Micro Small and Medium Enterprise (MSME) Umbrella Programme

Component: MSME Support Policies and Programme

PN: 09.2459.7-003.00

REQUEST FOR PROPOSAL

Human Resources Management System (HRMS) for the Office of DC-MSME, Ministry of MSME, Government of India

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH,
GIZ Office, B 5/1, First Floor, Safdarjung Enclave
New Delhi 110029, India
<table>
<thead>
<tr>
<th>TITLE OF THE ASSIGNMENT</th>
<th>Human Resources Management System (HRMS) for the Office of DC-MSME, Government of India</th>
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<tbody>
<tr>
<td>TENDER NUMBER</td>
<td></td>
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<tr>
<td>CONTRACT PERIOD</td>
<td>6 months</td>
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<tr>
<td>DATE OF ISSUE</td>
<td>5&lt;sup&gt;th&lt;/sup&gt; May 2014</td>
</tr>
<tr>
<td>CLOSING DATE</td>
<td>23&lt;sup&gt;rd&lt;/sup&gt; May 2014</td>
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Section 1 — Letter of Invitation

From:
Head of Procurement
German Development Cooperation
Deutsche GesellschaftfürInternationaleZusammenarbeit (GIZ) GmbH,
GIZ Office, B 5/1, First Floor, Safdarjung Enclave
New Delhi 110029, India

To:
All Prospective Bidders
Dear Sir/Madam,

1. Office of DC MSME, Ministry of Micro Small and Medium Enterprises, Govt. of India - Deutsche GesellschaftfürInternationaleZusammenarbeit (GIZ) GmbH are implementing the “MSME Policies and Programmes” component of the “MSME Umbrella Programme for MSME Promotion”.

2. GIZ invites bids from reputed and experienced consultancy firms for providing the following consulting services: ‘Human Resources Management System (HRMS) for the Office of DC-MSME, Ministry of MSME, Government of India’

3. This RFP is available to all eligible prospective consulting firms.

4. The RFP includes following documents:
   - Section 1 - Letter of Invitation
   - Section 2 - Instructions to Consultants (local)
   - Section 3 - Terms of Reference
   - Section 4 - Technical Proposal - Standard Formats
   - Section 5 - Financial Proposal – Standard Formats

5. A firm will be selected under Single Stage- two envelop bid on Quality-cum-Cost Based Selection (QCBS ) Method and procedures described in this RFP, in accordance with the policies of GIZ.

6. GIZ reserves the rights to cancel / modify this tender without assigning any reasons.

Yours sincerely,
Section 2 — Instructions to Consultants

The Consultants are invited to submit a Technical Proposal and a Financial Proposal, as specified in the Data Sheet, for consulting services required for this assignment. The Proposal will be the basis for contract negotiations and ultimately for a signed Contract with the selected Consultant. Consultants are expected to familiarize themselves with conditions and take them into account in preparing their Proposals.

1. Address, and formal requirements

Bids are to be sent to-

Head of Procurement
GIZ Office India
B 5/1, First Floor, Safdarjung Enclave,
New Delhi 110 029

Deadline for submission of bids: 17:30 hrs, 23rd May 2014

The bids are to be sent in double envelopes. The inner envelope must be sealed and bear the following inscription:

Envelope 1

Financial Proposal for Consulting Services for ‘Human Resources Management System (HRMS) for the Office of DC-MSME, Ministry of MSME, Government of India’
PN: 09.2459.7-003.00

Envelope 2

Technical Proposal for Consulting Services for ‘Human Resources Management System (HRMS) for the Office of DC-MSME, Ministry of MSME, Government of India’
PN: 09.2459.7-003.00

The Outer envelope containing these two envelopes should be marked:

‘Human Resources Management System (HRMS) for the Office of DC-MSME, Ministry of MSME, Government of India’
PN: 09.2459.7-003.00

Not to be opened before (23rd May 2014)
All copies of the bid must be submitted by courier/post/hand in letter form. The technical proposal will also be presented in electronic format – on a CD duly labeled as such. The above formal requirements regarding envelopes and marking also apply to further copies of the bid.

2. The Technical Proposal
It should include detailed working concept which allows us to examine the technical aspects in the light of the project objective (only in case, a detailed concept is not already given by GIZ). Also, if applicable, special tasks requested within the scope of the terms of reference (TOR). Technical proposals should be submitted in the following format using standard forms as outlined in Section 6.

1) Executive Summary
2) Profile
3) Relevant Experience
4) Technical Response
5) Description of the Team
6) Matters not appropriate in any other section

There should be no price information anywhere in the technical proposal document. Failure to comply will result in disqualification of the bid.

3. The Financial Proposal
Price quotation is to be submitted in a separate envelope together with your technical proposal and should be prepared using the Standard Formats as outlined in Section 7. It shall list all costs associated with the assignment, including (a) remuneration for staff, and (b) reimbursable expenses indicated in the Data Sheet. If appropriate, these costs should be broken down by activity.

4. Cost of preparing the bid
No remuneration will be granted for the preparation of the bid and the documents to be attached thereto. The bids, together with the attached documents, shall become the property of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, without entitlement to remuneration. A request that the first-ranked bidder present candidate staff members previous to the awarding of the contract does not constitute grounds for a claim for reimbursement of related costs from the GIZ.
5. **Material and Equipments**
Details on the materials and equipment needed, generally to be procured by the GIZ; the TORs for planned subcontracts, other measures as well as training planned for partner experts or staffs in the framework of preparation for the assignment are also to be provided, if needed.

6. **Formation of consortium**
Should you form a joint venture group or consortium, the bid must specify the members of this group/consortium and lead partner. Furthermore, the authorized representatives of the members are to be named. Furthermore, the members must declare that they are jointly and severally liable for the performance of the contract. The formation of joint ventures with a company, also invited by GIZ to submit a bid (in a two stage bid process), requires the prior written consent of GIZ.

