

File No.: T-16017/38/2020-iGOT (Vol III)

Government of India

Department of Personnel & Training

Block 04, 3rd Floor,

Old JNU Campus,

New Delhi-110067

Dated: 13th September, 2021

NOTICE INVITING TENDER (NIT)

On behalf of President of India, Department of Personnel & Training (DoPT), invites e-Tender for Onboarding consultant for defining and detailing FRAC (Framework for Roles Activities and Competencies) for Govt. of India at (DoPT) from reputed professionals as per the scope of work mentioned in the tender document.

The mode of tendering is online via (URL: <http://eprocure.gov.in>) in a two-bid system of a technical bid and a financial bid. The tender document is available on the Central Public Procurement Portal (URL: <http://eprocure.gov.in>) from 13th September, 2021. The tender is also published on Client's portal (<https://dopt.gov.in/>). All updates, clarifications and corrigenda (if any) will be uploaded on both the above-mentioned websites. In case of discrepancies found between the English text version and the Hindi translation, the English version shall prevail.

The tender has to be submitted online on (URL: <http://eprocure.gov.in>) latest by 20th October, 2021 by 16:00 hrs. Manual bids shall not be accepted. Tenderers are advised to follow the instructions provided in the tender documents for the e-submission of the online bids. The important information of the bids is as follows:

Sl. No.	Key Information	Details
1.	EMD Value	NIL. (However, the bidders need to submit Bid Securing Declaration (As per Annexure 3 of RFQ cum RFP-Vol 1). The Bidders shall also submit the original signed and stamped Integrity Pact as part of an envelope titled "Integrity Pact, Authorization Letter & EMD (Bid Securing Declaration)" before the last date of submission of bid, as per dates mentioned in the Data Sheet, failing which, the Bid submitted by the concerned Bidder will be liable to be rejected.

Sl. No.	Key Information	Details
2.	Release date of RFP	13 th September, 2021
3.	Last date of receipt of pre-bid queries	23 rd September, 2021 before 13.00 hours at ak.singh69@nic.in (Queries received after this time will not be accepted).
4.	Pre-bid Meeting date, time & Online Link	24 th September, 2021 at 11.00 hours Link for the meeting will be published on the CPP Portal and DoPT website at least 3 days before the Pre-Bid Meeting.
5.	Last Date & Time for submission of Bids	20 th October, 2021 by 16.00 hours
6.	Date & Time of opening of Technical bids	21 st October, 2021 at 17.00 hours
7.	Date of opening of Financial bids	To be intimated later.
8.	Validity of Bid	180 days from the date of bid submission.

Note: All times are as per the CPP e-tenders Portal time.


 (Arun Kumar Singh)
 Under Secretary to the Govt. of India

(ARUN KUMAR SINGH)
 Under Secretary



Request for Qualification cum Request for Proposal (RFQ cum RFP) (Volume I)
For
**Onboarding consultant for defining and detailing FRAC (Framework for Roles
Activities and Competencies) for Govt. of India**

Department of Personnel & Training
Block 04, 3rd floor, Old JNU Campus
New Mehrauli Road
New Delhi - 110067

RFQ cum RFP REF NO: T-16017/38/2020-iGOT (Vol III)

Date: 13th September, 2021

Disclaimer

1. The information contained in this Request for Qualification cum Request for Proposal document (RFQ cum RFP) or subsequently provided to the Bidders, whether verbally or in documentary or in any other form by or on behalf of the Client or any of its employees or advisors, is provided to the Bidders on the terms and conditions set out in this RFQ cum RFP and all other terms and conditions subject to which such information is provided.
2. This RFQ cum RFP is not an Agreement and is neither an offer nor an invitation by the Client to the Bidders or any other person. The purpose of this RFQ cum RFP is to provide interested parties with information that may be useful to them in the formulation of their Proposals. The information contained in this RFQ cum RFP has been provided to the best of knowledge of Client and in good faith. However, the information may not be complete and accurate in all respects and may not be exhaustive. Specifically, the information regarding business processes provided in this RFQ cum RFP is based on the interim decisions taken by the Government and is expected to undergo changes in future. This RFQ cum RFP includes statements which reflect various assumptions and assessments arrived at by the Client in relation to the project. Information provided in this RFQ cum RFP is on a wide range of matters, some of which depends on the interpretation of law. The information is not an exhaustive account of statutory requirements and should not be regarded as a complete or authoritative statement of law.
3. While reasonable care has been taken in providing information in this RFQ cum RFP, the Bidders are advised not to rely on this information only but also carry out their independent due diligence and risk assessments before submitting their response to this RFQ cum RFP. Further, the Bidders are advised to conduct their own analysis of the information contained in this RFQ cum RFP, carry out their own investigations about the project, the regulatory regime which applies thereto and all matters pertaining to the Client and to seek their own professional advice on the legal, financial and regulatory consequences of entering into an agreement or arrangement relating to this RFQ cum RFP.
4. The information contained in this RFQ cum RFP is subject to update, expansion, revision and amendment prior to the last day of submission of the bids at the sole discretion of the Client. In case any major revisions to this RFQ cum RFP are made by the Client within seven days preceding the last date of submission of the Proposals, the Client may, at its discretion, provide reasonable additional time to the Bidders to respond to this RFQ cum RFP. Neither the Client nor any of its officers, employees nor any advisors nor consultants undertakes to provide any Bidder with access to any additional information or to update the information in this RFQ cum RFP.
5. The Client, its employees and advisors make no representation or warranty and shall have no liability of any nature to any person including any Bidder or Vendor under any law, statute, rules or regulations or tort, principles of restitution or unjust enrichment or otherwise for any loss, damages, cost or expense which may arise from or be incurred or suffered on account of anything contained in this RFQ cum RFP.
6. The Client reserves the right to change/ modify/ amend any or all provisions of this RFQ cum RFP document. The amended RFQ cum RFP will be made available on the website of Client.

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1. Invitation for Bid

Department of Personnel & Training (Client), the nodal agency responsible for personnel management and training for the Government of India has embarked on a learning transformation program by upskilling the civil servant through capacity building. Client invites responses (“Proposals”/ “Bids”) to this RFQ cum RFP from eligible Bidders to be appointed as consultant for defining and detailing a scalable process for FRAC (Framework for Roles Activities and Competencies), a public service competency framework. This RFQ cum RFP has two volumes, Volume I for RFQ cum RFP and Volume II for Contract/Agreement.

Interested Bidders are advised to study this RFQ cum RFP document (both volumes) carefully before submitting their proposals in response to this RFQ cum RFP Document. Submission of a bid in response to this RFQ cum RFP shall be deemed to have been done after careful study and examination of this document with full understanding of its terms, conditions and implications. Any Bidder from a country which shares a land border with India will be eligible to bid in this tender only if the bidder is registered with the Competent Authority.

The time, date and venue details related to the pre-bid meeting and bid submission are mentioned in the Data Sheet. Proposals must be received not later than time, date and venue mentioned in the RFQ cum RFP. Proposals that are received after the deadline will not be considered. Bidder will be selected under QCBS procedure described in this RFQ cum RFP.

The Bidder shall submit the Proposal in the form and manner specified in this RFQ cum RFP. Online submission of proposals must reach DoPT office as per the date and time mentioned in this document. It is the responsibility of the Bidder to submit the bid before the last date and time on the online portal, and DoPT shall not be responsible for any delay due to any of the technical/server issues.

To obtain first-hand information on the assignment, Bidder is encouraged to attend the pre-bid meeting on the date and venue mentioned. Attending the pre-bid meeting is optional.

Director (DFFT & iGOT)
Room No. 305, Training Division, Client
Block no. IV, Old JNU Campus
New Delhi, 110067

2.Acronyms & Definition(s)

FRAC	Framework for Roles Activities and Competencies including skills
Client	Department of Personnel & Training (DoPT)
RFQ cum RFP	Request for Qualification cum Request for Proposal
ASK	Attitude, Skills and Knowledge
QCBS	Quality and Cost Based Selection
iGOT	Integrated Government Online Training
GST	Goods and Services Tax
BG	Bank Guarantee
ITB	Instructions to Bidders
LD	Liquidated Damages
LOA	Letter of Award
LOI	Letter of Intent
MSA	Master Service Agreement
NDA	Non-Disclosure Agreement
Bidder	means any person or firm or company, including any member of a consortium or joint venture (that is an association of several persons, or firms or companies), every artificial judicial person not falling in any of the descriptions of bidders stated herein above, including any agency, branch or office controlled by such person, participating in the RFQ cum RFP process and offering the Services in accordance with the bid submitted by such organizations/entities pursuant to and in accordance with the terms and conditions of the RFQ cum RFP.
Bidder from a country which shares land border with India	means: <ul style="list-style-type: none"> a. An entity incorporated, established or registered in such a country; or b. A subsidiary of an entity incorporated, established or registered in such a country; or c. An entity substantially controlled through entities

	<p>incorporated, established or registered in such a country; or</p> <p>d. An entity whose <i>beneficial owner</i> is situated in such a country; *or</p> <p>e. An Indian (or other) agent of such an entity; or</p> <p>f. A natural person who is a citizen of such a country; or</p> <p>g. A consortium or joint venture where any member of the consortium or joint venture falls under any of the above</p>
<p>Beneficial Owner for the purpose of above mentioned clause (d) * (of Bidder from a country which shares land border with India)</p>	<p>1. In case of a company or Limited Liability Partnership, the beneficial owner is the natural person(s), who, whether acting alone or together, or through one or more juridical person, has a controlling ownership interest or who exercises control through other means. Explanation-</p> <p>a. "Controlling ownership interest" means ownership of or entitlement to more than twenty-five per cent. of shares or capital or profits of the company;</p> <p>b. "Control" shall include the right to appoint majority of the directors or to control the management or policy decisions including by virtue of their shareholding or management rights or shareholders agreements or voting agreements;</p> <p>2. In case of a partnership firm, the beneficial owner is the natural person(s) who, whether acting alone or together, or through one or more juridical person, has ownership of entitlement to more than fifteen percent of</p>

	<p>capital or profits of the partnership;</p> <p>3. In case of an unincorporated association or body of individuals, the beneficial owner is the natural person(s), who, whether acting alone or together, or through one or more juridical person, has ownership of or entitlement to more than fifteen percent of the property or capital or profits of such association or body of individuals;</p> <p>4. Where no natural person is identified under (1) or (2) or (3) above, the beneficial owner is the relevant natural person who holds the position of senior managing official;</p> <p>5. In case of a trust, the identification of beneficial owner(s) shall include identification of the author of the trust, the trustee, the beneficiaries with fifteen percent or more interest in the trust and any other natural person exercising ultimate effective control over the trust through a chain of control or ownership</p>
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3.Data Sheet

Tender Reference	T-16017/38/2020-iGOT (Vol III)
Name of Client	Department of Personnel & Training (Client)
Tender Inviting Authority	Department of Personnel & Training (Client)
Job Requirement	Defining and detailing a scalable process for FRAC (Framework for Roles Activities and Competencies) for Govt. of India
Method of Selection	<p>The method of selection is Combined Quality and Cost Based Selection (QCBS).</p> <p>The weights given to the Technical and Commercial Bids are:</p> <p>Technical = 70% and</p> <p>Commercial = 30% (Details subsequently in RFQ cum RFP)</p>
Availability of RFQ cum RFP documents	<p>RFQ cum RFP is available on the Central Public Procurement Portal (URL: http://eprocure.gov.in).</p> <p>The RFQ cum RFP is also published on Client's portal (https://dopt.gov.in/)</p> <p>All updates, clarifications and corrigenda (if any) will be uploaded on both the above-mentioned websites.</p>
Date of issue of RFQ cum RFP	13 th September, 2021
Earnest Money Deposit (EMD)	<p>NIL. (However, the bidders need to submit Bid Securing Declaration (As per Annexure 3).</p> <p>The Bidders shall also submit the original signed and stamped Integrity Pact as part of an envelope titled "Integrity Pact, Authorization Letter & EMD (Bid Securing Declaration)" before the last date of submission of bid, as per dates mentioned in the Data Sheet, failing which, the Bid submitted by the concerned Bidder will be liable to be rejected.</p>

Date of Commencement of Sale of Tender Document	13 th September, 2021
Last date for Submission of Pre-Bid Queries	23 rd September, 2021 before 13.00 hours at ak.singh69@nic.in (Queries received after this time will not be accepted).
Pre-Bid queries to be received only online at: -	All the queries should be received on or before the prescribed date & time, through email only with subject line as follows: "Defining and detailing a scalable process for FRAC (Framework for Roles Activities and Competencies including skills) _<Bidder's Name>". The queries should be submitted as per the format prescribed in Annexure 2, The Pre-Bid queries to be sent to the following Email Id: ak.singh69@nic.in Contact Person (Shri Arun Kumar Singh)
Pre-Bid Meeting and Venue	24 th September, 2021 at 11.00 hours Link for the meeting will be published on the CPP Portal and DoPT website at least 3 days before the Pre-Bid Meeting.
Last Date and Time for receipts of tender bids	20 th October, 2021 by 16.00 hours
Opening of Technical Bids	21 st October, 2021 at 17.00 hours
Opening of Commercial Bid	Will be informed subsequently to eligible & technically qualified bidders. Department of Personnel & Training Block 04, 3rd floor, Old JNU Campus, New Mehrauli Road, New Delhi-110067
Email address	ak.singh69@nic.in
Address:	Department of Personnel & Training Block 04, 3rd floor, Room No.305, Old JNU Campus, New Mehrauli Road, New Delhi-110067

4. Project Background and Introduction to FRAC

India is on the cusp of major transformation. To meet the needs and aspirations of Indian public which vastly consist of a young population, India needs to achieve and sustain a high rate of GDP growth. Civil Service Reforms have been identified as one of the key pillars to meet the changing needs of the country, with a focus on molding a fit-for-future civil service that can deliver to larger social and economic mandates. In order to achieve this vision, it is imperative that the civil service officials across the country have the right set of attitudes, skills and knowledge, (grouped together and referred to as “competencies”) to deliver their role more effectively, emphasizing the adoption of a fresh approach towards competency development. In line with this, the National Programme for Civil Services Capacity Building (NPCSCB) has been envisaged, a key strand of which is FRAC – a competency framework.

Need for a Competency Framework Approach

National Programme for Civil Services Capacity Building highlights the importance of a competency framework, both for capacity development as well as for Role based functioning and Capacity building of Civil Services. There is also an emerging consensus about the critical role that professional competencies of civil service officials play in social and economic development, with countries across the globe adopting a competency framework approach to capacity building and workforce planning in the public sector.

Recognizing the trends in civil service reforms, the strategic and operational need for a competency approach and the Training Policy mandate to shift to competency driven capacity building, a Competency Dictionary was published by Department of Personnel & Training (DoPT) in 2014, in collaboration with UNDP. Since its release, continuous efforts have been made to garner its adoption across the government and evaluate its impact, as well as develop similar frameworks for more technical competencies in domain and functions, all of which presented the need to significantly enhance the existing framework. Further, it is also well acknowledged that the competencies which are required to govern are changing with the emergence of technology, new ways of working, and an increased focus on specialization. The unique challenges and opportunities in India, along with an unprecedented digital penetration and IT literate workforce, have necessitated the creation of a framework that is unique to the world and has not been attempted before. Thus, in the past one year, the Framework of Roles, Activities and Competencies (FRAC) has been conceptualized as a more comprehensive and evolutionary competency framework, fit-for-use by the Indian Civil Service.

