collaterals - drafting press release notes, social media posts
- Monitoring and handling of social media along with DoPT
- Support Content experts as and when needed

8. Social safeguard & Gender expert/ Institution Framework Support-Provide support to implement actions and measures to address project changes, unforeseen circumstances, or project performance to the risks and impacts during project implementation, to provide support for preparation of reports for such risks and impacts, which may include environmental, health, and safety impacts, labor management, gender-based violence, etc.

- Prepare monitoring reports on the implementation of the Environmental and Social Commitment Plan(ESCP), preparation and implementation of Environmental and Social Standards (ESS's) documents required under the ESCP, stakeholder engagement activities, functioning of the grievance mechanism(s).
- Assist in preparation, coordination and implementation of Stakeholder Engagement and Information Plan as per project's requirement and other activities required for carrying out the same.

List of key positions for the programme

- a. The figure 1 below summarizes the Resources requirement estimated for delivery of the programme.
- b. The firm is expected to provide the required technical, infrastructure, administrative, accounting, environmental, and social Safeguards specialists, engineering, management support, and other support staff/ analysts to achieve the planned outputs.
- c. The firm is encouraged to propose a staffing and mobilization plan that best suits the needs of the project.
- d. The firm shall propose the requested team which covers the necessary areas of expertise, including team leader and experts for the assignment. The firm will be required to supplement with adequate support staff to ensure quality and timely output.
- e. It is to be noted that the deployment of staff by the firm will be strictly monitored by the client and replacement of key team members will not be allowed under any circumstances. However, the firm may, with proper justification, request the client and the World Bank in writing for a replacement of a key personnel with an alternative whose credentials are either at par or more than the existing team member. It is to be further noted that the client or the World Bank are in no obligation to allow for replacement of the proposed team member.

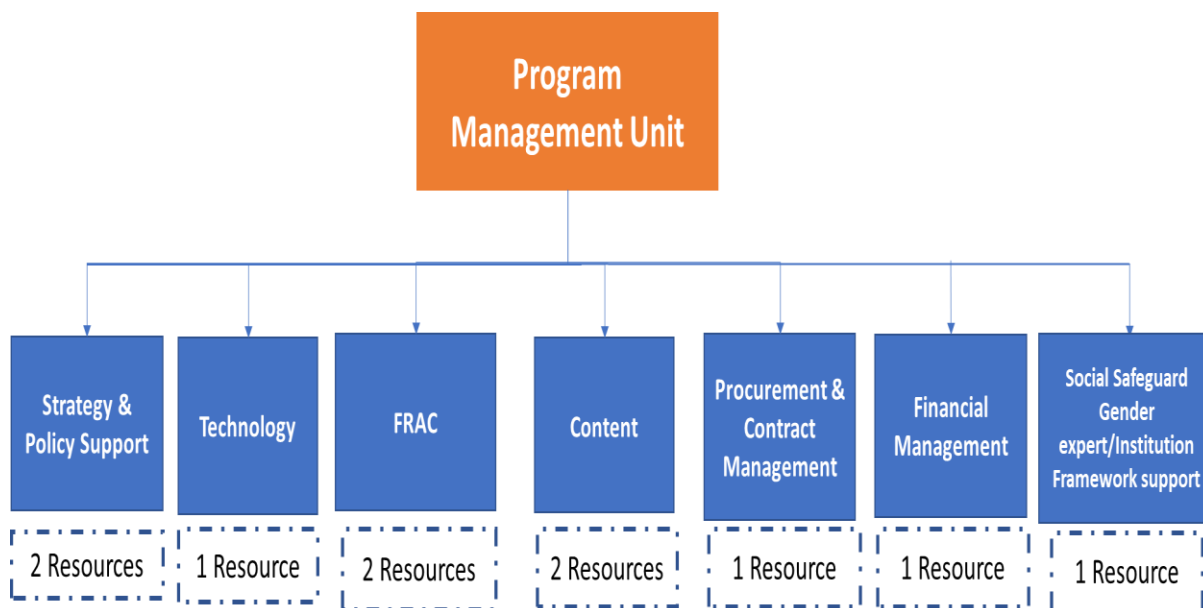


Figure 1: Resources required for Program Management Unit

Team Structure at PMU	No	Full Time (FT) /Part Time (PT)	Year 1*	Year 2*	Year3*	Year 4*	Year 5*
Strategy & Policy Support	2	FT	24	24	24	24	24
Technology	1	FT	12	12	12	12	12
FRAC Expert	2	FT	24	24	24	24	24
Content	2	FT	24	24	24	24	24
Procurement & Contract Management	1	FT	12	12	12	12	12
Financial Management	1	FT	12	12	12	12	12
Social safeguard Gender expert&Institution Framework Support	1	FT	12	12	12	12	12
Total	10		120	120	120	120	120

Estimated Effort

**Tentative man-months*

Note: Department of Personnel & Technology (DoPT), (Client) reserves the right to increase or decrease the number of personnel required for the assignment as per project's requirement.