7. **Modification/withdrawal of the bid**
Adjustments to or withdrawal of bids are to be communicated in writing by post by the deadline for submission of bids. Subsequent adjustments or modifications to the bid, which can be submitted up to the deadline for submission of bids, shall also be subject to the requirements for sending in the bid. The front of the envelope is to be clearly marked as...

   **Adjustment to Financial Proposal or Technical Proposal for consulting services**
   for ‘Human Resources Management System (HRMS) for the Office of DC-MSME, Ministry of MSME, Government of India’
   PN: 09.2459.7-003.00

   (as the case maybe)

8. **Other requirements**
Agreements with third parties in restraint of competition, which are to the disadvantage of the GIZ, are not permissible and will lead to the bid not being considered. The documents submitted in response to the request to bid shall be treated confidentially by yourself and may only be made available to third parties in connection with potential subcontractors in relation to your bid. Non-compliance may result in the bid not being considered.

9. **Data Sheet**
1.1 Name of the Client: **Deutsche Gesellschaft für Internationale Zusammenarbeit / German International Cooperation (GIZ)**

Method of selection: **Single stage - two envelop; Quality-cum-Cost Based Selection Method (QCBS)**

1.2 Financial Proposal to be submitted together with Technical Proposal: **Yes**

Name of the assignment is: **‘Human Resources Management System (HRMS) for the Office of DC-MSME, Ministry of MSME, Government of India’**

1.3 Proposals must remain valid 60 days after the submission date, i.e. until: **22nd July 2014**

2.1 All Clarifications required by bidders with reference to this RFP may be sent latest by **12th May 2014** on the email: [gtzproc@giz.de](mailto:gtzproc@giz.de).

All such queries will be compiled and a consolidated reply will be sent to all the bidders by **15th May 2014** and also put on the website [www.tendernews.com](http://www.tendernews.com)

3.1 Proposals shall be submitted in the following language: **English**

3.2 Consultants may associate with other Consultants: **Yes**

3.2 The estimated number of calendar-months required is **6 months** from the date of contract signing

3.3 Training is a specific component of this assignment: **Yes**

3.4 Applicable Reimbursable Expenses

(1) a per diem allowance in respect of Personnel of the Consultant for every day in which the Personnel shall be absent from the home office for purposes of the Services

(2) cost of necessary travel, including transportation of the Personnel by the most appropriate means of transport and the most direct practicable route

(3) cost of training in field locations

(4) cost of applicable international or local communications such as the use of telephone and facsimile required for the purpose of the Services
| 3.5 | Amounts payable by the Client to the Consultant under the contract to be subject to local taxation: **Yes**  
Service tax will be applicable as per prevailing tax law in India. As per Indian Tax Law, tax at source has to be deducted on payments to consultants, if such payments exceed Indian Rupees 30,000 p.a. |
| 4.1 | Consultant must submit the original and 2 copies of the Technical Proposal, and the original of the Financial Proposal  
Electronic copies of the Technical proposal in MS Word must also be submitted on a separate CD along with the hard copy proposals |
| 4.2 | The Proposal submission address is:  
Procurement Manager,  
GIZ, B-5/1 (2nd floor),  
Safdarjung Enclave,  
New Delhi 110 029  
Proposals must be submitted no later than the following date and time: **5:30 pm on 23rd May 2014** |
| 5.1 | The number of points to be assigned to each of the staff positions or disciplines shall be determined considering the following sub-criteria and relevant percentage weights:  
1) Experience of the company 12%  
2) Appropriateness of suggested concept and work plan 25% *(Points on this will be awarded taking into account the technical proposal and technical presentation which will be required to be made to GIZ project team)*  
3) Technical backstopping 8%  
4) Consideration of local resources and Qualification of local staff 55%  
Total weight: 100%  
Please refer **annex I** for detailed technical assessment grid of the offer |
| 5.2 | Financial quotes to be provided in INR |
5.3 | The weights given to the Technical and Financial Proposals are:  
Technical = 0.7 and  
Financial = 0.3  
Total score for technical proposal will be sum of technical proposal and presentation both.

6.1 | Expected date for commencement of consulting services: 6th June 2014
Section 3: Terms of Reference

1. Background/Context

The Office of DC MSME, Ministry of Micro Small and Medium (MoMSME), Government of India and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH are implementing the “MSME Policies and Programmes” component of the “MSME Umbrella Programme (MSMEUP)”. The broad objective of the programme is to improve the effectiveness and efficiency with which MSME support policies and programmes are implemented, thus promoting increased responsible competitiveness of MSMEs.

The Office of DC-MSME was established in 1954. It has a network of over 60 field offices known as MSME Development Institutes (MSME DI), 11 Testing Centers/Stations and 18 autonomous bodies such as Tool Rooms, Training Institutions and Project-cum-Process Development Centers under its management, through which different services are being delivered to MSMEs.

Since the time of establishment of Office of DC-MSME and its network institutions, there have been enormous changes in the overall business environment and needs of MSMEs including:

- A paradigm shift from protective to competitive era for MSMEs which requires the availability of quality infrastructure, technology and skilled manpower in tune with the global trends to ensure competitiveness
- Liberalization of economy has resulted in a de-reservation of almost all items which earlier could be manufactured by MSMEs
- Involvement of private sector as an important service provider to MSMEs resulting in a change in the demand side scenario
- Legal definition of the target group of these institutions has undergone many changes. As per the MSME DI act, now there is categorization of the industry in Micro, Small and Medium from the earlier categorization of small and tiny industries
- Emergence of service sector enterprises as one of the key industry sector

Given the aforesaid changes, the role of Office of DC-MSME has accentuated as a catalyst of growth of MSMEs in the country. From a protector of the industry, the role of office of DC-MSME and its field institutions has evolved into an agency for advocacy, hand holding and facilitation for the MSMEs. Thus, in line with the changed business environment, some of the key implications related to the operating environment of the Office of DC-MSME and its field institutions are identified below:
• Design, implementation and monitoring of multiple support schemes and programs addressing diversity and complexity of needs of MSMEs
• Design of appropriate organization structure and related functions which are aligned to the overall strategic objectives, reduce overlaps, provide clarity and increase accountability
• Increased need for process efficiency and use of information technology to reduce administrative burden
• Effective planning and allocation of resources
• Increased need for decentralization of functions
• Increased need for communicating effectively both internally and externally
• Need for creation of an inter institutional network for effective utilization of in house expertise
• Diversification in existing competencies of HR

To achieve aforesaid objectives, the O/o DC-MSME has initiated a number of measures to strengthen the organizational capacities, build capabilities of human resources and strengthen the necessary support infrastructure for their effective functioning. These measures include a) Functional and organizational restructuring of O/of DC-MSME and its field institutions b) Human resource profiling for all techno/managerial employee of O/o DC-MSME and its field institutions c) Identification the key skill set needs and areas for capacity building for the manpower of O/o DC-MSME and field institutions d) Strengthen the IT support system for effective functioning of organization and manpower.