Salient Features of the Framework of Roles, Activities and Competencies

For every government post, there are roles; each role has activities associated with it; accomplishing each activity needs certain competencies. FRAC will map the roles and activities corresponding to every government position with their desired competencies (across behavioral attributes, functional skills and domain knowledge). Each competency will have multiple levels of proficiency, organized in a stepped manner depicting gradual progression from one level to the other. Thus, as civil service officials progress in their career, it is desirable that they gain new competencies and evolve.

Through the framework, civil service officials will have visibility of the roles, activities and competencies required to effectively deliver on the outcomes expected from them with respect to their current or future positions in government. This will enable establishment of testing

arrangements to assess the extent to which a person occupying a position has these competencies and consequently determine the competency gaps that need to be addressed. Largely, this will be done through iGOT Karmayogi an online comprehensive learning platform cum marketplace, linked to FRAC.

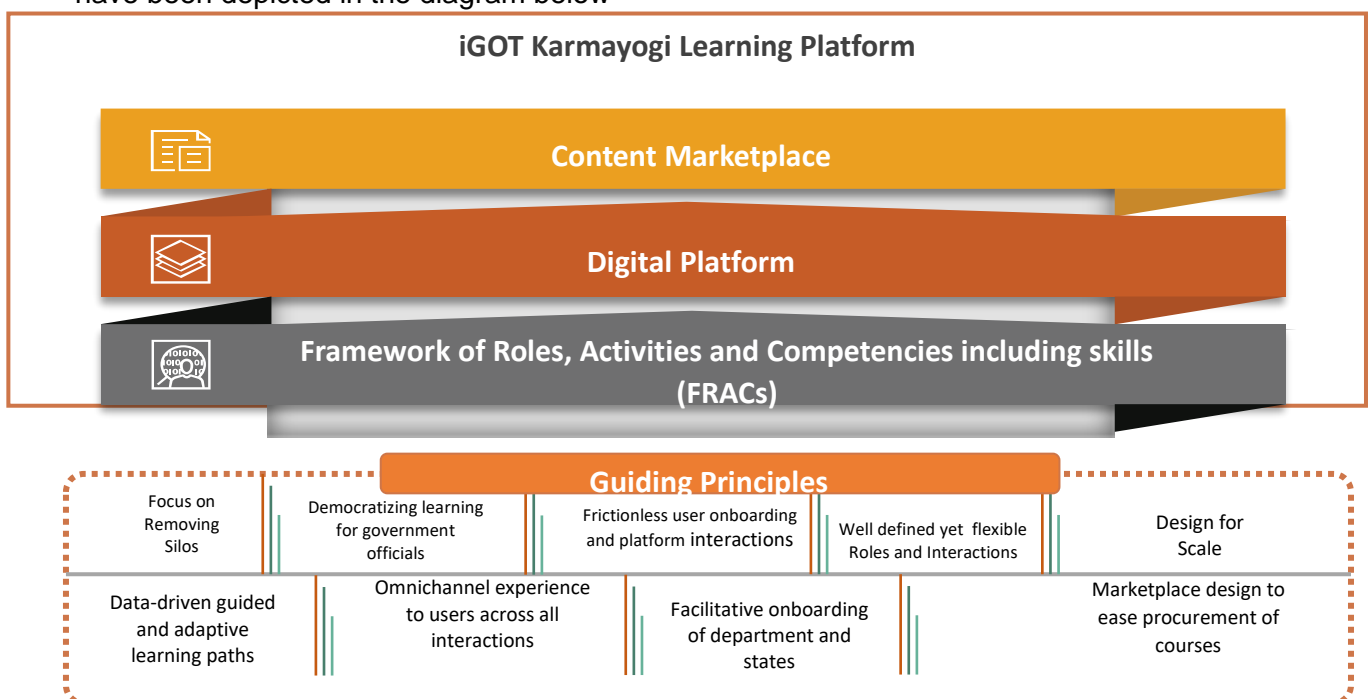
Envisaged as a two-sided platform – with FRAC on one end, and competency building products (such as courses, workshops, video tutorials and other learning content) on the other – iGOT Karmayogi will enable tailored competency development for all civil services. A key implication of the marketplace is that every single competency building product will be linked to one or more competencies required by the civil service – thus enabling addressal of competency gaps. Other activities that will be performed on iGOT Karmayogi, with FRAC as the basis will include work allocation and vacancy fulfillment, and as the platform and FRAC evolve, additional linkages with personnel processes may be made.

iGOT Karmayogi-the digital learning platform

Along with the development of a competency framework, the Client is also developing iGOT Karmayogi, a comprehensive online learning platform that will enable the Government Departments and training institutions to deliver training in online, face-to-face and blended manner.

iGOT Karmayogi is a digital learning platform aimed at promoting capacity development among civil services. iGOT Karmayogi is not merely an online, face-to-face and blended learning portal. It is a solution built to be ‘fit for purpose’ to meet the exact learning needs of the civil services. It creates an environment of continuous, frictionless, guided learning for any official, where she can have 24x7 visibility on her learning gaps and overall professional development. By enabling a shared learning architecture, the platform allows officials, departments, managers and training institutions to cross leverage courses, other learning resources and competency testing arrangements. While iGOT Karmayogi brings the responsibility of learning to the learner, it also provides mechanisms by which departments and managers can guide, monitor and mentor officials in their capacity development journey.

Designed to bring the larger vision of a digital backbone for learning to life, iGOT Karmayogi will be an evolving and scalable platform. The iGOT Karmayogi comprises of three layers which come together to give the user and departments a seamless learning ecosystem. The layers have been depicted in the diagram below



FRAC Layer:

- The iGOT Karmayogi platform will have the FRAC Data Structure encoded in it, so that the critical platform operations, including learning path, learning recommendations, assessments, etc. are guided by the competency requirements. Potentially as a collection of interconnected Graphs of Roles, Activities and Competencies, the layer will provide a mechanism for each department to define the FRAC for different positions and set the core standards of the platform in terms of competencies.
- Aligned to the FRAC, the core standards of the platform will be set by the underlying taxonomy within the platform which will enable codifications of competencies and tagging to relevant content on the platform.
- Each course, module and item will be tied to competency goals for the learner and there will be a stepped learning process outlining how each person can improve her competency in line with her roles and competency requirements for this current and future position (career pathway).

Digital Platform Layer:

- The core interaction of the learner, department, provider, content and competency will take place over a digital platform.

This platform can codify courses and allow internal and external providers to provide their courses on the platform in synchronization with the learner demands and needs.

Content Layer:

- Superior content will drive the success and adoption of the iGOT Karmayogi. For this reason, course content sourced internally, externally and in many cases developed specifically for this learning platform, will be critical for its success. Broadly, the content components will encompass resources, modules, courses and programs, with each of them building competencies in civil service officials. Hence, a key purpose of the content layer, is to deliver Competency Building Products (CBP) to civil service officials
- CBP will be informative and will share knowledge. It will also be available in multiple formats that are engaging to participants on the platform.

Purpose of the RFQ cum RFP

The overall aim of this RFQ cum RFP is to identify and onboard a leading consulting firm having the institutional knowledge and Resource persons to design and develop the FRAC (Framework of Roles, Activities & Competencies) for the Department of Personnel & Training (hereinafter referred to as Client). The envisaged process of FRACing has been further elaborated upon in Section 5.

5. FRAC Process – an Overview

As detailed earlier, FRAC is envisaged as a fit-for-purpose competency framework for the Indian civil service, enabling a shift towards – (a) role-based capacity development and (b) strategic management of public sector personnel. This section provides an overarching view of the envisaged process for FRACing (including digitization of FRAC on iGOT Karmayogi). It is critical to note that FRAC is envisaged as an ever-evolving framework that captures new competency needs as and when they arise.

Broadly, the FRACing process can be divided into three steps:



Key Steps of the FRAC Process

A. Designing and Detailing FRAC, at the Institute of Secretariat Training & Management

The Institute of Secretariat Training & Management (ISTM) has been identified as the nodal agency for operationalizing FRAC and it will host a specialized unit, the FRAC Centre of Excellence (FRAC CoE) which will play a critical role to ensure standardization, replication and evolution of FRAC. Key steps in the FRACing process will include –

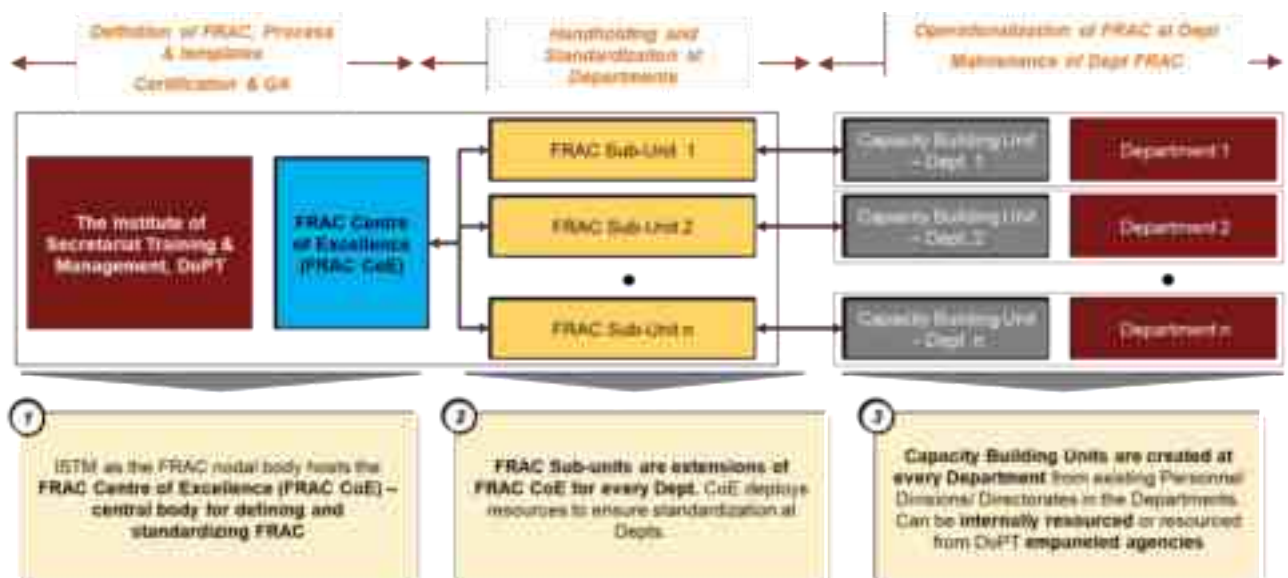
- Developing the overall strategy for FRAC through assessment of global practices, testing of hypothesis in the local context, focused group discussions and workshops with thought leaders and industry experts
- Preparing a basic template for FRAC – comprising of an initial base of common positions and their mapped roles, activities and competencies (functional and behavioral).
- Common positions referred to the positions in the departments of Government of India, across groups A, B and C, like Section officer, Scientist, Joint Secretary etc. (study of organograms of the different Government of India departments will provide an idea about the common positions. This will involve studying the organization structures, work allocation documents etc. at different Departments and subsequently sharing questionnaires/ surveys with various departments to collect and classify the inputs.
- Preparation of standard operating procedures, standard toolkits, sample questionnaires, standard output templates etc. to enable operationalization of FRAC at Departments.

B. Operationalizing FRAC at Departments

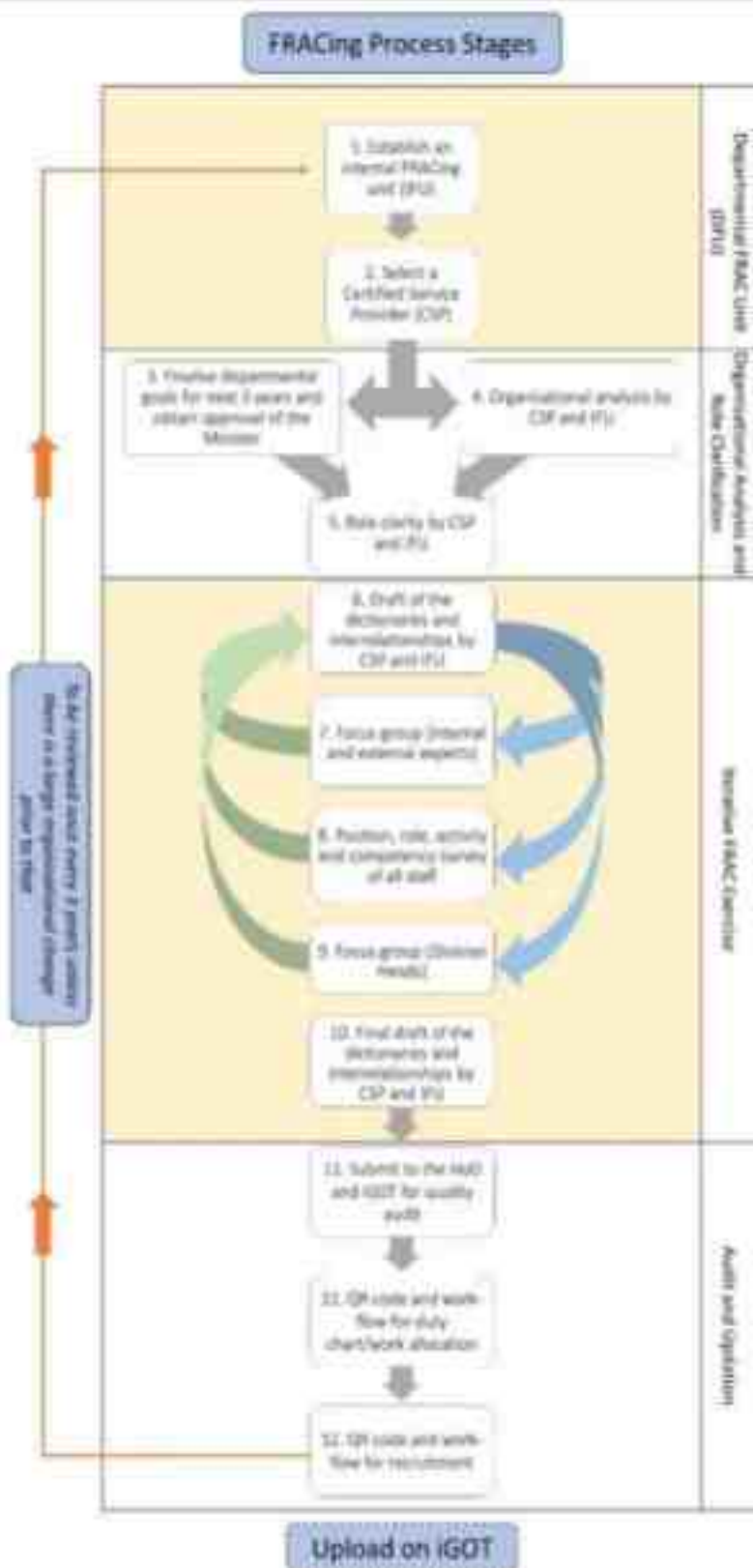
For each competency identified through FRAC (across behavioural, functional and domain competencies), a GoI Department will be identified as the competency owner. DoPT has been identified as owner of all behavioural competencies and will start with the Competency Dictionary of 2014 as the base, review it suitably and operationalize it; and relevant competency owners will also be identified for various domain and functional competencies. Every Department will set up a Capacity Building Unit (CBU) which will work closely with FRAC CoE at ISTM (through the FRAC Sub-Units) and will be supported by the institutional structure hosting iGOT Karmayogi. The Capacity Building Units will be responsible for all aspects of the larger Capacity Building Programme, as

well as the Departmental rollout of FRAC. A FRAC sub-unit from the FRAC CoE will support the Capacity Building Unit in the FRAC rollout, along with certified consultants who will be empaneled and certified by the institutional structure hosting iGOT Karmayogi. Key steps in the FRACing process will include –

1. Establishing Departmental FRACing team, comprising of Capacity Building Units and certified consultants
2. Finalizing Departmental goals for the next 3 years and obtaining approval of the competent authority in the Department. Since FRAC seeks to transform processes in the government and is envisaged as a living document, emphasis is placed on accurately representing the role-activity-competency mapping for each position, for a period of three years
3. Assessing organization to map the organization structure and work processes, document work allocation across positions, tag roles to positions and break roles into activities etc.
4. Continuously enhancing analysis through workshops, questionnaires, role clarity discussions, feedback from Employers etc. to ensure alignment of FRAC with Client
5. Preparing directories and dictionaries that define and document positions, roles, activities and competencies for the organization, by leveraging templates provided by ISTM. The standardization and consistency in nomenclature will enable integration with iGOT Karmayogi
6. FRAC will, going forward, determine the work allocation and vacancy fulfillment in Departments, ensuring that vacancies and duty charts are linked to suitable competencies. Departments will hence prepare an update duty charts and vacancies by following suitable workflows in the FRAC module in iGOT Karmayogi.