Key Resources experience and qualification requirements for PMC

1) Strategy & Policy Support (Resources required -2)

- One resource with 15 years of similar experience with at least 10 years of experience in strategy Consulting in Government
- One resource with 3-6 years of similar experience with at least 4 years of experience in strategy Consulting in Government
- Must be MBA/ PGDBM or equivalent degree from recognized institute
- Will ensure that in order to keep the project on track, the relevant best practices and revised guidelines are made available at appropriate stages of the project.
- Should be responsible for planning, directing, and coordinating the overall program effort
- To ensure consistency and support in project implementation and improve processes from time to time,
- Writing background materials and contributing to the preparation of reports, manuals, and presentation
- Prepare necessary guidelines for implementation plan, Experience in Project Coordination in Centre/State/Public Sector Units
- Suggest improvement in guidelines and standard procedures for DoPT for their review and acceptance. Identify areas where guidelines and standard procedures are required or need to be modified, Revise and re-issue of such guidelines /procedures based on feedback from DoPT
- Any other activity which is related to this category and desired by DoPT
- Should have experience in developing high-quality documentation
- Assistance in the preparation of RFP documents/ Bid Process Management by supporting the Procurement & Contract Management Resources. Creating various presentations, documentations etc. for stakeholders as and when needed.
- Developing and managing a project plan compiling plans for all project components, including platform implementation, onboarding etc. Monitoring and review of the overall implementation and roll out of the programme
- Preparation and circulation of progress status reports
- Close coordination with various stakeholders
- Identification of delays in progress and preparation of intervention strategies, including escalation of issues/concerns to DoPT
- Tracking its incorporation activities along with DoPT
- Post incorporation tracking of SPV and its activities till it is fully operational

2) Technology Expert (Resource required- 1)

- Platform features Support& Cloud & Information Expert – One resource with 6-10 years of similar experience
- B.Tech. and MBA/ equivalent degree from a recognized institute with IT/ Computers as a major subject
- Writing background materials and contributing to the preparation of reports, manuals, and presentation

- Should provide technical and analytical expertise for project knowledge area, including databases, servers, and Cloud, software development, system integration etc.
- Should conduct research and analysis, applying technical experience, knowledge and established assessment frameworks and approaches
- Create and manage a project library containing the project documentation templates and the documentation of current and future projects
- Support DoPT in validating that the requirements are well documented in an elaborate manner linking the requirements from the highest level down to the lowest, standard solution's detailed transaction level.
- Any additional requirements as communicated by DoPT will have to be studied and offer necessary solutions
- Monitor/ Evaluate (Software Requirement Specification)SRS, Functional Requirement Specification (FRS) and such other technical documents required as part of the software development process and prepared by the System Integrator (SI)
- Ensuring timely availability of all relevant information, documents, records, personnel, etc. for software development
- Prepare report of changes requested and take up for implementation by the assigned SI upon approval by the competent authority.
- Study the impact assessment arising from changes that are required
- Compile the requirements and offer technological solution/ intervention
- Interface with various stakeholders/teams to identify requirement
- Maintain requirement traceability matrix of existing FRS and new requirements in the system

3) Framework for Roles, Activities & Competencies (FRAC) (Resources required -2)

HR and Competency Design Experts

- Post-graduate degree in Human Resources/ Personnel Management or occupational psychology or equivalent from leading institution.
- One resource with 6-10 years of similar experience with at least 4 years of experience in Consulting in Government
- One resources with 1-3 years of similar experience with at least 1 years of experience in Consulting in Government
- Should have experience in HR Consulting/ large scale HR transformations (preference is for core HR process transformation experience over execution of standard HR processes like compensation and benefits and recruitment)
- Should have the experience of working with similar scope (Competency/Skill Identification and mapping, or development of competency dictionaries, or defining competencies, or any related areas) either in private sector or Government.

4) Content Experts (Resources required-2)

- Content expert– One resource with 10-15 years of similar experience with at least 4 years of experience in Consulting in Government
- Content expert – One resources with 1-3 years of similar experience with at least 1 years of experience in Consulting in Government
- MBA/PGDBM / equivalent degree from a recognized institute with specialization in Human Resources or Instruction design.
- Developing and modifying Content Quality Framework and Guidelines from time to time - to ensure that quality and relevant, reliable content is available on iGOT on continuous basis for consumption by learners

- Organizing workshops and training sessions on preparation of online, blended content and as per iGOT guidelines
- Play the role of Content Audit Team, till the time the SPV operationalizes it.
- Support DoPT in developing or procuring suitable content from DoPT perspective – either for the cadre supported by DoPT or generally for Behavioral Competencies. Assist DoPT admins in uploading such content on iGOT Karmayogi
- Assist DoPT in identifying the key competency gaps exhibited by the employees/ cadres under DoPT and suggest trainings (recommended and mandatory) based on the gaps
- Assist DoPT in HR related policies, guidelines and other aspects relating to Human Resources.
- Support the different bodies under the Institutional Framework and preparation of policy documentation towards the inception and operationalization of the bodies.
- Any other activities needed for setting up and operationalization of the different bodies under the Institutional Framework.