In the existing scenario, the IT applications as available with O/o DC-MSME for HR management have following key constraints:

• Lack of integration among standalone IT applications such as Payroll, Recruitment etc
• Lack of a centralized database which comprehensively captures all employee related information
• Lack of workflow engine
• Missing functional modules such as performance management, leave management, transfer management and others
• Limited capacity to generate customizable MIS reports
• Lack of admin dashboards and user access controls

To address the above challenges and develop an effective Human Resource Management System (HRMS) constitutes the key objective of this project.

2. Objective
The key project objectives are:

- Design and Develop a Human Resource Management System to facilitate effective management of all employees (estimated 1000 max) of O/o DC-MSME and its field institutions
- Cater to end-to-end provision of all services and processes involved in human resource management and development
- Maintain a centralized database and provide real time access to all employee related information needed for monitoring and management decision making
- Streamline and enhance the efficiency and effectiveness of HR administrative functions
- Facilitate business process re-engineering and automation of various HR processes to reduce administrative burden and faster processing
- Provide connectivity across field offices and headquarters for sharing of information and speeding up transactions
- Shifting the focus of HR from the processing of transactions to strategic human resource management
- Provide a ‘Self Service’ web-enabled feature for all the employees to initiate required processes and track their status
- Improve employee satisfaction

3. Scope of Services and Deliverables

The scope of work for the Implementation Partner (IP)-agency who will be awarded the work of HRMS- includes development, testing and implementation of the HRMS, interfacing with NIC for the hosting, training to the officials designated by the DC-MSME, and operation and maintenance of the system during the Agreement Period as detailed below.

a) System Implementation: Design, Develop, Test and Implement the system

b) Deployment with NIC: Working closely with NIC which shall house the Data Centre and Data Recovery Centre, for ensuring smooth deployment, access, monitoring of the infrastructure, and Business Continuity
c) **Training, Documentation and Handing Over:** Training to the DC-MSME personnel and/or other authorized Personnel responsible for management of HRMS, related documentation including handing over strategy

### 3.1 System Implementation

As part of System Implementation, the IP is responsible for:

a) **System Requirement Study & System Design documentation:** The IP shall conduct a detailed assessment of the system requirements and shall develop the System Functional Specifications and Requirements Document (SFS&RD) in consultation with the DC-MSME. The IP shall obtain a formal sign-off on the SFS&RD from the DC-MSME before proceeding with the development of the HRMS. The IP shall also prepare and maintain the required documents including Project Plan, System Requirement Specifications, System Design Document, Test Plan, Test Cases & Results, Security Policy etc., as per acceptable standards.

b) **Software Design, Development, Implementation and Enhancement:** The IP shall develop the HRMS with the features and requirements provided in Section 4 and those in the approved SFS&RD. IP shall comply with the Guiding Principles as provided in Section 5. The system must be designed following open standards, to the extent feasible and in line with overall system requirements set out in this RFP, in order to provide for good inter-operability with multiple platforms and avoid any lock-in with a technology or a technology provider. HRMS should be compatible to be integrated with proposed national portal of DC MSME.

The IP shall also ensure that all the data formats and the protocols of communication among the stakeholders of the system are documented in consultation with the DC-MSME and other stakeholders, as part of the SFS&RD phase. Post go-live if there are additions/enhancement requests for functionality not covered in scope of work as per this RFP and the SFS&RD, the IP shall provide detailed requirements and estimates for the additional work. The IP and the DC-MSME shall mutually come to an agreement on the additional effort and the additional cost of the enhancement requests. The additional cost shall be based on the person-month rate of the IP as mentioned in the financial proposal.

c) **Testing:** The IP shall design the software testing strategy and Plan including traceability matrix, Test Cases and conduct testing of various components developed/customized for the HRMS. The software testing shall include Unit Testing, System Testing, Performance Testing, Integration Testing and other testing for functional and non-
functional attributes of the HRMS. The DC-MSME shall conduct User Acceptance Testing (UAT) of the HRMS. The IP shall provide support to any Third Party Testing Agency appointed by the DC-MSME for conducting comprehensive testing of the System including but not limited to functionality, performance, usability, security and conformance to standards. The IP shall bear the costs of all rectifications and changes resulting from testing. The following table provides the various testing activities and the responsibility allocation between the IP and the DC-MSME for performing these activities.

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Work</th>
<th>Phase</th>
<th>Conducted By</th>
<th>Closure of Deficiencies</th>
<th>Cost of Testing Borne By</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>Unit Testing, System Testing, Performance Testing, Integration Testing, etc.</td>
<td>During Application Development</td>
<td>IP</td>
<td>IP</td>
<td>IP</td>
</tr>
<tr>
<td>2</td>
<td>User Acceptance Testing</td>
<td>Before Go-live</td>
<td>DC-MSME</td>
<td>IP</td>
<td>IP</td>
</tr>
<tr>
<td>3</td>
<td>Third Party Application Testing</td>
<td>Before Go-live</td>
<td>DC-MSME / Third party agency</td>
<td>IP</td>
<td>IP</td>
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Table 1: Responsibilities during Testing

d) **Audit:** The IP shall coordinate with the Third party audit agency for Quality Performance Audits of all system Components as and when directed by DC-MSME. The DC-MSME may appoint / use the services of a third party audit agency (empanelled Security Auditors list available on [http://www.cert-in.org.in/](http://www.cert-in.org.in/)) to conduct scheduled and unscheduled audits on a regular basis. The IP shall provide complete support to the third party audit agency and obtain security audit certification on a yearly basis. The IP shall also perform all the changes required by the DC-MSME / third party audit agency and obtain formal sign-off for all the Project deliverables. The following table provides the various testing and audit activities and the responsibility allocation between the IP and the DC-MSME for performing these activities.