Interaction between FRAC CoE & FRAC Sub Units at ISTM and the CBUs at the Departments. The 12 steps of FRACing are as under:



The draft Framework of Roles, Activities and Competencies (FRAC) document, (including FRACing process) is attached in Annexure 14. The bidders are expected to provide their own understanding and prospective for carrying out FRACing process at the time of submission of bid for carrying out the assignment.

C. Technical Codification of FRAC on iGOT Karmayogi

While FRAC is being developed in the Clients, parallelly work will happen to create a digital framework to encode FRAC on iGOT Karmayogi platform. The FRAC template created by ISTM will be represented on iGOT Karmayogi, with functional and standardized forms enabling Clients to enhance and add roles, activities and competencies. This digitized FRAC will capture all relevant details required for competency mapping. This activity will be undertaken by the institutional structure where iGOT Karmayogi will be hosted and a FRAC module will be implemented.

6. Scope of Work - Defining the Strategy for FRAC and designing the Processes, Tools and Templates

This RFQ cum RFP aims to onboard an agency with extensive experience in HR consulting and competency development to work closely with the DoPT, ISTM and iGOT team to set up and operationalize the FRAC Center of Excellence (FRAC CoE) and develop Strategy and Operating Processes for FRAC.

Of the three-step FRAC process as defined earlier, the scope primary deals with the first step as shown below:



6.1 Decoding and Modelling FRAC: Defining Components

- On the basis of overall strategic intent and global best practices, conduct research (on other competency frameworks) and workshops to define the standard interpretation of FRAC. It will comprise of standard definitions with examples for
 - i. Positions
 - ii. Roles
 - iii. Activities
 - iv. Competencies

Validate the finalized definitions for roles, activities and competencies and validation of the process, Templates and tools for each step in the process and registration with the client project team (Client officials or as specified).

For every government position, there are roles; and each role has activities and competencies associated with it. FRAC is a mapping of the three constructs (roles, activities, and competencies), supported by knowledge resources for every government position.

A **position** is the designation and location of an individual in an organisation, tasked with a set of roles. **Roles** are a set of sequential activities carried out to complete a defined objective or outcome. Every individual **activity** within a role, is thus an action taken to contribute towards successful completion of the objective/outcome. **Knowledge resources** are artefacts (such as documents, manuals, policies, software etc.) informing and guiding the actions of officials.

Finally, **competencies** are a combination of attitudes, skills, and knowledge required for successful performance. FRAC defines three types of competencies –

Behavioural competencies are a higher order of behaviours applicable across the government. They describe the values and strengths that help officials perform effectively. These include attitudes like problem solving, decision making, networking etc.

Functional competencies describe the application of skills and knowledge needed to perform effectively across domains and positions. These include cross-cutting competencies like project management, time management, communication, writing etc.

Domain competencies are shared by a ‘family’ of related positions that have common functions and form a logical career path. These competencies typically focus on a department or service but may also be relevant for other stakeholders. For example, officials working at the Central Board of Indirect Taxes and Customs (CBIC) require competencies in indirect taxation, customs, vigilance planning etc. Although competencies in indirect taxation may primarily be relevant for CBIC, competencies in vigilance planning may be critical for DoPT as well.

FRACing is the process by which Departments build a comprehensive and accurate picture of the relationships and lists of positions-roles-activities-competencies relevant to them. Its outputs include *directories* of ministries, departments, users, CBP providers and knowledge resources and *dictionaries* of positions, roles, activities, and competencies.

- Prepare the base version of the **Registry of Positions, Registry of Roles and Registry of Activities**: For the all the common positions, roles and activities, prepare the base Registries of Positions, of Roles and of Activities and conduct **Role-Activity mapping** for all the Roles in the Registry (creating a Registry of Role-Activity Mapping). These base Registries will be the foundation on which the detailed Registries of Positions, Roles and Activities will be compiled at the Departments. For base registry the Bidder will be required to cover 7 identified Ministries/Departments. The Bidder will be required to study the Organizational Structures, Work Allocation Documents, etc. of different Ministries to prepare the same. The Bidder will be required to study the Organizational Structures, Work Allocation Documents, etc. of 7 Ministries/Departments.
- Undertake a detailed review of UNDP’s competency framework to ensure the relevance of alignment of behavioral competencies with the changing context of Government of India and expected key behaviors from civil servants. Based on the same, prepare the **Dictionary of Behavioral Competencies**.
- **Preparation of base version of the Dictionary of Functional Competencies and Pilot for Dictionary of Domain Competencies**:
 - Dictionary of Functional Competencies: The base version of **Dictionary of Functional Competencies** will have to be prepared based on all functional

competency requirements that can be arrived at by the FRAC CoE (this may involve collaboration with multiple departments of Government of India as will be advised by the Client) and will include defining complete set of functional competencies for 7 departments as identified by the Client. The tentative seven Ministries/departments will be: (1) Ministry of Personnel, Public Grievances & Pensions (DoPT) (2) Ministry of Health & Family Welfare (Including National Health Mission) (3) National Highways Authority of India (NHAI) (4) Ministry of Environment, Forest and Climate Change (Including DG (wildlife) unit)(5) Ministry of Finance (Department of Economic Affairs) (6) Ministry of Electronics & Information Technology (7) Ministry of Rural Development- (Including Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGA) unit. The dictionary thus created is expected to include about 60-70% of all Functional Competencies required for any role in the Government of India. It may also be noted that the above mentioned 7 (seven) Ministries/Departments are tentative and DoPT has the right to modify the same, based on its requirement.

Dictionary of Domain Competencies: A template for the **Dictionary of Domain Competencies** will have to be prepared based on global best practices and FRAC templates. The same will have to be piloted for its effectiveness, relevance and validity at two of the 7 departments identified by the Client. The Bidder will be required to carry out functional competency dictionary for 7 Ministries/ Departments and domain competency dictionary for 2 Ministries/Departments. The bidder will be required to carry out end to end FRACing exercise for (1) Ministry of Personnel, Public Grievances & Pensions (DoPT) and (2) Ministry of Finance (Department of Economic Affairs)

- Using the base Registries of Roles, Activities, Functional & Pilot dictionaries of domain Competencies the common positions and roles that exist within Government of India and create base FRAC exercise model. This will include a detailed articulation of expected outcomes and accountabilities for every role of the 7 departments:
 - i. Define role details with the unique responsibilities, coordination and division of work.
 - ii. On the basis of the activities to be performed by the role, identify the competencies and skills required for each role. These competencies and skills should be elaborated to ensure that the occupant of the position is aware of his/her responsibilities and his/her superior also aware of the expected outcomes of the subordinate.

- iii. Capacity building of the Core Working Group of ISTM Centre of Excellence (CoE) in using the competency tool-kit to enable them to develop the Competency Models for their respective departments and cadres. Running TTT (Train the trainer sessions) for the various stakeholders. The capacity building /TTT will be carried out for the working group of ISTM, training division, PMU staff and core team of officers in select Ministries/Departments. An e-learning course will be developed for TTT and certification purposes.
- iv. Develop documents, presentations and other related publications to support the advocacy and capacity-building (information and communication support)
- v. The validation of the given role mapping and profiles will be done by the relevant stakeholders

Key deliverables:

1. Standard definition of FRAC
2. Registries of Positions, Roles, Activities (base versions)
3. Dictionary of Behavioral Competencies
4. Dictionary of Functional Competencies (base version)
5. Format for Dictionary of Domain Competencies (with pilot in 2 Services)
6. Create base FRAC exercise model (toolkits/templates/Standard Operating Procedures/ questionnaires)
7. Capacity Building
8. Documentation
9. Validation

6.2 Templatization of FRAC and Defining Standard Operating Procedure for Operationalizing FRAC at Departments

1. Define Standard Toolkits, Questionnaire, Standard Operating Procedure and Standard Templates for operationalizing FRAC:

On the basis of the strategy and base FRAC:

- Design suitable toolkits for developing FRAC components in a standardized manner.
 - Design standard questionnaires, Operating Procedures etc., to guide the Departments in their FRAC journey.
 - Frame role specific questionnaire to capture the Domain/ Departmental considerations, especially to capture functional and domain competencies and Department specific Roles and Activities.
 - Design Standard Templates which can be used by the Departments to prepare or structure outputs of their activities to ensure standardization across departments
 - These questionnaires and 'rules and tools' will be made available by the FRAC CoE and will be critical in ensuring consistency and efficiency in operationalization across the ecosystem and providing stakeholders with the support to build internal capabilities.
 - The validation of the standard tools, templates and questionnaires will be done by key stakeholders in FRAC CoE
2. It is important that the tool-kit developed should have a high degree of reliability and validity. Hence it is expected to develop a proof of concept for the tool kit through deployment across couple of Ministries/Departments as suggested by DoPT. The feedback obtained through this process should be used for further refining of the tool-kit. Experience in agile methodology and design-thinking will be critical.
 3. FRAC Knowledge Management Framework
 - Define, design and implement a knowledge management and knowledge transfer model to enable the Client's FRAC capability building units to carry on the exercise
 - Finalize a mechanism to communicate changes/ reviews in the central policy of FRAC to the respective stakeholders and Clients
 4. Finalize the sustainability plan to maintain the relevance and currency of
 - Positions, Roles, their activities and competencies required

- Standard tools, templates and questionnaires and frequency in which the update happens
5. Guidance on Composition of Capacity Building Units in Departments:
 - High level Operating and Governance Model for CBU
 - Identify and frame roles and responsibilities for CBU resources
 6. Framework for Monitoring and Certification of FRAC Process in the Departments/ SBU:
 - Define, design and implement a framework for continuous process audit & effective monitoring the performance of the FRAC process at the Departments and a model for certification of FRAC outputs at Department level with guidelines on certification frequency and process
 - Understand the certification requirements for FRAC so that the certification stream can be launched in tandem as the process and templates for FRAC exercise is approved.

Key deliverables:

1. Standard FRAC Toolkits/ SoPs, Questionnaire and Templates for FRAC at Departments
2. Provide Department of Personnel & Training (DoPT) with comprehensive competency tool-kit consisting of but not limited to the following components:
 - Standardized operating procedure (SOP), standard toolkits, sample questionnaires, standard output templates etc. for carrying out the FRAC process in any department/ministry
 - Overall competency framework with a standard competency dictionary
 - Competency requirement questionnaires to be administered during the process
 - Thematic analysis and competency clustering
 - Guidelines on validation process and toolkit
 - Presentation material for Train the trainer session
3. Proof of Concept by running the tool-kit for **2 ministries** and submit the competency dictionary
4. Conduct 10-15 Train the Trainer full day workshop on FRAC toolkit and process
5. FRAC Knowledge Management Framework
6. Monitoring and Audit framework for FRAC process outputs at Departments
7. FRAC Sustainability Plan

6.3 Define Functional Requirement Specification for the FRAC components in iGOT Karmayogi

1. For the iGOT Karmayogi Platform to be complete, it will have to onboard the different FRAC components to eventually link the capacity development activities with the Competency Framework. Bidder to prepare a Functional Requirement Specification document (FRS) to capture the functional requirement of encoding FRAC on iGOT Karmayogi, including the Dictionaries, the Registries, and functional and standardized forms enabling Clients to enhance and add roles, activities and competencies. This FRS will have to be designed in a way that it can be used by the Client to define the Scope of Work for the Technical Vendor implementing iGOT Karmayogi and will be at a level of detail such that the Technical Vendor will be able to reasonably estimate effort.

Key deliverables:

1. FRS document for FRAC
2. Help technical team in preparation of Functional specification document related to FRAC for iGOT Karmayogi

6.4 Building Capacity for FRAC CoE and FRAC subunits

1. Review the following for the FRAC CoE
 - i. Organizational structure
 - ii. Key accountabilities
 - iii. Skill and resource requirements
2. Conduct capability building sessions for officials at the FRAC CoE (including officials of ISTM) to build their capability to enable design, and monitoring of FRAC design, templatization implementation and improvement independently
3. Conduct capability building sessions for the resources of FRAC Sub-Units. The FRAC Sub-Units will work closely with the Departments (Capacity Building Units in the Departments) in the FRACing activities in the Departments based on the Operating Processes defined by the FRAC CoE.
4. Design tool kits, communication charters and training/ capability building materials for sustainable, self-paced capability development of FRAC CoE and FRAC subunits officers

Key deliverables:

1. Capacity building of FRAC CoE and Subunits (Refer Point No 11 in 7.1 High Level Timelines)

The consultant should consult with DoPT, ISTM and iGOT team to understand the overall intent of program and process of FRAC envisioned. The firm should have strong Project management capability given the complex nature of the activity. In order to understand the overall eco-system, it is expected that the firm deploys HR experts with prior experience in working within government projects and Subject Matter experts who have an in-depth knowledge of how government ministry and departments work.

