

**TECHNOLOGY DEVELOPMENT BOARD (TDB)**  
**A Statutory Body of Department of Science & Technology, GoI)**

**Limited Tender for hiring consultancy service through NICSI**

**Tender No: TDB/ 07/Ltd. Tender/ HR /2022/Admin.**

**Dated: 08-04-2022**

**To,**

**NICSI Empanelled (Tier 1) Consultancy Firm/Agency  
(Through National Informatics Centre Services Incorporated (NICSI))**

**Subject: Tenders/Bids are invited for selection/hiring a ‘Consultancy Firm/Agency (empanelled with NICSI) to review the workload of TDB and prepare a revised comprehensive Human Resource policy for it (TDB).**

Secretary, TDB invites sealed Tenders in two bid system (Technical Bid & Financial Bid) from the NICSI Empanelled Consultancy Firm/Agency for reviewing the workload of TDB and prepare a revised comprehensive Human Resource policy for it (TDB). **The time schedule for submission and opening of ‘Technical Bids’ is given below:**

<b>S. No.</b>	<b>Particulars</b>	<b>Tentative dates</b>
1.	Uploading date of Tender/Bid	08.04.2022
2.	Start Date for Seeking Clarification	11.04.2022
3.	Last date for Seeking Clarification	18.04.2022
4.	Last date and time for submission of Technical and Financial Bid	22.04.2022 (up to 1200 Hrs)
5.	Date and time for opening of Technical Bids	22.04.2022 (at 15.00 Hrs )

**Note: After evaluating the Technical Bids by the TDB’s Technical Evaluation Committee (TEC), the Financial Bids (including terms of payment on completion of works at each milestone/stage etc) will be opened by TEC.**

Copy of Tender documents may please be downloaded from NICSI and TDB’s website. Please note that the downloaded tender document is subject to verification with original document as given in the Website.

TDB reserves the right to reject any or all the tenders without assigning any reason.

**Under Secretary,  
Technology Development Board,  
Block-2 (2<sup>nd</sup> Floor),  
Technology Bhawan,  
New Mehrauli Road, New Delhi-110016**

**Terms of Reference (ToR)**

**1. Technology Development Board - An Introduction**

Technology Development Board (TDB) is a unique government organization (a statutory body under administrative control of Department of Science & Technology) with a very specific mandate to provide financial assistance to the industrial concerns and other agencies attempting development and commercial application of indigenous technology or adapting imported technology for wider domestic application.

The Board was constituted through Technology Development Act, 1995 and has commenced its activities from 1<sup>st</sup> September, 1996. Last year, on 1<sup>st</sup> September, 2021 TDB has completed 25 years of its dedicated service to the nation.

In pursuance to its mandate, TDB accepts applications for financial assistance throughout the year from all sectors of economy such as Health & Medical, Engineering, IT, Chemical, Agriculture, Telecommunications, Road Transport, Energy & Waste Utilization, Electronics, Defence, Civil Aviation, Textile etc.

Applications received at TDB are evaluated for techno-commercial viability and those found eligible are provided financial support.

**2. Need for a Consultancy Service**

TDB had commenced execution of its mandate of project financing with a loan grant of Rs 20.00 crore and 20 loan agreements in the year 1997-98. During initial 9-10 years, the workload was mainly pertaining to evolution, financing and management of project cases. In the later years, the workload both in terms of funds, agreements and its related legal and financing activities increased exponentially. Till date TDB has entered into more than 370 agreements with a total project cost of ₹ 8000 Cr. approx. wherein the total financial contribution from TDB (as loan and grant) is approx. ₹ 2000 Cr.

Every year on an average about 50 new projects are received in normal course and are examined at TDB. A typical project cycle / case at TDB takes 8-9 years from receipt of project proposal to final completion / repayment of loan. Therefore, the number of active / ongoing project cases is around 190 – 200. Further, it is planned to expand the activities of TDB.