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Work</th>
<th>Phase</th>
<th>Conducted By</th>
<th>Closure of Deficiencies</th>
<th>Cost of Audit Borne</th>
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</table>
1. Audits

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**Table 2: Responsibilities during Audits**

e) **Other Compliances and Certifications**: The IP shall provide support to any Third Party Quality Certification/Other Compliance Agency (e.g. STQC) appointed by the DC-MSME or as required under GoI guidelines. The IP shall bear the costs for getting such certificatios/compliances and also of all rectifications and changes resulting from such procedures.

### 3.2 Deployment at NIC

The NIC would provide the hosting, Data Centre (DC) and the Data Recovery Centre (DRC) for the HRMS. NIC shall be responsible for the Procurement, Installation, Commissioning & System Level Integration of hardware and other infrastructure at the DC and the DRC.

The following table provides the division of responsibilities between the NIC and the IP. The responsibility allocation shown below is indicative and the IP shall provide detailed plan for the responsibility allocation during the SFS&RD phase in consultation with the DC-MSME and NIC.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure Setup</td>
<td>NIC</td>
</tr>
<tr>
<td>Sizing of the Infrastructure</td>
<td>IP. IP shall provide the configuration, specifications and quantity for the required servers, storage devices, firewalls, routers, switches, network bandwidth requirements, etc., and system software infrastructure components (which shall also include Original Equipment Manufacturer support for the Agreement Period).</td>
</tr>
<tr>
<td>Deployment Architecture</td>
<td>IP. IP shall provide details of the architecture and methodology of the solution as per requirements stated in this Terms of Reference, covering</td>
</tr>
</tbody>
</table>
### Provisioning

- User-level: IP
- Infrastructure level: IP
- Executing the provisioning advice: NIC

The IP shall ensure that the initial configuration and installation of the hardware at the DC and DRC should be completed before the User Acceptance Testing.

### Production and staging environments

The IP shall delineate and specify the hardware, networking and other infrastructure required for the production environment and the staging environment.

### Uptime guarantee

- Uptime guarantee of the network and hardware: NIC
- Monitoring of uptime and scalability: IP and NIC

### Data Centre Management

- DC Management including provisioning, support, monitoring, upkeep, end to end security and intrusion prevention: NIC
- Ensuring that all hardware and network hardening is performed (as per guidelines provided by CERT-In1) to ensure full security of the new infrastructure: IP and NIC. This activity should be completed before the application software and database is deployed.

### DRC management

- DRC Management including provisioning, support, monitoring, upkeep, end to end security and intrusion prevention: NIC

### Availability Requirement

- NIC shall ensure the following:
  - All components of the DC have adequate redundancy to ensure 24/7 availability of the System.
  - A dedicated link with adequate bandwidth and redundancy between the DC and Exchange and Exchange and DRC for data transfer
  - Usage: Application to cater to the following usage parameters:
    - Handling 2000 concurrent users
    - Four sessions per user
    - Data for each application submitted by the users is limited to maximum 1 MB.
  - Recovery Point Objective not to exceed 15 minutes
  - Recovery Time Objective not to exceed 4 hours
  - Communication link with Data Centre and Disaster Recovery Centre should have redundancy

### Testing and Audits of DC and Infrastructure level: NIC

- Adequacy and appropriateness of the infrastructure: IP.
Deficiencies pointed out by the Audit agency to be rectified by the respective parties mentioned above at no additional cost.

NIC, IP to oversee the security policy and make it meaningful for this System.

Management of servers and other components for storage of data, schedule backups of the databases and restoration of databases: NIC
Application level data management and backups: IP

NIC and monitored by IP

System related: IP
Infrastructure and all other documentation associated with DC and DRC: NIC

NIC and monitored by IP.

IP

Table 3: Scope of DC/DRC

3.3 Training, Documentation and Handingover

The IP shall plan an exhaustive training program for all the users of the HRMS within the DC-MSME and its nodal/field offices which includes following activities:

- The IP shall draw up a systematic training plan and prepare the detailed curriculum in consultation with the DC-MSME for the users and system administrators of HRMS.

- The training curriculum shall exhaustively cover the functioning of the HRMS usage scenarios, and the respective user-level access details, to ensure users are provided with hands-on training on all the modules related to their day-to-day operations and procedures of the system and can easily perform their respective functions on the system.

- Details on the number of trainees (tentative) and allowed batch size are provided below. These numbers are indicative only and the IP shall gather details on the exact number of officials required for training during the SFS&RD phase.

  - Total number of officials to be trained as Master Trainers: 50 (maximum)
  - Batch size for training: maximum 25 (maximum)
• Unless otherwise informed by the DC-MSME, the training location shall be the office of the DC-MSME at New Delhi.

• Training programs shall be designed in consultation with the DC-MSME so that the on-going/regular operations are not unduly affected and all users are trained before the system is made operational.

• User Manual, Training Manual, FAQ, online help, Webcasts, and other in both online and physical documentation format for the different types of users would be prepared by the IP.

• The DC-MSME will evaluate the trainings conducted by IP from time to time.

4. Eligibility Criteria and Expertise/Skill-sets required

• The consulting team should have successfully carried out similar assignments i.e. designing and implementing HRMS systems including its various modules as listed in the scope of work in the last 5 years.

• All the consulting team members should have a minimum 5 years of consulting experience and hold a post graduate in the relevant field of public administration, management, and economics and or sector related areas with strong analytical, writing and communications skills.