Summary of Key Deliverables:

1. Standard definition of FRAC
2. Registries of Positions, Roles, Activities (base versions)
3. Dictionary of Behavioral Competencies
4. Dictionary of Functional Competencies (base version)
5. Format for Dictionary of Domain Competencies (with pilot in 2 Services)
6. Create base FRAC exercise model (toolkits/templates/Standard Operating Procedures/questionnaires)
7. Capacity Building
8. Documentation
9. Validation
10. Standard FRAC Toolkits/ SoPs, Questionnaire and Templates for FRAC at Departments
11. Provide Department of Personnel & Training (DoPT) with comprehensive competency tool-kit consisting of but not limited to the following components:
 - Standardized operating procedure (SOP), standard toolkits, sample questionnaires, standard output templates etc., for carrying out the FRAC process in any department/ministry
 - Overall competency framework with a standard competency dictionary
 - Competency requirement questionnaires to be administered during the process
 - Thematic analysis and competency clustering
 - Guidelines on validation process and toolkit
 - Presentation material for Train the trainer session
12. Proof of Concept by running the tool-kit for **2 ministries** and submit the competency dictionary
13. Conduct 10-15 Train the Trainer full day workshop on FRAC toolkit and process
14. FRAC Knowledge Management Framework
15. Monitoring and Audit framework for FRAC process outputs at Departments
16. FRAC Sustainability Plan

17. FRS document for FRAC
18. Help technical team in preparation of Functional specification document related to FRAC for iGOT Karmayogi
19. Capacity building of FRAC CoE and Subunits

7. Project Duration and Timelines

The overall project duration is 1 (one) year, the consultant shall make the assessment of support personnel both technical and administrative to undertake the Assignment. Additional support and administrative staff shall be provided as needed for the timely completion of the Assignment within the total estimated cost. It is stressed that the time period for the Assignment indicated in the TOR should be strictly adhered to.

7.1 Timelines

S. No.	Activity/ Deliverables	Time in Months (T: Date of Commencement)
Decoding and Modelling FRAC: Defining Components		
1	Standard definition of FRAC	T+0.5
2	Registries of Positions, Roles, Activities (base versions)	T+3
3	Dictionary of Behavioral Competencies Benchmarking with leading practices on behavioral competency. Codifying common competency based on existing job descriptions across departments & ministries	Format: T+2 Final Dictionary (including amendments to Format): T+6
4	Dictionary of Functional Competencies (base version) Benchmarking with leading practices on behavioral competency. Codifying common competency based on existing job descriptions across departments & ministries	Format: T+2 Final Dictionary (including amendments to Format): T+8
5	Format for Dictionary of Domain Competencies (with pilot in 2 Departments)	Format: T+3 Dictionary for 2 Department as Pilot (including amendments to Format): T+10
Templatization of FRAC and Defining Standard Operating Procedure for Operationalizing FRAC at Departments		
6	Standard FRAC Toolkits/ SoPs, Questionnaire and Templates for FRAC at Departments	T+5

7	Monitoring and Certification framework for FRAC process outputs at Departments	T+7 (Initial Monitoring & Certification Process) T+11 (Complete Certification Process)
8	FRAC Knowledge Management Framework FRAC Sustainability Plan	T+11
9	Monitoring and Certification framework for FRAC process outputs at Departments	T+7 (Initial Monitoring & Certification Process) T+11 (Complete Certification Process)
Define Functional Requirement Specification for the FRAC components in iGOT Karmayogi		
10	Define Functional Requirement Specification for the FRAC components in iGOT Karmayogi	T+8
Building Capacity for FRAC CoE and FRAC Sub Units		
11	Capacity building of FRAC CoE and Sub Units	Ongoing from 5 th month (At least 2 sessions a month and at least 8 sessions in 12 months)
12	Suggestions to Technology team on changes within system required for operationalizing FRAC and better linkages Deliverable: System Improvement document	T+11
13	Train the trainer sessions for core iGOT team and other CTI and CCAs along with collaterals and knowledge management approach for sustenance and acceptance of the concept across stakeholder Deliverable: 10 – 15 full day workshops and knowledge management/sustainability plan	Upto T+11
14	Hand Holding and transition support to client	T+12

Note: The timelines provided here represent the end dates when the corresponding activity needs to be accomplished. These are recommended timelines and will be finalized through mutual agreement between the Bidder and the Client. The Bidder may take the timelines as a guidance and may propose to complete an activity much earlier than the deadline compared to what has been mentioned in the timeline for that activity.

8. Minimum Resource Requirement

- 1. The Bidder needs to deploy suitable resources for this project. This section provides the minimum resource requirements for this engagement (“mandatory resources”), which needs to be adhered to mandatorily. It may be noted that the resource details are the minimum requirements and the Bidder may bring in additional resources if it so desires to meet the Scope of Work as mentioned in this RFQ cum RFP.**
2. For the mandatory resources identified below, the Bidder is required to submit the resume of the proposed resources in the Technical Proposal which will also be evaluated as per the Technical Evaluation Criteria mentioned in this RFQ cum RFP.
It may be noted that the bidders are required to submit the resume of the proposed resources as per requirements laid down in Section 8. The bids which do not fulfill this condition will not be eligible for Technical Evaluation.
3. The Client expects that the resources proposed will actually be deployed and be part of the project team. The Client does not encourage replacement of resources by the Bidder unless it has been explicitly asked for by the Client. If, however, due to some pressing needs, the Bidder proposes a replacement of resource during the course of the project, the proposed resource shall have similar/ better profile as compared to the resource being replaced with regards to Academic Profile, Relevant Work Experience and Relevant Technical Expertise. The Client may, at its discretion, evaluate one or more profiles proposed by the Bidder as replacement and the replacement resource may be onboarded only after the Client provides its formal go ahead. Also, refer to the SLAs and penalties on resource replacement.
4. If a resource is being replaced, either by the Bidder directly or on instructions of the Client, the replacement resource will have to be onboarded 3 working days before the relieving resource exits, and the Bidder should ensure at least 3 days of transition between the incoming and outgoing resource.
5. The Client reserves the right to interview resources proposed by the Bidder and assess suitability of the resources for the roles mentioned.
6. All resources deployed by the Bidder will have to carry their own laptops, and no desktops/ laptops shall be provided by the Client. It is required that the laptops of the resources meet the standard security specifications and requirements of Government of India. The Client, may at its discretion, decide to use its own personal computing infrastructure. In such a situation, the resources will have to use the devices provisioned by the Client.
7. Considering the criticality of the Project, Client may, at its discretion, ask for security

verification (Police verification) of every/ some resource proposed for the Project and Bidder needs to comply to the same.

8. All the mandatory resources proposed for the Project need to be dedicated for the Client only and shall not be shared with other projects.
9. All resources will be required to log an attendance on a daily basis at their respective reporting location and use Biometric Attendance System wherever present. The attendance details will have to be shared with Client on monthly basis and will form a basis of payments. The client may also adopt attendance mechanism as per need of the project.
10. The deployed resources will be expected to work out of New Delhi, in any premise of the Client, most likely at office of DoPT, Institute of Secretariat Training & Management. If resources are required to travel outside of the NCR, the Client will reimburse the travel and accommodation of the resources, as per the Govt. of India norms, at Deputy Secretary level.
11. The resources deployed with the Client will follow Government of India published list of holidays for working days. All resources will be entitled to casual leaves over the project duration prorated at 1.25 leaves per month, any leaves beyond which will lead to proportionate reduction on the payment for the concerned resource(s).
12. Below is the list of mandatory resources, highlighting the key positions which the Client thinks are critical for the Project delivery. The profiles of all the resources proposed against these positions will be considered for technical evaluation. The Technical Evaluation Committee will conduct relative scoring of the profiles from the different Bidders against the requirements mentioned for each of the profiles.

#	Mandatory Profiles (Details of profile requirements below)	Number of Resources	Deployment % at Client Site
1	Programme Manager and Subject Matter Expert	1	100%
2	Competency and Organizational Design Expert	1	100%
3	Competency and Organizational Design Analyst	1	100%
4	Government Process Expert	1	100%
5	Occupational Psychologist	1	100%

It is also envisaged that an additional pool of the following resources may be required for the project, they are:

- (i) Quality Assurance Expert
- (ii) Technology Expert
- (iii) Domain Expert

8.1 Programme Manager and Subject Matter Expert

Experience Requirement:

- Shall have a minimum of 12 years' experience with minimum 10 years in HR Consulting/ large scale HR transformations
- **Programme Management Experience:** Shall have experience of handling at least 2 large HR Transformation/ Capacity Building/ Organization Development/ Competency/Skill on mapping assignments as Project/ Programme Manager.
- **Subject Matter Experience:**
 - Shall have the experience of working in at least 4 projects with similar scope (Competency Development/ Skill Development/ Organization Development) either in private sector or Government
 - Shall have experience of leading the upskilling and skills of the future analysis for at least 2 industries in last 5 years
 - Shall have experience of handling at least 1 assignment on large project in area of Skill Development or Competency Development or related areas in the last five years with Government/ PSU sector in India
- **Academic Qualification Requirements:**
 - MBA in Human Resources/ Personnel Management/Liberal Arts/Public Administration or Equivalent from leading institution is mandatory.
 - Global certifications in Organization Development or HR Management or Related areas is preferred

8.2 Competency and Organizational Design Expert

- Shall have a minimum of 10 years' experience in HR Consulting with minimum 7 years in areas of Competency/ Skill Development/ Skill Mapping/Organizational Design/Organization Development
- **Role Experience:**
 - Shall have the experience of working in at least 5 projects involving development of Competency Framework/ Competency Dictionaries/ Skill Dictionaries/ Skill – Competency Mapping in the last 5 years with a minimum of one such work-related assignments in Government / PSU sector in India
 - Shall have experience of leading projects relating to Job Analysis/ Skills of the future analysis for at least 2 industries in last 5 years

- Shall have the experience of designing surveys/ developing survey questionnaire for at least one project in area related to Competency/ Skill Development
- Shall have experience of designing at least 1 competency-based technology platform in the last 3 years
- **Academic Qualification Requirements:**
 - MBA in Human Resources/ Personnel Management or Equivalent from leading institution is mandatory.
 - Global certifications in Organization Development or HR Management or Related areas is preferred

8.3 Competency and Organizational Design Analyst

- Shall have a minimum of 6 years' experience in HR Consulting with minimum 4 years in areas of Competency/ Skill Development/ Organizational Design/Data Analysis
- **Role Experience:**
 - Shall have the experience of working in at least 2 projects involving development of Competency Framework/ Competency Dictionaries/ Skill Dictionaries/ Skill – Competency Mapping in the last 5 years. Experience of similar work with Government / PSU sector in India is though not mandatory but is desirable
 - Shall have experience of working in projects involving Job Analysis/ Skills of the future analysis for at least 2 industries
 - Shall have demonstrated knowledge of analyzing data or survey responses to generate meaningful insights, in at least 2 projects
- **Academic Qualification Requirements:**
 - MBA in Human Resources/ Personnel Management or Equivalent from leading institution is mandatory.
 - Global certifications in HR Management or Related areas are preferred

8.4 Government Process Expert

- Shall have a minimum of 12 years' experience in with minimum 8 years in Government of India/ consulting for Government of India (preferably the Centre)
- **Role Experience:**
 - Shall have the experience of working in at least 6 projects with Government of India Clients/ Ministries and shall be aware of government processes, with at

least 3 projects pertaining to Government Process Transformation/
Government Process Reengineering

- Shall have strong understanding of the working and structure of Central Government Clients (at least 3) and the different roles under the Clients
- Shall have experience of working in at least 2 projects for Government/ PSUs in areas related to Skilling/ Capacity Development/ Change Management etc.

- **Academic Qualification Requirements:**

- Post Graduate Degree is mandatory, preferably an MBA

8.5 Occupational Psychologist

- Shall have a minimum of 12 years' experience with minimum 10 years in HR Consulting/ Workplace Behavior Design/ Competency Development

- **Subject Matter Experience:**

- Shall have the experience of working in at least 5 projects with similar scope either in private sector or Government, and in any of the domains mentioned below:
 - Job Analysis
 - Employee Performance Management & Appraisal design
 - Employee Psychometry Analysis
 - Competency Framework Design and Development
- Shall have experience of handling at least 1 assignment on large project in area of Skill Development or Competency Development or related areas in the last five years with Government/ PSU sector in India
- Experience in leading Civil servants' capability building strategy/ competency development for Civil Servants in India or abroad in last 8 years is preferable

- **Academic Qualification Requirements:**

- MA/ PhD in Psychology with specialization in Occupational Psychology
- Global certifications in Occupational Psychology or Related areas are preferred

9. Service Level Agreement

The Service Levels mentioned below are expected to be delivered by the Bidder during the course of the Project. This Service Level Agreement between the Client and the successful Bidder will become part of the Agreement signed between the two parties.

- a. The SLA parameters will be monitored and reported on a monthly basis to the Client, and the Client may, at its discretion, audit the same through any agency appointed by it.
- b. Liquidated Damages will be calculated on a monthly basis and will be deducted from the monthly payment to be made to the Bidder. If the selected Consultant fails to complete the Assignment, within the period specified under the contract, the consultant shall pay to the Client, fixed and agreed liquidated damages, and not as penalty, @ 1% of the contract fees for each week of delay or part thereof. The aggregate of liquidated damages payable to the Client under this clause shall be subject to a maximum of 15% of the total contract fees.
- c. Liquidated damages will be imposed only where the fault is solely attributable to the Bidder. There will be instances that a breach in the SLA takes place because of no fault of the Bidder. In such cases, Client may, in its sole discretion, in writing, relax any penalties/ LDs imposed on the Bidder, provided the Bidder submits a comprehensive explanation establishing that it is not in fault.

#	SLA Parameter	Definition & Target	Service Level	Liquidated Damages							
1.	Team mobilization) and commencement of work	The Bidder is expected to mobilize the team for Commencement of work for this project within 15 days of receipt of work order. Commencement of work will happen when <u>all</u> mandatory resources proposed by the Bidder reports for duty	Commencement of work within 15 days of receipt of work order	<table border="1"> <thead> <tr> <th>Time to Commence Work from WO</th> <th>Liquidated damages</th> </tr> </thead> <tbody> <tr> <td><=14 days</td> <td>0</td> </tr> <tr> <td>>14 days and <=21 days</td> <td>2.5% of the payment amount for Month 1 assuming 100%</td> </tr> </tbody> </table>	Time to Commence Work from WO	Liquidated damages	<=14 days	0	>14 days and <=21 days	2.5% of the payment amount for Month 1 assuming 100%	
Time to Commence Work from WO	Liquidated damages										
<=14 days	0										
>14 days and <=21 days	2.5% of the payment amount for Month 1 assuming 100%										

		at the Client's designated premises for project implementation.			deployment of resources
				> 21 days	5% of the payment amount for Month 1 assuming 100% deployment of resources
2.	Change in any of the named Mandatory Resources during the duration of the Project	Mandatory resources deployed with the Client will be the same as what has been proposed as part of the Technical Proposal.	No Deviation	For every instance of a resource replacement, a deduction of 10% of monthly cost of the resource concerned will be made.	
3.	Deliverables in 12 months period	Completion of assignment and submission of all deliverables as per scope of work.	No Deviation	If the selected Consultant fails to submit all deliverables within the time period specified under the contract (unless specific exemption is given for reasons beyond consultant's control), the consultant shall be liable to pay to the Client, fixed and agreed liquidated damages, maximum of 15% of the total contract fees.	

Note: Days will mean calendar days

10. Instructions to Bidders

10.1 Eligibility

Bids can be submitted by any Agency with expertise in Human Resource Consulting and Consulting for Government. For details on Eligibility, kindly refer to the Pre-Qualification Criteria.