In order to carry out its mandated duties, 20 regular posts were sanctioned for the Board in the year 2002, out of which only 12 posts are filled by regular employees. As the workload of the Board has increased manifold, which has not been supported by commensurate manpower, TDB had to hire professionals on contract from time to time. The existing human resource setup is not able to provide

the required stability in the organization. Therefore, it has been decided to review the current workload of TDB and prepare a revised comprehensive Human Resource policy for TDB.

**For this work, TDB is looking to on-board a consultancy firm (empanelled with NICSI).**

### **3. Scope of Work**

**3.1 Talent Strategy:** Study the vision and mission of Technology Development Board (TDB). Understand the business strategy, key focus areas and growth plan.

1. Conduct leadership interactions to understand vision, mission, and strategy for TDB.
2. Define the talent strategy for TDB including Employer Value Proposition for attracting and retaining employees.
3. Identify key strengths of TDB and highlight areas which can create a pull & attraction for talent.
4. Suggest a roadmap for building a positive employer brand for TDB in the external ecosystem.

### **3.2 Organization Restructuring and workforce planning:**

1. Analyse / Review the current organization structure, which should be:-
  - a. In alignment to vision, mission, and strategy of TDB for the next 10-15 years.
  - b. Role of existing verticals, reporting structure, synergies, and overlaps.
  - c. Decision making processes, accountabilities, checks & balances.
2. Identify gaps in the current organization structure.
3. Understand the workforce deployment within TDB– sanctioned strength, existing headcount – on regular rolls/ on deputations / on contract / outsourced etc.
4. Conduct an in-depth activity analysis to understand the current activities and time spent by various unique roles.
5. Identify opportunities for automation, digitization, outsourcing if any.
6. Conduct discussions with the functional leadership and managers to identify key workload drivers for TDB' verticals. Understand the overall functional effort to deliver the mandate of TDB.
7. Prepare a diagnostic report consisting of detailed analysis of strength and weakness of the present organization structure based on review and assessment of current structure, stakeholders' perception and future priorities, headcount numbers – sanctioned strength Vs. existing staffing Vs. actual requirement for the various functions within TDB.
8. Study similar organizations and understand their practices on organization design.
9. Create multiple structural options and present the same to the TDB Board. Suggest the overall top level and detailed organization structure along with the proposed roles and responsibilities of each function.
10. Prepare Role Descriptors for all unique roles.
11. Identify the technical and behavioural skills required for different unique positions as per the organization structure and function.

12. Define overall headcount required with right mix of employment types - on rolls/ on deputations / on contract / outsourced etc for TDB and define the most suitable workforce model for TDB to ensure smooth business operations and continuity keeping all relevant government and statutory guidelines in mind.
13. Draft job descriptions for the roles including KRAs and KPIs and develop options for career management for various types of workforce models proposed.
14. Design a smooth changeover plan for the organization to adopt to the new structure in planned manner.

### **3.3 Compensation and rewards:**

1. Define the compensation philosophy for TDB.
2. Define the comparators / similar organizations from where TDB can attract its workforce.
3. Identify compensation levels / pay ranges for different functions within TDB through market study involving similar organizations and internal discussions.
4. Provide insights for creating a tax efficient compensation structure which can attract the right talent for TDB.
5. Explore options of benefits & perks for long term value creation for the employees.

### **3.4 HR policies and processes:** Review the existing HR policies and procedures / process within TDB:-

1. Review the current HR policies and processes – recruitment, on boarding, manpower planning, performance management, learning and development, career path, rewards and recognition and exit.
2. Study leading practices followed in other CPSEs, government bodies and similar organizations in the ecosystem.
3. Propose new ‘HR policies and procedures’ for the organization as per leading practices adopted by the industry as well as internal strategy and value proposition. The HR policies and process should cover the entire Hire to Retire lifecycle.
4. Prepare a ‘HR Manual’ consisting of the new HR policies and procedures & processes covering all employee groups in the organization.