• The Team Leader should have a minimum of 10 years experience with specific expertise in leading similar engagements in addition to excellent communication and project management skills

• Past experience of the team members in working with Govt. of India is an added advantage

• The Quality certifications from an accredited and internationally reputed / renowned firm would be an added advantage

5. Duration

Total duration of this will be 6 months from the date of signing of the contract

6. Reporting

During the assignment, consultant will be required to maintain a continuous liaison with Additional Development Commissioner or his representatives. Reporting will be on monthly
basis and should be submitted to both office of DC MSME and GIZ. During the assignment, consultant will adhere to following reporting schedule

- An Inception Report within 30 days of start of the assignment, setting out the first 3 months work plan
- Monthly progress report thereof.

7. Payment Schedule

<table>
<thead>
<tr>
<th>No</th>
<th>Project Milestone</th>
<th>Payment*</th>
<th>Months</th>
</tr>
</thead>
<tbody>
<tr>
<td>P1</td>
<td>Contract signing, advance payment</td>
<td>40%</td>
<td>M1</td>
</tr>
<tr>
<td>P2</td>
<td>Submission and acceptance of all deliverables on completion of assignment</td>
<td>60%</td>
<td>M6</td>
</tr>
</tbody>
</table>

* % of total contract value

Feedback will be communicated to the consultant continuously at the end of several activities carried during all phases. Where necessary, consultant shall make appropriate changes to improve the deliverables and address this feedback. On the completion of a milestone and its acceptance by the respective division at office of DC-MSME, written confirmation shall be provided to the consultant who will trigger the relevant milestone payment. No payment will be processed without the acceptance of the deliverables.

8. Other Terms & Conditions

IP will coordinate with nodal officer nominated for this project in the office of DC MSME for all the activities and deliverables under this assignment. The end-deliverable and the achievement of final milestone should be approved by the Additional Secretary and Development Commissioner MSME, MoMSME as conditions for release of final payment. All the work/software/reports undertaken/developed/prepared under this assignment are the intellectual property of the office of DC MSME, Ministry of MSME and cannot be used, published, copied or otherwise disseminated without prior written approval.
Section 4: Functional Requirements

The key desired functional attributes of the HRMS are as following:

- Configurable workflows
- Centralized database with easy access
- Single sign on
- Integrated functional modules
- Self service operations for individuals
- Real-time process management at various levels
- Customizable filtering and search operations
- Assign defined roles to created users
- Auto generated light weight user interfaces

The indicative functional modules/features which the HRMS design should include are:

<table>
<thead>
<tr>
<th>Admin function</th>
<th>Base HR Module</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Admin Dashboard</td>
<td>- Employee General Information</td>
</tr>
<tr>
<td>- Define information fields</td>
<td>- Employee Salary Structure</td>
</tr>
<tr>
<td>- Customized MIS Report Generation</td>
<td>- Employee Payroll Information</td>
</tr>
<tr>
<td>- User id creation and management</td>
<td>- Past Employment Details</td>
</tr>
<tr>
<td>- Access, Rights and Permissions controls</td>
<td>- Past Training Details etc</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee and Manager Self Service</td>
<td>Learning and Development</td>
</tr>
<tr>
<td>- Employee login</td>
<td>- Training needs</td>
</tr>
<tr>
<td>- Applications and approvals</td>
<td>- Training history</td>
</tr>
<tr>
<td>- Records and Archives</td>
<td>- Training plans</td>
</tr>
<tr>
<td>- Alerts</td>
<td>- Training calendar</td>
</tr>
<tr>
<td>- Disciplinary action</td>
<td>- Application and approval</td>
</tr>
<tr>
<td>- Reporting Relationships &amp; Department Heads</td>
<td>- Feedback on training</td>
</tr>
<tr>
<td>- Sub-ordinate management</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Selection and Recruitment</td>
<td>Payroll Management</td>
</tr>
<tr>
<td>- Resume Database</td>
<td>- Payment Transactions</td>
</tr>
<tr>
<td>- Shortlisting</td>
<td>- Compensation Record</td>
</tr>
<tr>
<td>- Scheduling assistant</td>
<td>- Investment Declaration</td>
</tr>
<tr>
<td>- Decision making</td>
<td>- Tax calculation</td>
</tr>
</tbody>
</table>
## Request For Proposal: MSME Umbrella Programme

### Transfer Management
- Hire approval
- Probation and Confirmation
- Pay and Position Change
- Leave and compensation

### Performance Management
- Transfer records
- Transfer planning
- Transfer management
- Application
- Approval
- Track status
- Archives

### Health and Well Being
- Goal Setting
- Goal Cascading
- Review
- Developmental Plan
- Increment and Promotion
- Leave Types
- Leave application
- Leave approval and cancellation
- Leave History

### Separation and Retirals Management
- Medical Insurance
- Annual Health Checkups
- Employee Benefit
- Time and Attendance Management
- Facilities (PC, Laptops, Internet etc)
- Birthday/event reminders

### Knowledge Management
- Temporary Separation
- Permanent Separation
- Pension management
- Queries and Grievance management
- Grievance Procedure
- Newsletters, opinion, polls and events
- Organization Surveys

### Work Life Management
- Leave Management
- Transfer records
- Transfer planning
- Transfer management
- Application
- Approval
- Track status
- Archives

### Employee Suggestion Management
- Goal Setting
- Goal Cascading
- Review
- Developmental Plan
- Increment and Promotion
- Leave Types
- Leave application
- Leave approval and cancellation
- Leave History

### Document Management
- Sharing of information and resources
- Circulars
- Announcements
- Digitization of documents and existing records
The indicative HRMS architecture is as depicted below:
Section 5: Guiding principles for the HRMS

The IP shall be guided by the following principles in performance of its role with respect to HRMS implementation. These principles are outlined in brief below:

i. **Open Standards Based**: Technology choices should be based on open standards and widely adopted frameworks as long as they meet the needs of the system. The solution shall have:
   a. technologies that are based on open standards
   b. frameworks that are widely adopted

ii. **Upgradeability**
The proposed system is designed such that they run on can be upgraded on a regular basis without any impact to overall UID system or other Biometrics Solution simultaneously in use.