10.2 Bid Preparation Cost

The Bidder shall bear all costs incurred in connection with participation in the RFQ cum RFP process, including, but not limited to, costs incurred in conduct of informative and other diligence activities, participation in meetings/discussions/presentations, preparation and submission of bid, in providing any additional information required by the Client to facilitate the evaluation process, and in negotiating a definitive contract or all such activities related to the bid process.

The Client will in no case be responsible or liable for these costs, regardless of the conduct or outcome of the entire Bidding Process.

10.3 Earnest Money Deposit (EMD) (Bid Securing Declaration)

- a. The bidder shall furnish along with its bid, a Bid Securing Declaration as mentioned in the data sheet, the same is to be provided as per the format specified under Annexure-3 in this document.
- b. The Bid Securing Declaration shall be valid for a period of forty-five (45) days beyond the validity period of the RFQ cum RFP. As validity period of RFQ cum RFP is 180 days, the Bid Securing Declaration shall be valid for 225 days from Technical Bid opening date. "Day" means calendar day.
- c. The bid submitted without Bid Securing Declaration Form will be rejected without providing any further opportunity to the bidder concerned.
- d. The bidder shall extend the validity of the offer and Bid Securing Declaration Form on request by Client.

10.4 Integrity Pact

The Bidder is required to enter into an Integrity Pact with the Client. For this, the Bidder shall submit the original signed and stamped Integrity Pact as part of an envelope titled “Integrity Pact, Authorization Letter & EMD (Bid Securing Declaration)” as per dates mentioned in the Data Sheet above, failing which, the Bid submitted by the concerned Bidder will be liable to be rejected. The format for the Integrity Pact is provided in Annexure 2 of this RFQ cum RFP.

10.5 Pre-Bid Meeting and Clarifications:

Pre-Bid Meeting

- a. Client shall hold a pre-bid meeting with the prospective bidders as mentioned in “Data Sheet”.
- b. The Bidders will have to ensure that their queries for Pre-Bid meeting should reach the officer(s) mentioned in this document by email in Excel format as given in the Data Sheet.
- c. The queries should necessarily be submitted as per format in Annexure –1.
- d. Client shall not be responsible for ensuring that the bidders’ queries have been received by them. Any requests for clarifications after the indicated date and time may not be entertained by Client.

Responses to Pre-Bid Queries and Issue of Corrigendum

- a. Client will endeavor to provide timely response to all queries. However, Client makes no representation or warranty as to the completeness or accuracy of any response made in good faith, nor does Client undertake to answer all the queries that have been posed by the bidders.
- b. At any time prior to the last date for receipt of bids, Client may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective Bidder, modify the RFQ cum RFP Document by a corrigendum.
- c. The Corrigendum (if any) & clarifications to the queries from all bidders will be posted as per the details given in Data Sheet.
- d. Any such corrigendum shall be deemed to be incorporated into this RFQ cum RFP.
- e. In order to provide prospective Bidders reasonable time for taking the corrigendum into account, Client may, at its discretion, extend the last date for the receipt of Proposals.

10.6 Submission of proposals

- a. A four bid system will be followed for this RFQ cum RFP with a Combined Quality and Cost Based Selection criterion. The four bids are
 - i. Integrity Pact, Authorization Letter and EMD (Bid Securing Declaration)
 - ii. Pre-Qualification Bid
 - iii. Technical Bid and
 - iv. Commercial Bid. For submission dates, kindly refer to Data Sheet in the RFQ cum RFP.

- b. This RFQ cum RFP process will be administered through the Central Public Procurement Portal (URL: <https://eprocure.gov.in/eprocure/app>). The Bidders are required to submit soft copies of their proposals electronically on the CPP Portal, using valid Digital Signature Certificates of officer duly authorized to submit the bid. More information for submitting the Bids online on the CPP Portal may be obtained at <https://eprocure.gov.in/eprocure/app>

- c. All the pages of the Bid must be sequentially numbered and must contain the list of contents with page numbers. Any deficiency in the documentation may result in the rejection of the Bid. Failure to submit the Bid on time could cause a bid to be rejected. The Client will not accept delivery of the Bid by fax/e-mail or any other electronic/non-electronic means other than uploading on the Central Public Procurement Portal (URL: <https://eprocure.gov.in/eprocure/app>).

10.7 Bid Format

Bidder shall submit their bids in the format mentioned in the following sub-sections. **Bids not submitted in the prescribed formats will be liable for rejection.** If a format for specific document is not provided for in this RFQ cum RFP, the document shall be submitted in a format that makes it legally valid / binding on the Bidder and that is acceptable to the Client. In any event, the Client shall have the right to seek clarifications, modifications etc. on the document submitted by the Bidder and the Bidder shall be obliged to provide such clarifications and modifications within the timelines specified by the Client.

10.7.1 Cover 1 - Integrity Pact, Authorization Letter and EMD (Bid Securing Declaration)

Section No.	Section Heading	Details
Section 1	Integrity Pact	Scanned Copy of the Integrity Pact. Details in Annexure 2
Section 2	EMD (Bid Securing Declaration)	Scanned Copy of the EMD (Bid Securing Declaration). Details in Annexure 3
Section 3	Authorization Letter	Scanned copy of Authorization Letter/ Power of Attorney duly executed by Bidder in favor of Authorized Signatory signing the bid or a Board Resolution authorizing the Authorized Signatory to sign the bid.
Section 4	Certificate under Rule 144 (xi) in General Financial Rules (GFRs), 2017	Certificate under Rule 144 (xi) in General Financial Rules (GFRs), 2017 as per Annexure 13 .

10.7.2 Cover 2 - Pre-Qualification Bid Format

Section No.	Section Heading	Details
Section 1	Pre-Qualification Bid Covering Letter	As per format provided in Annexure 4
Section 2	Profile of the Bidding Firms	As per format provided in Annexure 5
Section 3	Pre-Qualification Criteria	Pre-Qualification criteria table as mentioned with response and reference against each criterion Citations to be provided in the format as in Annexure 6
Section 4	Power of Attorney / Copy of Board Resolution	Power of Attorney duly executed by Bidder in favor of Authorized Signatory signing the bid or a Board Resolution authorizing the Authorized Signatory to sign the bid.
Section 5	No Deviation Certificate	As per format provided in Annexure 7

10.7.3 Cover 3 - Technical Bid Format

Section No.	Section Heading	Details
Section 1	Technical Bid Covering Letter	As per format provided in Annexure 8
Section 2	About Bidder	Details of the Bidder
Section 3	Technical Evaluation Criteria	Response to be in line with the requirements of Technical Evaluation Criteria. Citations need to be provided in the format as in Annexure 6

Section 4	Approach and Methodology	Clearly furnish two sections as mentioned in the Technical Evaluation Criteria
Section 5	Organization Structure & Key Resources	As per format provided in Annexure 9 of this RFQ cum RFP.

10.7.4 Cover 4 - Commercial Bid

Section No.	Section Heading	Details
Section 1	Commercial Bid Covering Letter	As per format provided in Annexure 10
Section 2	Commercial Bid	As per the format provided in Annexure 11

The Bidders shall give the required details of all applicable taxes, duties, other levies and charges etc. in respect of provision of goods and services under this RFQ cum RFP. The Bidder should refer to the Cover Letter for the commercial bid for details.

A Bid submitted with an adjustable price quotation will be treated as non-responsive and rejected. Bidder should study the clauses under Payment Terms and Conditions of this RFQ cum RFP while finalizing the commercial bid.

10.8 Language

The bid and all related correspondence and documents in relation to the bidding process shall be in English language only.

10.9 Late Bids

Bids received after the due date and time as specified in the Data Sheet for any reason whatsoever, shall not be entertained by Client.

10.10 Clients' Right to terminate the Process

The Client may terminate the RFQ cum RFP process at any time and without assigning any reason. The Client makes no commitments, express or implied, that this process will result in a business transaction with anyone. The Client will not be liable in any way to any person in case of termination of this Bid process except that if the EMD (Bid Securing Declaration) has been received from the Bidder prior to such termination, the EMD (Bid Securing Declaration) will be returned as promptly as possible to the respective Bidders.

10.11 Acceptance of Terms & Conditions

By responding to this RFQ cum RFP, bidders submit and confirm their acceptance to the Terms and Conditions of this RFQ cum RFP.

10.12 Disqualification

The bid is liable to be disqualified in the following cases or in case bidder fails to meet the bidding requirements as indicated in this RFQ cum RFP:

- Bid not submitted in accordance with the procedure and formats prescribed in this document or treated as non-conforming bid.
- During validity of the bid, or its extended period, if any, the bidder increases its quoted prices.
- The bidder's bid is conditional and has deviations from the terms and conditions of RFQ cum RFP.
- Bid is received in incomplete form.
- Bid is received after due date and time.
- Bid is not accompanied by all the requisite documents.
- Information submitted in technical bid is found to be misrepresented, incorrect or false, accidentally, unwillingly or otherwise, at any time during the processing of the contract (no matter at what stage) or during the tenure of the contract including the extension period if any.
- Financial bid is enclosed with the same folder as technical bid.
- Bidder tries to influence the bid evaluation process by unlawful/corrupt/fraudulent means at any point of time during the bid process.
- In case any one bidder submits multiple bids unless additional bids are withdrawn upon notice immediately.
- Failure of the successful bidder to agree with the Terms & Conditions of the RFQ cum RFP

10.13 Contacting Client

From the time of submission of RFQ cum RFP to the time of awarding the contract, if a Bidder needs to contact Client for any reason relating to this RFQ cum RFP enquiry and /or its bid, it should do so only over e-mails as specified in the data sheet.

In case a Bidder attempts to influence Client in its decision on scrutiny, comparison & evaluation of proposals and awarding the contract, the RFQ cum RFP of the Bidder shall be liable for rejection in addition to appropriate administrative actions being taken against that Bidder, as deemed fit by Client.

10.14 Withdrawal of RFQ cum RFP

No bid should be withdrawn after the deadline for submission of RFQ cum RFP and before expiry of the RFQ cum RFP validity period. If a bidder withdraws the RFQ cum RFP during this period by any means, it will result in the vendor being disqualified from bidding for any contract with DoPT for a period of one year from the date of notification.

10.15 Authentication of Bids

The Bid should be accompanied by a power-of-attorney in the name of the signatory of the Bid.

10.16 Deviations

The bidder shall not provide for any deviations in the bid. If Client is of the opinion that the bid contains any deviation, then Client reserves the right to seek withdrawal of any such deviation before considering the technical and commercial bid.

10.17 Award of Contract

The contract shall be awarded to the successful Bidder determined basis Combined Technical and Financial Score as laid down in section 11.3.4 The contract shall be awarded by way of issuance of Letter of Award (LOA) by the Client and the bidder shall immediately act upon such acceptance letter.

After signing of the contract/Agreement, no variation in or modification of the terms of the contract shall be made except by mutual written amendment signed by both the parties.

10.18 Contract Period

The terms of contract/agreement shall be for a period of one (01) year. However, the terms & conditions of the contract/agreement shall be applicable from the date of Letter of Award (LOA) and the Agency must sign the Contract within 21 days after issue of LOA.

The consultant shall make the assessment of support personnel both technical and administrative to undertake the Assignment. Additional support and administrative staff shall be provided as needed for the timely completion of the Assignment within the total estimated cost. It is stressed that the time period for the Assignment indicated in the TOR should be strictly adhered to.

The Bidder shall be relieved from its contractual obligation only when all the works and responsibilities are completely discharged by the Agency in accordance with the terms & conditions of the RFQ cum RFP/Contract.

10.19 Signing of Contract

The successful bidder will be required to execute an agreement on non-judicial stamp paper of appropriate value with Client within 21 days of the date of the award letter (LOA). Format of Contract/agreement is enclosed as Volume 2 of RFQ cum RFP.

In case the successful bidder fails to enter into the agreement with Client within 21 days, the bidder shall stand disqualified from bidding for any contract with Department of Personnel & Training (DoPT) for a period of one year from the date of notification.

10.20 Performance Bank Guarantee (PBG)

The successful Bidder shall at his own expense submit to Client an unconditional, irrevocable and continuing Performance Bank Guarantee (PBG) from a nationalized bank, in the format prescribed in Annexure 12, payable on demand, for the due performance and fulfilment of the contract by the bidder.

This Performance Bank Guarantee will be for an amount equivalent to 3% of total contract value as further detailed in the RFQ cum RFP. Except as otherwise provided in the RFQ cum RFP, no interest shall be payable on the PBG. In case the project is delayed beyond the project schedule as mentioned in the RFQ cum RFP, the performance bank guarantee shall be accordingly extended by the Bidder till completion of scope of work as mentioned in RFQ cum RFP and six months thereafter.

For the successful bidder the Performance Bank Guarantee shall be retained by Client until the completion of the assignment by the Consultant and be released 180 (one hundred and eighty) days after the completion of the assignment.

10.21 Certificate under Rule 144 (xi) in General Financial Rules (GFRs), 2017.

The bid should be accompanied by a certificate for compliance with Rule 144 (xi) in General Financial Rules (GFRs), 2017 as per certificate provided in Annexure 13.

11. Selection Process for Bidder

11.1 Opening of Bids

The Proposals will be opened by the Client in the presence of Bidders or their representatives who may be present at the time of opening. The representatives of the bidders should be advised to carry the identity card or a letter of authority from the bidder firms for attending the opening of the bid.

There will be three bid-opening events

- a) Stage 1 Opening: Cover 1 (Integrity Pact & EMD (Bid Securing Declaration)) and Cover 2 (Pre-Qualification bid)
- b) Stage 2 Opening: Cover 3 Opening (Technical bid)
- c) Stage 3 Opening: Cover 4 Opening (Commercial bid)

The Technical Bids of only those bidders will be opened who clears the Pre-qualification stage. The Commercial Bids of only those bidders will be opened who score equal to or more than qualifying marks in the Technical Bid.

11.2 Clarification on Bids

During the bid evaluation, Client may, at its discretion, ask the Bidder for a clarification of its bid. The request for clarification and the response shall be in writing, and no change in the price or substance of the bid shall be sought, offered, or permitted.

11.3 Evaluation Process

Client shall evaluate the responses to this RFQ cum RFP and scrutinize the supporting documents / documentary evidence. Inability to submit the requisite supporting documents / documentary evidence, may lead to rejection. The decision of the Client in the evaluation of proposals shall be final. No correspondence will be entertained outside the process of evaluation with the Client. Client may ask for meetings with the Bidders to seek clarifications or confirmations on their proposals. During the Bid Evaluation, Client reserves the right to reject any or all the Proposals. Each of the responses/ Proposals shall be evaluated as per the criteria and requirements specified in this RFQ cum RFP.

The steps for evaluation are as follows:

11.3.1 Stage 1: Pre-Qualification

- a) Client shall open Cover 1
- b) If the contents of the Cover 1 are as per requirements and the EMD (Bid Securing Declaration) and Integrity Pact in prescribed format have been received in original by the Client as per the terms of this RFQ cum RFP, the Client shall open "Cover 2". Each of the Pre-Qualification conditions mentioned in Section 12 is MANDATORY. In case the Bidder does not meet any one of the conditions, the bidder will be disqualified.
- c) Response to the Pre-Qualification Requirements will be evaluated in accordance with the requirements specified in this RFQ cum RFP. A checklist must be created with proper page-wise indexing of all supporting documents.
- d) Results of the Pre-Qualification Bid opening will be intimated to bidders.