### **3.5 Phases in which the works are to be completed:**

- (i) Submission of HR policy report to the Board.
- (ii) Incorporating necessary modification in the proposed policy based on Board direction and resubmitting the report.
- (iii) Once the report is approved, handholding TDB in smooth changeover and recruiting the manpower.

#### 4. Time frame for completion of above work:

S. no.	Work	Time / Duration allowed
1.	Preparation of HR policy report and presentation of report before the Board	<b>8 weeks</b> (From the date of acceptance of work order or start of work, whichever is earlier)
2.	If directed by the Board, necessary modification to be carried out in the policy and report to be presented again.	<b>2 weeks</b>
3.	Once the new HR policy is approved by the Board, the consultancy firm will be requested to handhold TDB to implement the policy in the organization and hire the required manpower.	This work is not part of Tender. However, if required, specific manpower will be hired from the same firm, who will be awarded this tender later on for this work.

#### 5. Eligibility Conditions/Criteria:

- (a) The Bidder should be a valid NICS I empanelled agency under category Tier - 1 for supply of Consultancy Service. For proof, attach a copy of NICS I empanelment.
- (b) The Bidder has to submit a copy of Tender document duly signed at each page that he/she has read the all items of Tender (*viz., Terms of Reference, Scope of works , Time frame for completion of work including LD condition, Eligibility Conditions/Criteria , Technical Evaluation and Scoring, submission of Bid (Technical and Financial Bids), Selection and Evaluation Criteria including Technical Evaluation and Scoring etc , Standard Terms and Conditions and Disclosure obligation etc.*) and the same are accepted by him/her .
- (c) Other Mandatory Documents to be submitted with ‘Technical Bid’ are also mentioned under Item 7.1 of this ‘Tender’.

**Note:** The copies of above mentioned documents {under item 5. (a) (b) (c)} shall be submitted duly attested by the bidder with signature and stamp. The bidder must fulfil the above eligibility criteria on the date of submission of bid. Bids fulfilling the above eligibility criteria will only be evaluated. Bids not fulfilling the eligibility criteria given above shall be summarily rejected. Undertaking for subsequent submission of any of the above documents will not be accepted under any circumstances.

Office of TDB reserves the right to verify / confirm all original documentary evidence submitted by the bidder in support of above mentioned conditions of eligibility criteria. Failure to produce the same within the period notified in writing by TDB shall result in summary rejection of the bid and / or termination of the contract with imposition of the contract clauses on the bidder by the TDB.

## 6. Submission of Bids:

1. Bids against this limited tender shall be submitted online with password protected alongwith with all required documents.
2. Bids should be submitted after filling the details clearly and correctly without any alterations/cuttings etc. Such cuttings/alteration etc. even if accompanied by signature shall be liable to be rejected.
3. Financial bid shall contain price only and no other documents shall be enclosed with the financial bid.

## 7. Selection and Evaluation Criteria:

The tender will be floated in two bid system (Technical and Financial).

### 7.1 Technical Evaluation and Scoring:

#### 7.1.1 Mandatory Documents to be submitted with Technical Bid:

- (a) Approach and Methodology covering understanding of scope, solution and key ideas to be submitted.
- (b) CVs of Resources proposed to be employed for this project.
- (c) Experience of the Consultancy Firm in carrying out similar projects.
- (d) Other documents required under Item 5. (Eligibility Conditions/Criteria)

#### 7.1.2 Evaluation and scoring of Technical Bid:

Technical bid will be evaluated on the basis of responsiveness to the ToR. Quality and competence of the firm of consultancy will be of prime concern. The firm will have to give a presentation for technical evaluation. Based on evaluation done by the committee, Technical Score would be awarded out of 100 marks. The weightage / marks attributed to various sections of the proposal shall be as per the following:

(a)	Approach, Methodology and Procedure	40 Marks
(b)	Background of the firm (for empanelled vendor with NICSI)	10 Marks
(b)	Experience of the Firm in carrying out similar projects	20 Marks
(c)	CVs of the Resources	30 Marks

#### 7.1.3 Financial bidding:

Once the technical evaluation is done, financial bid will be opened. **Financial Score would be awarded out of 100 marks.** L-1 quoted cost shall be awarded highest Score and similarly,

score would be reduced to L-2, L-3 and so on.