iii. **Interoperability**:
The design must allow for replacement of hardware components with comparable hardware components from any vendor with minimal impact on the remaining hardware components. It is expected that the proposed software solution will be implemented on commodity hardware. This requirement for commodity hardware extends to the data capture devices (fingerprint scanners, iris imagers, face image cameras) as well.

iv. **Architecture principles**
   i. IT & Business Alignment: ICT provisions should be aligned with MSME strategy to allow maximum benefit for MSME.
   ii. Layered Service Oriented Architecture (SoA): Layered SoA for Business Integration
      a. Common Service-oriented run time environment for distributive integration using enterprise-service bus
      b. Layered integration architecture into multiple stacks of services that can be delivered using enterprise-service bus
      c. Follow the basic service oriented architectural principles for each layer such as loosely coupled, re-usable and sharable, abstracted/opaque and secured interface within services and with third party IT systems
      d. Use service-oriented integration pattern for maximum re-usability, leverage existing application and infrastructure and increase in interoperability between disparate integration technologies
      e. Multi-Channel Integration Services across various delivery channels with core service application module via front-end and backend integration
f. Performance of the system should not be degraded as traffic, number of users, no of content records increase or number of simultaneous users.

g. System must be cross-browser and cross platform accessible.

h. System should support various types of file formats such as .doc, .ppt, pdf, picture files, webcasts, multimedia files, audio, video files, etc.

i. System should have a robust search mechanism supported through creation of repository schema and taxonomy management for the HRMS content repository

j. Compliance with GoI standards and guidelines for ICT application and infrastructure.

k. Information Asset, Sharing and Accessibility: Information on the HRMS is an asset of MoMSME. Information sharing and accessibility should be enabled in such a manner to allow service delivery across business functions, without compromising the GoI information security policy and guidelines

l. Data Transparency: Follow the data transparency principles as per GOI guidelines and any non-personal information be made available to public under RTI act

m. Performance and Scalability: The system must be highly performance in order to achieve the enrolment goals. It should be possible to scale quickly to meet the enrolment needs.

n. Reliability: The system must be reliable against hardware and software failures and Disasters. Integrity of data and availability must be assured. Business Continuity: Uninterrupted operations in face of disasters

o. Legal Compliance: Laws of the land and policies set by Ministry of MSME

v. Security Principles

p. The system must be trusted by all the users because of the purpose and sensitivity of data.

q. The system must be secure at all user touch points by using suitable security protocols and data protection methods

r. Multi layer security must be employed starting with networks, perimeter, DMZ, Data Center, applications and databases.

s. Compartmentalization and Defense-in-Depth, HRMS architecture should embrace the concepts of compartmentalization and defense-in-depth as a security policy

t. All types of network attacks must be identified and counter measures must be put in place.

u. A comprehensive threat model has to be created and security solutions implemented accordingly.

v. The system must follow a role based access control at all levels.

w. The system must support extensive logging at all levels and associated tools for audit and quick alerting in case of unforeseen malicious access.
vi. **Data Security Principles**
   a. Data on system must be secured and there shall be no direct access to it other than through well designed services.
   b. All the hardware assets must also be secured throughout their life cycle as they may contain sensitive data.
   c. Different parts of data might need different security classification
   d. Data Trustees must ensure quality of data.

vii. **Application Security Principles**
   a. Apply defense in depth: The principle of defense-in-depth is that layered security mechanisms increase security of the system as a whole. If an attack causes one security mechanism to fail, other mechanisms may still provide the necessary security to protect the system.
   b. Use a positive security model: A "positive" security model (also known as "whitelist") is one that defines what is allowed, and rejects everything else.
   c. Fail securely: The security mechanism should be designed so that a failure will follow the same execution path as disallowing the operation
   d. Layered Security - information systems (including applications, computing platforms, data and networks) should maintain a level of security that is commensurate with the risk and magnitude of the harm that could result from the loss, misuse, disclosure or modification of information.
   e. Security Plan - Information Systems security should be built into systems from their inception rather than “bolted on” after system implementation.
   f. Security Control Modularity - Safeguards should be modular so that they may be removed or changed as the system and enterprise risk profile changes
   g. Run with least privilege
   h. Avoid security by obscurity: The design or logic of the security control should be based on open and known principles (e.g. PKI).
   i. Keep security simple: Attack surface area and simplicity go hand in hand. Keep architecture and implementation simple.
   j. Detect intrusions: The system should have the capability to log security-relevant events, monitoring and reacting quickly to detect and counter it.
   k. Don’t trust infrastructure: Application security shall not depend on infrastructure security. No assumptions should be made about secure infrastructure.
   l. Don’t trust services
   m. Establish secure defaults: by default, the experience should be secure, and it should be up to the user to reduce their security – if they are allowed.
Management Principles

a. The management of system shall be SLA based.
b. System shall have a dedicated Network for operation and maintenance
c. Management to have minimal overhead on the system
d. Management should be automated to the maximum possible extent.
e. Management system should be based on open standards
f. Extensive reporting to help management and administrators to take quick decisions
g. System should track all the assets in use or acquired for use in real time.
h. Real-time status of the system should be available at all times.
i. System Management should intelligently perform root-cause analysis to rapidly bring the system back to normal working conditions
j. The system should have integrated performance management capabilities
k. The system should be upgradeable without affecting the affecting production
l. It should be possible to dynamically manage the capacity of the system. This can happen as per a planned large scale increase or elastically as the system needs change in real time.
m. It should be possible to proactively manage all the system hardware and software components maintenance and licenses throughout their life cycle.