11.3.2 Stage 2: Technical Evaluation

- a) Cover 3 marked as "Technical bid" will be opened only for Bidders who succeed in Stage 1.
- b) The bidders' technical solutions proposed in the bid document will be evaluated as per the requirements specified in the RFQ cum RFP and technical evaluation framework as mentioned in Section 13.

Each Technical Bid will be assigned a technical score out of a maximum of 100 marks. Minimum of 70 marks must be secured by bidder to qualify. Only the bidders who get an aggregate Technical score of 70 marks or more will qualify for commercial evaluation stage. Failing to secure minimum marks shall lead to technical rejection of the Bid and Bidder.

Normalized Technical Score of a Bidder = {Bidder's Technical Score/ Highest Technical Score} X 100 (adjusted to 2 decimals)

11.3.3 Stage 3: Commercial Evaluation

- a) All the technically qualified bidders will be notified to participate in Commercial Bid opening process.
- b) The commercial bids for the technically qualified bidders will then be opened on the notified date and time and reviewed to determine whether the commercial bids are substantially responsive. Bids that are not substantially responsive are liable to be disqualified at Client's discretion.

- c) The Normalized commercial score of the thus qualified bidders will be calculated, while considering the Total Contract Value given by each of the Bidders in the Commercial Bid as follows:

Normalized Commercial Score of a Bidder = {Lowest Total Contract Value/ Bidders Total Contract Value} X 100 (adjusted to 2 decimals)

- d) The bid price will include all taxes and levies and shall be in Indian Rupees and mentioned separately. Taxes will be paid/reimbursed as per the terms of the Agreement.
- e) Any conditional bid would be rejected.
- f) Errors & Rectification: Arithmetical errors will be rectified on the following basis:
1. "If there is a discrepancy between the unit price and the total price that is obtained by multiplying the unit price and quantity, the unit price shall prevail, and the total price shall be corrected.
 2. If there is a discrepancy between words and figures, the amount in words will prevail."
 3. If the Bidder does not accept the error correction, its Bid will be rejected and, the bidder shall stand disqualified from bidding for any contract with DoPT for a period of one year from the date of notification.

11.3.4 Stage 4: Final score calculation through QCBS

- a) The final score will be calculated through Quality and Cost selection method based with the following weightage:
- Technical: 70%
- Commercial: 30%
- Final Score = (0.70*Normalized Technical Score) + (0.30* Normalized Commercial Score)
- b) The bidder with the highest Final Score shall be treated as the Successful bidder.
- c) In the event the Final scores are 'tied', the bidder securing the highest technical score will be adjudicated as the Best Value Bidder for award of the Project.

12. Pre-Qualification Criteria

The Bidder's pre-qualification bid will be evaluated as per the following criteria:

Sr.#	Parameters	Requirement	Supporting Documents
1	Single Bidder	A Bidder is required to Bid on its own and no Joint Ventures or Consortiums are permitted	Declaration from the Authorized Signatory
2	Legal Entity/ Registration of Company	1. The bidder must be incorporated and registered in India under the Indian Companies Act 1956/ LLP Act 2008 & subsequent amendments thereto and should have been operating for the last 5 years 2. Registered under GST as on the date of publishing of the RFQ cum RFP	1. Certificate of Incorporation /Copy of Registration Certificate (s) 2. GST Registration Certificate
3	Experience	The bidder should have at least 3 years of experience in HR consulting	Self-certified declaration from Authorized Signatory
4	Net Worth	The Bidding firm must have a positive Net Worth in each of the last three financial years (FY 2018-19, 2019-20 & 2020-21).	Certificate from Auditors/ CA firm / Audited Financial Statements (Profit & Loss Statement and Balance Sheet) for last 3 financial years
5	Annual Turnover	Bidder should have had a minimum average annual turnover of Rs. 20 crores in previous three financial years (FY 2018-19, 2019-20 & 2020-21) from consultancy services.	Certificate from Auditors/CA firm / Audited Financial Statements (Profit & Loss Statement and Balance Sheet) for last 3 financial years
6	Experience in HR Consulting	The Bidder should have successfully completed at least 3 projects, each of value Rs 1.50 crore or 2 projects, each of value of	Copy of Contract/ Work Order and Completion Certificates from the Client; OR

Sr.#	Parameters	Requirement	Supporting Documents
		Rs. 2.00 crore or 1 Project of value of Rs. 3.00 crore or more in the last 3 years (from the date of publication of bid) in HR Transformation & Consulting in India	Copy of Contract/ Work Order and Self Certificate of Completion certified by the Authorized Signatory;
7	Experience in Government Processes	The Bidder should have successfully completed at least 3 projects, each of value Rs.1.50 crore, or 2 projects, each of value Rs.2.00 crore or 1 project of value of Rs. 3.00 crore or more in the last 3 years (from the date of publication of bid) in process transformation in Government Clients or Public Sector Units	Copy of Contract/ Work Order and Completion Certificates from the Client; OR Copy of Contract/ Work Order and Self Certificate of Completion certified by the Authorized Signatory;
8	Not Blacklisted	The bidder should not be blacklisted by Central/State Government Ministry/ Client/PSU as on the date of bid submission.	Self-declaration from the bidder on company letter head, signed by authorized signatory.

Note:

(a) For all Citations, ongoing projects will be considered for evaluation if the completed component of the project meets the project value requirements. Bidders, 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.

(b) Pre-qualification criteria i.e. Sr. No (3)- Experience and (5)- Annual Turnover will not be applicable for vendors recognized as “Start up” by Department for Promotion of Industry and Internal Trade (DPIIT). Relevant proof of being recognized as “Start ups” by DPIIT would need to submitted.

13. Technical Evaluation Criteria/ Framework

The Technical bid will be evaluated as per the Technical Evaluation Criteria mentioned in the table below:

#	Criteria	Criteria Details	Documentary Evidence	Maximum Marks Allotted										
1	Turnover	<p>Eligible Bidder having average annual turnover as below in previous three financial years (FY 2018-19, 2019-20 & 2020-21) from consultancy services, will be awarded marks as under</p> <table border="1"> <thead> <tr> <th>Break up of Marks</th> <th>Marks</th> </tr> </thead> <tbody> <tr> <td>Turnover between Rs.20-29 crore</td> <td>2.5</td> </tr> <tr> <td>Turnover between Rs.30-39 crore</td> <td>5</td> </tr> <tr> <td>Turnover between Rs.40-49 crore</td> <td>7.5</td> </tr> <tr> <td>Turnover Rs. 50 crore or above</td> <td>10</td> </tr> </tbody> </table>	Break up of Marks	Marks	Turnover between Rs.20-29 crore	2.5	Turnover between Rs.30-39 crore	5	Turnover between Rs.40-49 crore	7.5	Turnover Rs. 50 crore or above	10	Certificate from Auditors/ CA firm / Audited Financial Statements (Profit & Loss Statement and Balance Sheet) for last 3 financial years (FY 2018-19, 2019-20 & 2020-21).	10
Break up of Marks	Marks													
Turnover between Rs.20-29 crore	2.5													
Turnover between Rs.30-39 crore	5													
Turnover between Rs.40-49 crore	7.5													
Turnover Rs. 50 crore or above	10													

#	Criteria	Criteria Details	Documentary Evidence	Maximum Marks Allotted										
2.	No of consulting personnel on rolls of the bidding entity in last three years	<p>The eligible bidding firm should have technical and managerial capability to undertake the assignment. Marks for the purpose of evaluation of bids will be awarded for the average number of resource persons in last three years, in the following manner:</p> <table border="1"> <thead> <tr> <th>Break up of Marks</th> <th>Marks</th> </tr> </thead> <tbody> <tr> <td>Personnel between 25-99</td> <td>2.5</td> </tr> <tr> <td>Personnel between 100-149</td> <td>5</td> </tr> <tr> <td>Personnel between 150-199</td> <td>7.5</td> </tr> <tr> <td>Personnel 200 or above</td> <td>10</td> </tr> </tbody> </table>	Break up of Marks	Marks	Personnel between 25-99	2.5	Personnel between 100-149	5	Personnel between 150-199	7.5	Personnel 200 or above	10	Certificate from Authorized Signatory/ Auditors for last 3 financial years (FY 2018-19, 2019-20 & 2020-21).	10
Break up of Marks	Marks													
Personnel between 25-99	2.5													
Personnel between 100-149	5													
Personnel between 150-199	7.5													
Personnel 200 or above	10													
3	Bidder's Profile: Experience of similar engagements	<p>Number of successfully implemented projects, each of value of at least Rs. 2 Crore in the last 5 years (from the date of publication of bid) in the areas pertaining to at least 2 of the following:</p> <ul style="list-style-type: none"> ▪ Competency Modelling (functional & behavioral) and Framework Design ▪ Competency/ Skill Dictionary Preparation ▪ Job Analysis and Design ▪ Competency based Leadership Development <p>Marks breakup:</p> <p>1 Project: Max 3.5 marks 2 Projects: Max 7 marks 3 Projects or more: Max 10 marks</p>	<p>Copy of Contract/ Work Order and Completion Certificates from the Client; OR Copy of Contract/ Work Order and Self Certificate of Completion certified by the Authorized Signatory;</p>	10										

#	Criteria	Criteria Details	Documentary Evidence	Maximum Marks Allotted												
4	Bidder's Profile: Experience of large organization transformation	Number of successfully completed projects, each of value of at least Rs. 2 Crore in the last 5 years (from the date of publication of bid) in organization transformation/management/HR Business Process engineering/HR management/process transformation in Government Clients or Public Sector Units 3 Projects: Max 3.5 marks 4-6 Projects: Max 7 marks 7 Projects or more: Max 10 marks	Copy of Contract/ Work Order and Completion Certificates from the Client; OR Copy of Contract/ Work Order and Self Certificate of Completion certified by the Authorized Signatory;	10												
5.	Approach and Methodology	Description of Bidder's understanding of FRAC: 10 Approach and Methodology proposed by the Bidder for Scope of Work: 10 Presentation: 10	Bidder's Technical Proposal Presentation made by the Bidder.	30												
6	Profiles of Personnel:	Resources will be scored on their profiles against the profile requirements mentioned in the RFQ cum RFP. <table border="1" data-bbox="535 1066 1256 1321"> <thead> <tr> <th>Resource Name</th> <th>Max Marks</th> </tr> </thead> <tbody> <tr> <td>Programme Manager and Subject Manager Expert</td> <td>6</td> </tr> <tr> <td>Competency and Organizational Design Expert</td> <td>6</td> </tr> <tr> <td>Competency and Organizational Design Analyst</td> <td>6</td> </tr> <tr> <td>Government Process Expert</td> <td>6</td> </tr> <tr> <td>Occupational Psychologist</td> <td>6</td> </tr> </tbody> </table>	Resource Name	Max Marks	Programme Manager and Subject Manager Expert	6	Competency and Organizational Design Expert	6	Competency and Organizational Design Analyst	6	Government Process Expert	6	Occupational Psychologist	6	CVs of the resources	30
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#	Criteria	Criteria Details	Documentary Evidence	Maximum Marks Allotted																
		<p>It may be noted that the bidders are required to submit the resume of the proposed resources as per requirements laid down in Section 8. The bids which do not fulfill this condition will not be eligible for Technical Evaluation.</p> <table border="1"> <thead> <tr> <th>Break up of Marks</th> <th>Marks</th> </tr> </thead> <tbody> <tr> <td>Education qualifications</td> <td>2</td> </tr> <tr> <td>Certifications, Training</td> <td>1</td> </tr> <tr> <td>Adequacy for the Assignment (relevant experience in the sector/similar assignments)</td> <td>3</td> </tr> <tr> <td>Minimum Experience as specified in Section 8 – (1 mark)</td> <td></td> </tr> <tr> <td>Experience more than 3 years above the specified minimum experience – (2 marks)</td> <td></td> </tr> <tr> <td>Experience more than 6 years above the specified minimum experience – (3 marks)</td> <td></td> </tr> <tr> <td>Total</td> <td>6</td> </tr> </tbody> </table>	Break up of Marks	Marks	Education qualifications	2	Certifications, Training	1	Adequacy for the Assignment (relevant experience in the sector/similar assignments)	3	Minimum Experience as specified in Section 8 – (1 mark)		Experience more than 3 years above the specified minimum experience – (2 marks)		Experience more than 6 years above the specified minimum experience – (3 marks)		Total	6		
Break up of Marks	Marks																			
Education qualifications	2																			
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Experience more than 6 years above the specified minimum experience – (3 marks)																				
Total	6																			
TOTAL				100																

Note: For all Citations, ongoing projects will be considered for evaluation if the completed component of the project meets the project value requirements. Bidders, 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

14. Commercial Bid and Payment Terms

14.1 Commercial Bids

- The commercial bids shall take into account all the expenses and tax liabilities and cost of insurance specified in the draft contract, levies and other impositions applicable under the prevailing law on the Consultants, sub-consultants and their staff. For the avoidance of doubt, it is clarified that all taxes, excluding GST, shall be deemed to be included in the cost shown under different items of commercial bids. Further, all payments shall be subjected to deduction of taxes at source as per Applicable Laws.

14.2 Payment Terms

- Payment shall be made on a monthly basis on satisfactory performance in Indian Rupees. The invoices will be raised only using GST details of the successful vendor.
- The invoices must be based on work orders (or any amendments thereof) issued by the Client.
- The payments will be made in the following manner:

End of month	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
% Payment of contract value	4%	4%	4%	4%	4%	4%	12%	12%	12%	12%	12%	16%

15. Terms of Business

Client will award the contract to the successful bidder for implementation. The award of the contract will be done to the highest scorer of the evaluation done as mentioned above. The successful bidder has to sign a contract for implementation of the project and has to commence the project within 15 working days from the date of issue of the order.

15.1 Responsibilities

Client will engage consultant with effect from their acceptance of contract to provide with the services described in the contract, together with such other services as may be reasonably requested from consultant from time to time. Consultant agrees to perform the services in a timely manner, and to exercise all reasonable skill and care in their performance of them.

Consultant shall provide Client promptly with any information, data or documents that may reasonably be required in order to comply with obligations under the contract. Consultant shall undergo / undertake specific trainings in the format and to the extent as may be stipulated by Client, including web-based modular trainings. Such training should be started before or immediately after commencement of the services and should be finished within 2 weeks thereafter or as prescribed under any specific training format, whichever is later.

15.2 Fees and expenses

Client will pay the Consultant in respect of their professional fees and expenses as per the scope of work agreed with the consultant in the applicable contract. Unless otherwise agreed between us, consultant will invoice based on the billing milestones defined in the Payment Schedule. Each invoice the consultant submits will include a description of the work the consultant would have performed during the period to which it relates.

15.3 Termination

Client may terminate the contract immediately upon written notice to consultant if:

- i. Consultant is unable to perform the services or have materially or repeatedly breached any of the terms of the agreement
- ii. Consultant performs the services in a manner which is unsatisfactory to Client. Consultant become bankrupt (or, in the case of a partnership, any of their partners becomes bankrupt), are adjudicated insolvent, have a liquidator or an administrative or other receiver appointed to manage their affairs or have an order made against consultant that consultant be wound up or cease to carry on all or substantially all of their business.