#### **7.1.4 Final Selection**

Final combined score will be arrived at by giving relative weightages for the score of quality of the technical proposal and the score of financial proposal (less cost high weightage). The relative weightages will be in the ratio 50:50 for the quality of proposal and cost. The proposal with the highest weighted combined score (quality and cost) shall be selected.

#### **8. Validity of bids:**

Validity of Bids shall be for 90 days from the date of opening of tender.

#### **9. Standard Terms and Conditions:**

9.1 TDB in its sole discretion and without incurring any obligation or liability, reserves the right, at any time, to:

- a) suspend and/or cancel the Selection Process and/or amend and/or supplement the Selection Process or modify the dates or other terms and conditions relating thereto;
- b) consult with any Applicant in order to receive clarification or further information;
- c) retain any information and/or evidence submitted to the TDB by, on behalf of and/or in relation to any Applicant; and/or
- d) Independently verify, disqualify, reject and/or accept any and all submissions or other information and/or evidence submitted by or on behalf of any Applicant.

9.2 All documents and other information supplied by the TDB or submitted by an Applicant shall remain or become, as the case may be, the property of the TDB. TDB will not return any submissions made hereunder. Applicants are required to treat all such documents and information as strictly confidential.

9.3 After selection, a Letter of Award (LOA) shall be issued in duplicate, by TDB to the NICS who in turn will issue work order to user selected vendor.

9.4 Information relating to evaluation of Proposals and recommendations concerning awards shall not be disclosed to the Bidders who submitted the Proposals or to other persons not officially concerned with the process, until the publication of the award of Contract.

9.5 Termination of the contract at the fault of the consultancy (user agency) will be governed under the term & condition of their empanelment.

9.6 TDB reserves the right to add similar projects and delete similar projects at its discretion.

## **10. Disclosure obligation**

Bidders have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of their Authority, or that may reasonably be perceived as having this effect. Failure to disclose said situations may lead to the disqualification of the Bidder or the termination of its Contract.

**Under Secretary,  
Technology Development Board,  
Block-2 (2<sup>nd</sup> Floor),  
Technology Bhawan,  
New Mehrauli Road, New Delhi-110016  
E-mail id : tripathi.smriti@gov.in**

**I/we have read the entire Tender documents  
and the same are accepted by to me/us .**

**Signature & date**

**Name:**

**Seal of Bidder:**



**Check List of documents required to be submitted with Technical Bid**

<b>Sl. No.</b>	<b>Documents Submitted along with Bid</b>	<b>Mention 'Yes', if submitted Or 'No', if Not submitted</b>
<b>1.</b>	The bidder should be a valid NICSI empanelled agency under category Tier 1 for supply of Consultancy Service. For proof, attach a copy of NICSI empanelment.	
<b>2.</b>	CVs of Resources	
<b>3.</b>	Approach and Methodology covering understanding of scope, solution and key ideas to be submitted.	
<b>4.</b>	Experience of the Firm in carrying out similar projects: Case study as well as supporting client specific documents to be submitted.	
<b>5.</b>	The Bidder has submitted a copy of Tender document duly signed at each page that he/she/they has read the all items of Tender ( <i>viz., Terms of Reference, Scope of works , Time frame for completion of work including , Eligibility Conditions/Criteria , Selection and Evaluation Criteria of Technical Bids and Financial Bids and Standard Terms and Conditions etc.</i> ) and the same are accepted by him/her/them .	

**Signature of the Bidder (s)**

**Seal/Stamp**