Technology Principles

a. The system should be built from best of breed components with no obsolescence and with futuristic designs.
b. The technology adopted should be continuously refreshed to achieve significant improvements in TCO.
c. The system shall use commodity hardware such as blade servers, SAN storage modules, network components.
d. The specified components must be available from at least 2-3 sources.
e. Data centre area and power requirements must be optimized with sufficient headroom for growth.
f. All the system components must follow open standards.
g. Interoperability of servers from different vendors is required at the rack level.
h. Always Available by using clustering, virtualization and multiple active sites with replication
i. Modularity: Simplicity, scalability, manageability to handle huge data volumes
j. Performance and Scalability: high density blade servers, clustering and scalable applications
k. Efficient Resource Utilization by separation of Compute and Storage resources. And by distribution of load among all active sites.
x. **User Friendly**
The solution and the process will provide transparency, flexibility and convenience to the resident and enrolment agencies with an easy to use and intuitive user interface for data subjects, system attendants and system administrators.

xi. **Cloud enabled:** Technologies that support deployment on a virtualized platform. The solution should support:
   i. The ability to deploy and run the application within a private cloud platform to take advantage of next generation cloud features.
   ii. running services in virtualized environments
   iii. metering of CPU, network and storage utilization
   iv. throttling of CPU, network and storage utilization
   v. multi client capable services
Section 6: Technical Proposal – Standard Formats

With reference to brief guideline provided in section 2 of this RFP, consultants are expected to use the following recommended formats and number of pages for their technical proposals for any of the work packages.

1. Executive Summary:
   Executive summary should capture important parts of your technical proposal including approach, timeline, milestones and staffing. Executive summary must be confined to maximum 5 pages.

2. Profile
   2 page description of background, organisation and competencies of the consulting firms and each associate for this assignment

3. Relevant Experience
   This section should contain project credentials of the bidder. This section should mention 5 most relevant experiences and must not exceed 10 pages.

<table>
<thead>
<tr>
<th>FORMAT FOR RELEVANT EXPERIENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of Assignment</td>
</tr>
<tr>
<td>---------------------</td>
</tr>
<tr>
<td>Selected Relevant projects-National</td>
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<tr>
<td>Selected Relevant projects-Global</td>
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</tbody>
</table>
4. Qualification to Terms of reference:
This section is intended to record understanding of the assignment and interpretation of the TOR and any observations/suggestions the bidder may have on the terms of reference. Facilities and support required/expected from counterpart should also be mentioned. Maximum number of pages to be used is 3.

5. Technical response:
This section should define the approach, methodology, work plan including sub activities and deliverables and how the bidder intends to organise the project team to execute the engagement. Technical response must confine to 30 pages and in following 3 sub sections.

1) Approach and methodology
Detailing out planned approach and methodology for carrying out the assignment to achieve the expected output

2) Work Plan including sub activities and Deliverables
Detailing out Main activities, sub activities, duration, their interrelations, Milestones and linked deliverables. Work plan should be consistence with approach and methodology and should break out the TOR in feasible working plan.

3) Project Organisation
This should contain the project team organogram and brief profiles of project team personnel. Details of which tasks your home office will be undertaking within the scope of the project (backstopping) and the designation of a contact person at the Head Office who is responsible for the project, with his or her CV included. Earliest possible date for commencing the work, with alternatives where appropriate

6. Description of the proposed team
1) Staffing
This section should contain the staffing table which indicates the name, firm, area of expertise, designation and task assigned to the professional staff as per the following format.

<table>
<thead>
<tr>
<th>Name of Staff</th>
<th>Firm</th>
<th>Area of Expertise</th>
<th>Position Assigned</th>
<th>Task Assigned</th>
</tr>
</thead>
</table>


2) **Schedule**

Staffing schedule (giving alternatives if necessary) with details of the personnel to be engaged in the home/field work with their person-days of involvement in the assignment as per the following format.

**FORMAT FOR STAFFING SCHEDULE (Required only for the Core Team)**

<table>
<thead>
<tr>
<th>No.</th>
<th>Name of Staff</th>
<th>Description</th>
<th>Staff input (in number of Days)</th>
<th>Total Staff input (days)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Month 1</td>
<td>Month 2</td>
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<tr>
<td></td>
<td></td>
<td>Home (days)</td>
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<tr>
<td></td>
<td></td>
<td>Field (days)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Staffing schedule should be specifically broken into Professional staff (International and Indian) and Support Staff.

3) **Curricula vitae (CVs)**

The CVs of the experts designated for the project are to be in tabular form and should cover the points given in the format. Each CV must confine to maximum 3 pages in the following format.

**FORMAT FOR CVs FOR PROPOSED PROFESSIONAL (CORE TEAM/FLEXIBLE) STAFF**

<table>
<thead>
<tr>
<th>Name:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Nationality:</td>
<td></td>
</tr>
<tr>
<td>Designation:</td>
<td></td>
</tr>
<tr>
<td>Proposed Position:</td>
<td></td>
</tr>
<tr>
<td>Whether Employee of the Firm:</td>
<td></td>
</tr>
<tr>
<td>Years with the Firm:</td>
<td></td>
</tr>
<tr>
<td>Key Qualifications:</td>
<td></td>
</tr>
<tr>
<td>Education:</td>
<td></td>
</tr>
<tr>
<td>Recent Relevant Experience:</td>
<td></td>
</tr>
</tbody>
</table>

*<Project Title>*

*<Designation in Project Team>*

*<Description of Role>*
**Record of Employment:**

<table>
<thead>
<tr>
<th>From</th>
<th>To</th>
<th>Designation &amp; Name of Firm</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

**Languages Known:**

<table>
<thead>
<tr>
<th></th>
<th>Read</th>
<th>Write</th>
<th>Speak</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>

4) **Personnel Inputs and workplan (Required only for the Core Team)**

This section should contain a GANNT chart mapping project phases, activities and sub activities, milestones and deliverables and person-days involvement of each project team member. There should be no price information in this table, only estimates of person-days of each consulting team member.

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Work-plan Activities</th>
<th>Team Member</th>
<th>Showing the completion of activities and involvement (maydays) of team member in respective cells</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Wk 1</td>
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<td></td>
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</tr>
</tbody>
</table>

7. **Matters not appropriate in any other section**
Section 7: Financial Proposal: Standard Formats

Financial Proposal should be submitted with a covering letter clearly mentioning the validity of the quote for minimum 60 days and as per the following format for any of the work packages.