- iii. Client reasonably determine that such termination is required in accordance with applicable law, regulations or professional obligations (including as a result of circumstances that threaten our professional independence or create a potential conflict of interest); or the Contract is terminated.
- iv. Such termination shall be without prejudice to any rights we might have which accrued prior to termination.

15.4 Intellectual Property Rights

Client will own all rights, title and interest in and to all data, reports, frameworks, specifications, designs, models, analyses, inventions, programs and other property or materials (collectively, the "Works") that consultant or, if an entity, employees, officers, managers, directors or agents (collectively, "Personnel") develop in connection with the provision of the services including all copyright interests and intellectual property rights in the design and development of the e-learning materials. Consultant shall perform all such acts as may be reasonably necessary for the purpose of perfecting the assignment to us of all copyright and other intellectual property rights in the Works. Consultant hereby waive all moral rights in all jurisdictions.

Consultant acknowledges that during the performance of their services, they may gain access to certain methodologies, frameworks, know-how, products, processes, ideas, interpretations, models, documentation, manuals, software, discs, reports, research, working notes, papers, data, specifications, designs, analyses, inventions and/or similar items ("Materials") which are proprietary to Client or other third parties. Consultant agrees that this contract shall not operate to transfer any intellectual property rights or copyright interests in such Materials to them, and Client (or their Client and other third parties, as the case may be) shall continue to retain all intellectual property rights and copyright interests in such Materials.

Consultant shall not copy, reproduce, translate, adapt, vary, modify, disassemble, decompile or reverse engineer or otherwise deal with or cause to reduce the value of the Materials except as expressly authorized by us in writing.

15.5 Confidentiality

In the course of providing the Services Consultant will be privy to information of a confidential nature relating to Client and Consultant may learn confidential information Client's business, systems of work and other confidential information. Consultant agrees that they will use such Confidential Information only in compliance with their obligations under the concerned contract, that consultant will not disclose such information to any third party except to the extent required by law and that consultant will, in relation to confidential information which comes into their

possession during the performance of the subcontract, comply with the confidentiality obligations placed upon us by the contract as if consultant were a party to the contract in Clients place. These restrictions do not apply to information which has entered the public domain or which has been disclosed to consultant by a third party who is not subject to any restriction on disclosure.

15.6 Data Protection

To the extent consultant collect, use, store or otherwise process (collectively, "Process") Confidential Information that can be linked to specific individuals ("Personal Data") in connection with the performance of their Services under a contract, consultant shall process such personal data in accordance with applicable law, rules and regulations including (without limitation) the Information Technology Act, 2000 (the "Act"), and the Information Technology (Reasonable security practices and procedures and sensitive personal data or information) Rules, 2011 (the "Rules").

Without prejudice to the generality of the preceding clause, consultant represents that consultant shall implement and maintain reasonable security practices and procedures (including, without limitation, managerial, technical, operational and physical security control measures) designed to protect such Personal Data against unauthorized access, damage, use, modification, disclosure or impairment, as required by the Rules ("Data Protection Procedures"). Consultant shall not further disclose or transfer Personal Data to any other person or entity, except as required by applicable law or court order.

Consultant shall not retain Personal Data for longer than is reasonably required for the performance of their Services.

15.7 Governing Law and Jurisdiction

This RFQ cum RFP shall be governed by and construed in accordance with the laws of India. Any dispute arising out of the subsequent contract, any contract hereunder services shall be subject to the exclusive jurisdiction of the Indian courts.

15.8 Deliverables

All deliverables and source files will be shared with Client after the modules have been signed-off. The Intellectual Property Rights for all the work products will rest with Client.

16. Annexures

16.1 Annexure 1 - Pre-Bid Queries

Bidder shall submit all pre-bid queries in MS word in the following format.

#	Section Name & No.	Page No.	Statement as per tender document	Query by bidder	Reason for Query	Response by Client
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						

16.2 Annexure 2 - Integrity Pact

Integrity Pact

This Integrity Pact is entered by and between

The Department of Personnel & Training, Ministry of Personnel, Public Grievances and Pensions, Government of India, having its office located at Institute of Government Accounts & Finance, Block no. IV, Old JNU Campus, New Delhi, Delhi 110067 (herein after referred to as the “Client”, which expression shall, unless excluded by or repugnant to the context, deemed to include its successor/s in office or assign) of the First Part;

AND

<***>, a Company incorporated under the Companies Act, 1956, having its registered office at <***> (hereinafter referred to as “Bidder” which expression shall, unless the context otherwise requires, include its permitted successors and assigns) of the Second Part.

Preamble

The Client intends to award, under laid down organizational procedures, contract for “Defining and detailing a scalable process for FRAC (Framework for Roles Activities and Competencies including skills) _<Bidder’s Name>” through an open tender process and has issued RFQ cum RFP bearing number T-16017/38/2020-iGOT (Vol III). The Client values full compliance with all relevant laws of the land, rules, regulations, economic use of resources and of fairness/ transparency in its relations with its Bidder(s) and /or Vendor(s) / Contractor(s).

In order to achieve these goals, the Client wishes to enter into this Integrity Pact with the Bidder(s) for this tender process and execution of the Agreement and will appoint an Contract Evaluation Committee (comprising of Technical Evaluation Committee and Financial Evaluation Committee) /Independent External Monitor (IEM), who will monitor the tender process and the execution of the Agreement for compliance with the principles mentioned above.

Section 1- Commitments of the Client

- 1) The Client commits itself to take all measures necessary to prevent corruption and to observe the following principles: -
 - a) No employee of the Client, personally or through family members, will in connection with the RFQ cum RFP for, or the execution of the Agreement, demand, take a promise for or accept, for self or third person, any material or immaterial benefit which the person is not legally entitled to.

- b) The Client will during this tender process treat all Bidder(s) with equity and reason. The Client will in, before and during this tender process, provide to all Bidders the same information and will not provide to any Bidder(s) confidential/ additional information through which the Bidder(s) could obtain an advantage in relation to this tender process or the Agreement execution.
 - c) The Client will exclude from the process all known prejudiced persons.
- 2) If the Client obtains information on the conduct of any of its officers / employees which is a criminal offence under the Indian Penal Code 1860 and/or Prevention of Corruption Act 1988, or if there be a substantive suspicion in this regard, the Client will inform the Chief Vigilance Officer and in addition can initiate disciplinary actions.

Section 2- Commitments of the Bidder

- a) The Bidder commits to take all measures necessary to prevent corruption. It commits itself to observe the following principles during its participation in this tender process and during the Agreement execution.
- b) The Bidder will not, directly or through any other persons or firm, offer promise or give to any of the Client's employees involved in this tender process or the execution of the Agreement or to any third person any material or other benefit which he/ she is not legally entitled to, in order to obtain in exchange any advantage of any kind whatsoever during this tender process or during the execution of the Agreement.
- c) The Bidder will not enter with other bidder(s) into any undisclosed agreement or understanding, whether formal or informal. This applies to prices, specifications, certifications, subsidiary contracts, submission or non-submission of bids or any other actions to restrict competitiveness or to introduce cartelization in this tender process.
- d) The Bidder will not commit any offence under the Indian Penal Code 1860 and / or Prevention of Corruption Act 1988; further the Bidder will not use improperly, for purposes of competition or personal gain, or pass on to others, any information or document provided by the Client as part of the business relationship, regarding plans, technical proposals and business details, including information contained or transmitted electronically.
- e) The Bidder will, when presenting its bid, disclose any and all payments it has made, is committed to or intends to make to agents, brokers or any other intermediaries in connection with this tendering process or the award of Agreement under this tendering process.
- f) The Bidder will not, directly or through any other person or firm, approach any Government officials, ministers, political persons public servants, or any external

agencies to influence the bidding decision making process or to attain any undue favours to the Bidder.

- g) The Bidder shall exclude, from this tender process or execution of the Agreement, all known prejudiced persons including those employees / Directors /management representatives of the Bidder who have family relationships with the employees or officers of the Client.
- h) The Bidder shall disclose the circumstances, arrangements, undertakings or relationships that constitute, or may reasonably be considered to constitute, an actual or potential conflict of interest with its obligations specified in the tender process or under any Agreement which may be negotiated or executed with the Client. Bidder and its employees, agents, advisors and any other person associated with the Bidder must not place themselves in a position which may, or does, give rise to conflict of interest (or a potential conflict of interest) between the interests of the Client or any other interests during this tender process or through operation of the Agreement.
- i) The Bidder will not indulge in any corrupt, fraudulent, coercive undesirable or restrictive practice in the tender process or the execution of the Agreement.
- j) The Bidder will not instigate third persons to commit offences outlined above or be an accessory to such offences.

Section 3: Disqualification from tender process and exclusion from future Contracts

If the Bidder, during the tender process or before award or during execution of the Agreement has committed a transgression through a violation of Section 2 above, or in any other form, such as to put his reliability or credibility in question, the Client is entitled to disqualify the Bidder from this tender process or decide not to award the work or terminate the awarded Agreement or blacklist the Bidder.

Section 4: Compensation for Damages

- a) If the Client has disqualified the Bidder from this tender process prior to the award according to Section 3, the Client is entitled to disqualify the bidder from bidding for any contract with Department of Personnel & Training (DoPT) for a period of one year from the date of notification.
- b) If the Client has terminated the Agreement according to Section 3, or if the Client is entitled to terminate the Agreement according to Section 3, the Client shall be entitled to demand and recover from the Bidder / Vendor the amount equivalent to Security Deposit / Performance Bank Guarantee in addition to any other penalties/ recoveries

as per terms and conditions of the Agreement.

Section 5: Previous Transgression

- a) The Bidder declares that no previous transgressions occurred in the last three years with any other Central Government / State Government or Central PSU entity in India or any entity in any other country conforming to the anti-corruption approach that could justify Bidder's exclusion from this tender process.
- b) If the Bidder makes incorrect statement on this subject or hides any material information, the Client is entitled to disqualify the Bidder from this tender process or action can be taken as per the procedure mentioned in "Guidelines on Banning of business dealings"

Section 6: Equal treatment of all Bidders

- a) The Bidder undertakes to demand from all subconsultants of the Vendor a commitment in conformity with this Integrity Pact, and to submit it to the Client before signing of the Agreement with the Client.
- b) The Client will enter into individual Integrity Pacts with identical conditions as this one with all sub-consultants of the Vendor.
- c) Only if the Bidder has entered into this Integrity Pact with the Client, the Bidder shall be eligible to participate in this tender process or execution of the Agreement.
- d) The Client will have the right to disqualify the Bidder from this tender process if the Bidder does not get this Integrity Pact from Bidder's authorized signatory or violate any of its provisions.

Section 7: Criminal charges against violation Bidder/ Subconsultant(s)

If the Client obtains knowledge of conduct of the Bidder or its Subconsultant, or of an employee or a representative or an associate of the Bidder or Subconsultant which constitutes corruption, or if the Client has substantive suspicion in this regard, the Client will inform the same to the Chief Vigilance Officer.

Section 8: Independent External Monitor/Monitors

- a) The Client appoints _____ as Independent External Monitor for this Integrity Pact. The task of the Monitor is to review independently and objectively, whether and to what extent the Parties comply with the obligations under this Integrity Pact.
- b) The Monitor is not subject to instructions by the representatives of the Parties and performs his functions neutrally and independently. The Monitor shall report to the _____.
- c) The Bidder accepts that the Monitor has the right to access without restriction to all project documentation of the Client including that provided by the Bidder. The Bidder

will also grant the Monitor, upon his request and demonstration of a valid interest, unrestricted and unconditional access to his project documentation. The same is applicable to Subconsultants of the Vendor. The Monitor is under contractual obligation to treat the information and documents of the Bidder/ Subconsultant(s) of Vendor with confidentiality.

- d) The Client will provide to the Monitor enough information about all meetings among the parties related to the tender process or the execution of the Agreement provided such meetings could have an impact on the contractual relations between the Client and the successful Bidder. The Parties offer to the Monitor the option to participate in such meetings.
- e) As soon as the Monitor notices, or believes to notice, a violation of this Integrity Pact, he will so inform the Client and request the Client to discontinue or take corrective action, or to take other relevant action. The Monitor can in this regard submit non-binding recommendations. Beyond this, the Monitor has no right to demand from the parties that they act in a specific manner, refrain from action or tolerate action.
- f) The Monitor will submit a written report to the Client within 8 to 10 weeks from the date of reference or intimation to him by the Client and, should the occasion arise, submit proposals for correcting problematic situations.
- g) If the Monitor has reported to the Client, a substantiated suspicion of an offence under relevant Indian Penal Code 1860 and Prevention of Corruption Act 1988, and the Client has not, within the reasonable time taken visible action to proceed against such offence or reported it to the Chief Vigilance Officer, the Monitor may also transmit this information directly to the Central Vigilance Commissioner, Government of India.
- h) The word 'Monitor' would include both singular and plural.

Section 9– Pact Duration

- a) This Integrity Pact begins when both Parties have legally signed it. It expires for the successful Bidder 12 months after the last payment under the Agreement, and for all other bidders, 6 months after the execution of the Agreement with the Vendor.
- b) If any claim is made/ lodged during this time, the same shall be binding and continue to be valid despite the lapse of this pact as specified above, unless it is discharged/ determined by the Client.

Section 10 – Other provisions

- a) This Integrity Pact is subject to Indian Law, place of performance and jurisdiction is the Office of the Client first above written, i.e. New Delhi.

- b) Changes and supplements of this Integrity Pact as well as termination notices need to be made in writing. Parties acknowledge that side agreements have not been made.
- c) Should one or several provisions of this Integrity Pact turn out to be invalid, the remainder of this Integrity Pact remains valid. In this case, the Parties will strive to come to an agreement to their original intentions.

**For & On Behalf of the Client
Bidder
(Official Seal)**

Place: _____

Date: _____

Witness:

(Name & Address):

**For & On Behalf of the

(Official Seal)**

Place: _____

Date: _____

Witness:

(Name & Address):

16.3 Annexure 3 – Bid Securing Declaration

<Original signed copy on company letter head>

Bid Securing Declaration

Date: _____

Tender No. _____

To
Director (DFFT & iGOT)
Room No. 305, Third Floor, Training Division,
Block no. IV, Old JNU Campus
New Delhi, 110067

Subject: Submission of the bid for “Defining and detailing a scalable process for FRAC (Framework for Roles Activities and Competencies including skills) _<Bidder’s Name>”

I/We. The undersigned, declare that:

I/We understand that, according to your conditions, bids must be supported by a Bid Securing Declaration.

I/We accept that I/We may be disqualified from bidding for any contract with you and Contracting Department for a period of one year from the date of notification if I am /We are in a breach of any obligation under the bid conditions, because I/We

- a) have withdrawn/modified/amended, impairs or derogates from the tender, my/our Bid during the period of bid validity specified in the form of Bid; or
- b) having been notified of the acceptance of our Bid by the purchaser during the period of bid validity (i) fail or reuse to execute the contract, if required, or (ii) fail or refuse to furnish the Performance Security, in accordance with the Instructions to Bidders.

I/We understand this Bid Securing Declaration shall cease to be valid if I am/we are not the successful Bidder, upon the earlier of (i) the receipt of your notification of the name of the successful Bidder; or (ii) thirty days after the expiration of the validity of my/our Bid.