5) Procurement & Contract Management (Resource required-1)

- B.Tech./ B. E / M C A and MBA/LLB or equivalent degree from a recognized institute
- One resource with 3 - 6 years of similar experience. Relevant work experience with at least 3 year of experience in procurement in Public Procurement
- Has in depth knowledge and understanding of technical, commercial and legal aspects of procurement in development projects, financed by the government and its development partners.
- Preferably well-acquainted with the World Bank's Procurement Regulations
- Prior experience in managing complex technology procurements and complex consultancy procurements is highly desired.
- Specialized knowledge of and significant experience in substantive areas/aspects of procurement will be preferred.
- Has in depth knowledge of procurement practices - use of internationally accepted contract documents for works, goods and services, sound understanding of principles underlying good procurement practices and international agencies' procurement guidelines; understanding of Government's procurement Act and regulations; analytical capability in identifying and resolving procurement issues.
- Has experience of working in large development projects funded by multilateral agencies.
- Excellent IT / computer skills including MS Office (Word, Excel, Power point etc.) are required
- Should have adequate experience in requirement definition, procurement, project management, contract management, etc.
- Supporting management of supplier relationship and negotiations, if required
- Should have adequate experience in requirement definition, procurement, project management, contract management, etc.
- Delivering procurement advice to DoPT during project delivery, including but not limited to: development of business cases, procurement strategy, evaluation criteria, tender documentation
- Shall provide necessary procurement support and perform all tasks pertaining with complete procurement process.
- Conduct stakeholder assessments, study and gather the requirements
- Prepare procurement documents for On-boarding of vendors as per DoPT/project requirements
- Provide support in bid process management, post publication of the RFP.

- This would include providing assistance in the following
- Preparation of response to pre-bid queries & corrigenda (if applicable)
- Evaluation of bids received.
- Preparation of contract document based on the RFP floated

6) Financial Management Expert (Resource required-1)

- Master's degree in Business Studies/Business Administration with specialization in finance/accounts, PGDBM/ CA/CPA.
- One resource with 10-15 years of work experience with at least 8 years of experience in consulting in Government projects
- Experience in financial management with an in-depth financial knowledge of local governments – intergovernmental fiscal transfers, budgeting and planning mechanisms, fund flow management, revenue management, accounting, auditing, reporting and expenditure management is required.
- Has demonstrated experience working in multi-disciplinary teams with municipalities or other government agencies.
- Has experience of working in projects funded by multilateral development agencies among others experience handling similar projects at the local government level.
- Has a good understanding of public financial management and international best practices in accounting and auditing at the local government level.
- Skills in communicating with authorities and other stakeholders is required.
- Ensuring Government of India guidelines, policies are followed during project structuring and its implementation.
- Develop financial policies and process for the SPV being set up: Ensuring that policies and procedures in line with GFR 2017/ extant guidelines are laid down and followed.
- Providing financial reports and interpreting financial information and recommend further courses of action
- Interacting with stakeholders and bringing uniformity in assumptions relating to financial model, combining the financial model as per requirement of DoPT/SPV;
- Attending meetings with DoPT, Multilateral Institutions, assisting them in preparation of Budget, cost estimates and ensuring consistency in financial information, assist in appraisal by Multilateral Institutions;
- Provide inputs for designing of procurement packages;
- Conduct Cost Benefit Analysis of the project;
- Structuring of project, conducting feasibility and provide inputs to DoPT.
- Keeping up to date with any regulatory or statutory changes and policies that might affect the organization and make changes to policies as required

7) Social Safeguard & Gender Expert / Institutional Framework Support (Resource required -1)

- Master's degree in Social Sciences preferably Social Work / Sociology /Economics/ or any another related field is required.
- One resource with 1-3 years' work experience in social sector projects is required; must have extensive knowledge and experience of working on Environmental and Social Management Framework (ESMF) in accordance with World Bank safeguards policies and requirements.
- Must have worked in at least one project financed by the World Bank or by another international finance institution.

- He/she is conversant with assessment of the social safeguards including the issues to be addressed and well informed about the present regional legislative and institutional challenges that may be faced while implementing the safeguards action plan.
- Regional language speaking, reading and writing skills will be preferred.
- Support the different bodies under the Institutional Framework and preparation of policy documentation towards the inception and operationalization of the bodies
- Any other activities needed for setting up and operationalization of the different bodies under the Institutional Framework.