**FORM 1: TOTAL COST SUMMARY**

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost in INR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Fee</td>
<td></td>
</tr>
<tr>
<td>Reimbursable Fee</td>
<td></td>
</tr>
<tr>
<td>Applicable Tax</td>
<td></td>
</tr>
<tr>
<td>Total Cost</td>
<td></td>
</tr>
</tbody>
</table>

**FORM 2: FORMAT FOR STAFF INPUTS AND FEE RATES**

<table>
<thead>
<tr>
<th>Name</th>
<th>Description</th>
<th>No. Of Days</th>
<th>Daily Fee Rate in INR</th>
<th>Total Fee (No. Days x Fee)</th>
</tr>
</thead>
<tbody>
<tr>
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</table>

Sub Total

Tax

Total
### FORM 3: FORMAT FOR PROJECTED REIMBURSABLE COST

<table>
<thead>
<tr>
<th>Description</th>
<th>Number</th>
<th>Rate</th>
<th>Cost (INR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicle hire</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Airfare</td>
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<tr>
<td>Accommodation</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Per diem for staff</td>
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<td></td>
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<tr>
<td>Others (please specify)</td>
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<td></td>
<td></td>
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<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

### FORM 4: COST BREAK UP ACCORDING TO THE MAJOR DELIVERABLES/work stage (As Outlined in TOR)

<table>
<thead>
<tr>
<th>Deliverables (As Outlined In TOR)</th>
<th>Consulting Fee</th>
<th>Reimbursable Fee</th>
<th>Total Amount in INR</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>
Annex I: Technical Evaluation Grid

Technical Assessment Grid of Offers (AURA)

<table>
<thead>
<tr>
<th>Section</th>
<th>MSME Support Policies and Programme</th>
<th>Project Short Title</th>
<th>MSME Umbrella Programme</th>
<th>Date</th>
<th>AV</th>
<th>Assessor</th>
<th>Version</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Experience of the Company</td>
<td></td>
<td></td>
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<tr>
<td>1.1 Technical Experience (state relevant sectors)</td>
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</tr>
<tr>
<td>Prior experience in the development and implementation of the similar HRMS systems</td>
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<tr>
<td>Prior experience in implementing the various HRMS modules as listed in scope of work</td>
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<tr>
<td>Relevant Quality Certifications</td>
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<td>Prior experience in working on e-governance projects</td>
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<tr>
<td>1.2 Regional Experience (state country/region)</td>
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<tr>
<td>1.2.1 India (Central and State)</td>
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<td>Total 1</td>
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<tr>
<td>2. Appropriateness of suggested concept and work plan</td>
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<tr>
<td>2.1 Interpretation of objectives</td>
<td>4</td>
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<td></td>
</tr>
<tr>
<td>2.2 Strategy (technical concept/alternative concepts)</td>
<td>7</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>2.3 Implementation methods: Management of cooperations, Steering structure, Processes, Learning and Innovation</td>
<td>8</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>2.4 Work schedule and time schedule</td>
<td>3</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>2.5 Monitoring and evaluation concept</td>
<td>3</td>
<td></td>
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<td></td>
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<tr>
<td>Total 2</td>
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</tbody>
</table>
### 3. Technical backstopping / Knowledge Management

| 3.1 Staff and backstopping conception (incl. Capacity Works) |  |  |  |  |  | 4  |
| 3.2 Knowledge and information management |  |  |  |  |  | 4  |
| **Total 3** |  |  |  |  |  | 8  |

### 4. Consideration of local resources

| 4  |

### 5. Qualification of proposed staff

#### 5.1 Expert 1: Team Lead

<table>
<thead>
<tr>
<th>5.1.1 General qualification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Edu. qualification/training/ certifications in areas related to IT systems design and implementation</td>
</tr>
<tr>
<td><strong>5.1.2 Specific qualification</strong></td>
</tr>
<tr>
<td>- special field</td>
</tr>
<tr>
<td>Advisory and implementation related experience professional experience (min. 10 yrs) in project management, design &amp; implementation of e-governance systems</td>
</tr>
<tr>
<td>- management experience</td>
</tr>
<tr>
<td>- ability to work in a team</td>
</tr>
<tr>
<td><strong>5.1.3 Regional experience / Knowledge of country</strong></td>
</tr>
<tr>
<td>India (Central and State)</td>
</tr>
<tr>
<td><strong>5.1.4 Language skills</strong></td>
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<tr>
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</tr>
<tr>
<td><strong>Subtotal 5.1</strong></td>
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#### 5.2 Expert 2: Senior Resource Person

<table>
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<tr>
<td><strong>5.2.2 Specific qualification</strong></td>
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<td>Advisory and implementation related experience professional experience (min. 5yrs) in project management, design &amp; implementation of e-governance systems</td>
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<td>- management experience</td>
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<tr>
<td>- ability to work in a team</td>
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<tr>
<td><strong>5.2.3 Regional experience / Knowledge of country</strong></td>
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<td>India (Central and State)</td>
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### Request For Proposal: MSME Umbrella Programme

<table>
<thead>
<tr>
<th>Section</th>
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<td>5.2.4</td>
<td>Language skills</td>
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<tr>
<td>Subtotal 5.2</td>
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<tr>
<td>5.3</td>
<td>Other experts</td>
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<tr>
<td>5.3.1</td>
<td>General qualification</td>
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<td>5.3.2</td>
<td>Specific qualification</td>
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<td>5.3.2.1</td>
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<td>5.3.3</td>
<td>Regional experience / Knowledge of country</td>
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<td>5.3.3.1</td>
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<td>5.3.4</td>
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<td>5.4</td>
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<td>Grand Total</td>
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Assessment in %

<table>
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<th>Description</th>
<th>Assessment in %</th>
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</thead>
<tbody>
<tr>
<td>6.</td>
<td>Special advantages / risks (see extra page)</td>
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</table>

place