Signed: (insert signature of person whose name and capacity are shown)
in the capacity of (insert legal capacity of person signing the Bid Securing Declaration)

Name: (insert complete name of person signing the Bid Securing Declaration) Duly authorized to sign the bid for an on behalf of (insert complete name of Bidder)

Dated on _____ day of _____ (insert date of signing)

Corporate Seal (where appropriate)

(Note: In case of a Joint Venture, the Bid Securing Declaration must be in the name of all partners to the Joint Venture that submits the bid)

16.4 Annexure 4 – Pre-Qualification Bid Covering Letter

<Original signed copy on company letter head>

To,
Director (DFFT & iGOT)
Room No. 305, Training Division, Client
Block no. IV, Old JNU Campus
New Delhi, 110067

Subject: Submission of the Pre-Qualification bid for “Defining and detailing a scalable process for FRAC (Framework for Roles Activities and Competencies including skills) _<Bidder’s Name>”

Dear Sir,

We, the undersigned, offer to provide FRAC consulting services to Client with reference to your Request for Qualification cum Request for Proposal dated <insert date> and our Bid. We are hereby submitting our Pre-qualification bid.

We hereby declare that all the information and statements made in this Pre-qualification bid are true and accept that any misinterpretation contained in it may lead to our disqualification.

We agree to abide by all the terms and conditions of this RFQ cum RFP document. We would hold the terms of our bid valid for the number of days as stipulated in the RFQ cum RFP document.

Yours sincerely,

(Authorised Signatory)

Signature:

Name:

Designation:

Address:

Seal:

Date:

16.5 Annexure 5 - Bidder's General Information

Bidders are requested to furnish the following information and enclose along with quotation.

S. No.	Item	Bidder's Response
1.	Company Name	
2.	Year Established	
3.	Incorporated in India (Yes or No)	
4.	Name & Designation of Authorized person	
5.	Contact Name	
6.	Address	
7.	Mobile	
8.	Telephone	
9.	Email Address	
10.	Brief Description of the Organization	

16.6 Annexure 6 - Citations – Work Experience (Submit separate sheets for experience quoted in prequalification and technical criteria)

S. No.	Item	Bidder's Response
1.	Name of Bidder entity	
2.	Assignment Name	
3.	Name of Client	
4.	Country	
5.	Contact Details of client <i>(Contact Name, Address, Telephone Number)</i>	
6.	Approximate Value of the Contract	
7.	Duration of Assignment (months)	
8.	Award Date (month/year)	
9.	Completion Date (month/year)	
10.	Narrative description of the project	
11.	Details of Work that defines the scope relevant to the requirement	
12.	Documentary Evidence attached	

16.7 Annexure 7 - No Deviation Certificate

<Original signed copy on company letter head>

To,

Director (DFFT & iGOT)

Room No. 305, Training Division, Client

Block no. IV, Old JNU Campus

New Delhi, 110067

Dear Sir,

This is to certify that our offer is exactly in line with your tender enquiry/RFQ cum RFP (including amendments) no. _____ dated _____. This is to certify that our offer contains no deviation on the Scope of Work, Legal or Commercial aspects in either direct or indirect form.

Sincerely,

(Authorized Signatory)

Signature:

Name:

Designation:

Address:

Seal:

Date:

16.8 Annexure 8 - Technical Bid Covering Letter

<Original signed copy on company letter head>

To,
Director (DFFT & iGOT)
Room No. 305, Training Division, Client
Block no. IV, Old JNU Campus
New Delhi, 110067

Subject: Submission of the Technical bid for “Defining and detailing a scalable process for FRAC (Framework for Roles Activities and Competencies including skills) _<Bidder’s Name>”

Dear Sir,

We, the undersigned, offer to provide the services for defining and detailing the FRAC (Framework for Roles Activities and Competencies including skills) framework with reference to your Request for Bid dated <insert date>. We are hereby submitting our Technical Bid along with Commercial Bid (without prices) for your perusal.

We hereby declare that all the information and statements made in this technical bid are true and accept that any misinterpretation contained in it may lead to our disqualification.

We agree to abide by all the terms and conditions of this RFQ cum RFP document. We would hold the terms of our bid valid for the number of days as stipulated in the RFQ cum RFP document. We understand you are not bound to accept any Bid you receive.

Yours sincerely,
(Authorised Signatory)

Signature:

Name:

Designation:

Address:

Seal:

Date:

16.9 Annexure 9 - Formats for submission of Profiles

1. Name of Firm:
2. Name of Staff:
3. Contact Details:
4. Designation:
5. Areas of Expertise:
6. Date of Birth:
7. Years with the Firm:
8. Total Years of Experience:
9. Nationality:
10. Education:

<Passport Photo>

S. No.	Degree Obtained	Institution	Dates
1			

11. Key Qualifications:
12. Membership of Professional Associations:
13. Professional Certifications:
14. Other Training:
15. Countries of Work Experience:
16. Languages:

S. No.	Languages	Speak	Read	Write
1				

17. Employment Record

From/To	
Client	
Position held	
Key Duties Assigned:	

18. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned (Please provide the details of the projects undertaken till date)

Name of assignment or project:	
Year:	
Location:	
Client:	

Main project features:	
Positions held:	
Activities performed:	

16.10 Annexure 10 – Covering Letter for Commercial Bid

<Original signed copy on company letter head>

To:

Director (DFFT & iGOT)
Room No. 305, Training Division, Client
Block no. IV, Old JNU Campus
New Delhi - 110067

Subject: Commercial Bid for <Name of the RFQ cum RFP>

Dear Sir/ Ma'am,

We, the undersigned, offer to Defining and detailing a scalable process for FRAC (Framework for Roles Activities and Competencies including skills) to Client with reference to your RFQ cum RFP dated <insert date>. Our attached Commercial Bid has been prepared as per requirements specified in the RFQ cum RFP. The price(s) quoted are inclusive of all the taxes.

1. PRICE AND VALIDITY

- All the prices mentioned in our bid are in accordance with the terms as specified in the RFQ cum RFP documents. All the prices and other terms and conditions of this Bid are valid for a period of 180 calendar days from the last date of submission of the Bids.
- We hereby confirm that our prices are inclusive of all taxes. However, all the taxes are quoted separately also under relevant sections.
- We understand that the actual payment would be made as per the prevailing rates at the time of payment.
- Rates have been quoted in the relevant forms as specified in the RFQ cum RFP and is for entire scope of work.

2. QUALIFYING DATA

We confirm having submitted the information as specified in section “Instructions to Bidders”. In case you require any other further information/documentary proof in this

regard before evaluation of our bid, we agree to furnish the same in time to your satisfaction.

3. PERFORMANCE BANK GUARANTEE

We hereby declare that in case the contract is awarded to us, we shall submit the Performance Bank Guarantee as specified in the RFQ cum RFP document.

We understand you are not bound to accept any Bid you receive.

We hereby declare that our bid is made in good faith, without collusion or fraud and the information contained in the bid is true and correct to the best of our knowledge and belief.

Thanking you,

(Authorized Signatory)

Name:

Designation:

Address:

Date:

16.11 Annexure 11- Commercial Bid Format Proposal

The Commercial Bid shall be submitted in the format below:

Profile Name	Monthly Rate without Tax per Resource (Rs.) (A)	Applicable Tax (Rs) per month (B)	Monthly Rate per Resource with Tax (Rs.) (C = A+B)	Annual cost with Tax (Rs.) (D=C*12)
Programme Manager and Subject Matter Expert				
Competency and Organizational Design Expert				
Competency and Organizational Design Analyst				
Government Process Expert				
Occupational Psychologist				
Total (with Tax) Rs.				

Notes:

- Prices quoted by the Bidder shall remain firm during the entire contract period and shall not be subject to variation on any account except change in applicable tax rates. A Bid submitted with an adjustable price quotation will be treated as non-responsive and rejected.

16.12 Annexure 12: Form of Bank Guarantee for Performance Security

(To be stamped in accordance with Stamp Act if any, of the country for issuing bank)

Ref.: Bank Guarantee:

Date:

Dear Sir,

In consideration of M/s -----(hereinafter referred as the 'Client', which expression shall, unless repugnant to the context of meaning thereof include its successors, administrators and assigns) having awarded to M/s [name of consultant] a [type of company], established under laws of [country] and having its registered office at [address] (hereinafter referred to as the 'Consultant' which expression shall unless repugnant to the context or meaning thereof, include its successors, administrators, executors and permitted assigns), an Assignment for preparation of [name of assignment] Contract by issue of Client's Contract Letter of Award No. [reference] dated [date] and the same having been unequivocally accepted by the Consultant, resulting in a Contract valued at Rs. [amount in figures and words] for (Scope of Work) (hereinafter called the 'Contract') and the Consultant having agreed to furnish a Bank Guarantee amounting to Rs. [amount in figures and words] to the Client for performance of the said Agreement.

We [Name of Bank] incorporated under [law and country] having its Head Office at [address](hereinafter referred to as the Bank), which expression shall, unless repugnant to the context or meaning thereof, include its successors, administrators executors and assigns) do hereby guarantee and undertake to pay the Client immediately on demand an or, all monies payable by the Consultant to the extent of Rs. [amount in figure and words] as aforesaid at any time up to [date] without any demur, reservation, contest, recourse or protest and/ or without any reference to the Consultant. Any such demand made by the Client on the Bank shall be conclusive and binding notwithstanding any difference between the Client and the Consultant or any dispute pending before any Court, Tribunal, Arbitrator or any other authority.

We agree that the Guarantee herein contained shall be irrevocable and shall continue to be enforceable until the Client discharges this guarantee.

The Client shall have the fullest liberty without affecting in any way the liability of the Bank under this Guarantee, from time to time to vary the advance or to extend the time for performance of the Contract by the Consultant nor shall the responsibility of the bank be affected by any variations in the terms and conditions of the contract or other documents. The Client shall have the fullest liberty without affecting this guarantee, to postpone from time to time the exercise of any powers vested in them or of any right which they might have against the Client and to exercise the same at any time in any manner, and either to enforce or to forbear to enforce any covenants, contained or implied, in the Contract between the Client and the Consultant any other course or remedy or security available to the client. The Bank shall not be relieved of its obligations under these presents by any exercise by the Client of its liberty with reference to the matters aforesaid or any of them or by reason of any other act or forbearance or other acts of omission or commission on the part of the Client or any other indulgence shown by the Client or by any other matter or thing whatsoever which under law would but for this provision have the effect of relieving the Bank.

The Bank also agrees that the Client at its option shall be entitled to enforce this Guarantee against the Bank as a principal debtor, in the first instance without proceeding against the Consultant and notwithstanding any security or other guarantee that the client may have in relation to the Consultant's liabilities.

This Guarantee shall be irrevocable and shall remain in full force and effect until discharge by the Bank of all its obligations hereunder.

This Guarantee shall not be affected by any change in the constitution or winding up of the Consultant /the Bank or any absorption, merger or amalgamation of the Consultant /the bank with any other Person.

Notwithstanding anything contained herein above our liability under this guarantee is limited to Rs. [amount in figure and words] and it shall remain in force up to and including [date] and shall extend from time to time for such period(s) (not exceeding one year), as may be desired by M/s [name of consultant] on whose behalf this guarantee has been given. Date this [date in words] day [month] of [year in 'yyyy' format] at [place].

WITNESS

1. [signature, name and address]
2. [signature, name and address]

[Official Address]

Designation

[With Bank Stamp]

Attorney as Per Power of Attorney No.

Dated

Strike out, whichever is not applicable.

The date will be fixed as indicated in S.C.C.

The stamp papers of appropriate value shall be purchased in the name of bank which issues the 'Bank Guarantee'. The bank guarantee shall be issued either by a bank (Nationalized/Scheduled) located in India or a foreign bank through a correspondent bank (scheduled) located in India or directly by a foreign bank which has been determined in advance to be acceptable to the Client.

16.13 Annexure 13: Certificate under Rule 144 (xi) in the General Financial Rules (GFRs), 2017.

<Original signed copy on company letter head>

To:

Director (DFFT & iGOT)
Room No. 305, Training Division, Client
Block no. IV, Old JNU Campus
New Delhi, 110067

Dear Sir,

Ref: Your REP No. dated

Bidder Name:.....

We, M/s ----- are a private/public limited company/LLP/Firm *<strike off whichever is not applicable>* incorporated under the provisions of the Companies Act, 1956/2013 Limited Liability Partnership Act 2008/ Indian Partnership Act 1932, having our registered office at -----
------(referred to as the “Bidder”) are desirous of participating in the Tender Process in response to your captioned RFP and in this connection we hereby declare, confirm and agree as under:

- a) We, the Bidder have read and understood the contents of the Office Memorandum & the Order (Public Procurement No.1) both bearing no. F.No.6/18/2019/PPD of 23rd July 2020 issued by Ministry of Finance, Government of India on insertion of Rule 144 (xi) in the General Financial Rules (GFRs) 2017 and the amendments & clarifications thereto, regarding restrictions on availing/procurement of goods and services, of any Bidder from a country which shares a land border with India and / or sub-contracting to contractors from such countries.
- b) In terms of the above and after having gone through the said amendments including in particular the words defined therein (which shall have the same meaning for the purpose of this Declaration cum Undertaking), we the Bidder hereby declare and confirm that:
* We, the Bidder are not from such a country which shares a land border with India, in terms of the said amendments to GFR, 2017.
or
*We, the Bidder are from such a country and has been registered with the Competent Authority i.e the Registration Committee constituted by the Department for Promotion of Industry and Internal Trade, as stated under Annexure I to the said Office Memorandum / Order and we submit the proof of registration herewith.

(*Delete whichever is not applicable)
- c) We, the Bidders agree and undertake that if the contract is awarded to us, we will not sub-contract or outsource the contract and / or any part thereof unless such subcontract/ outsourcing is permitted by Bank of India in writing, in which case we shall not sub-contract or outsource the work to a contractor from such countries,

unless such contractor is registered with the Competent Authority and proof of same is obtained.

2. We, the Bidders hereby confirm that we fulfill all the eligibility criteria as per RFP and are not ineligible from participating in the Tender in view of the above Office Memorandum and Order. We also agree and accept that if our declaration and confirmation is found to be false at any point of time including after awarding the contract, Bank of India shall be within its right to forthwith terminate the contract/ bid without notice to us and initiate such action including legal action against us. Bank shall also be within its right to forfeit the security deposits provided by us and also recover from us the loss and damages sustained by the Bank on account of the above.

3. This declaration cum undertaking is executed by us through our Authorized signatory/ies after having read and understood the Office Memorandum and Order (Public Procurement No.1) both bearing F.No.6/18/2019/PPD of 23rd July 2020 of Ministry of Finance, Department of Expenditure, Public Procurement Division, Government of India including the words defined in the said order (reproduced hereunder) which shall have the same meaning for the purpose of this Declaration cum Undertaking.

“ Definitions

"Bidder" for the purpose of this Order (including the term 'tenderer', 'consultant'

'vendor' or 'service provider' in certain contexts) means any person or firm or company, including any member of a consortium or joint venture (that is an association of several persons, or firms or companies), every artificial juridical person not falling in any of the descriptions of bidders stated hereinbefore, including any agency, branch or office controlled by such person, participating in a procurement process.

"Tender" for the purpose of this Order will include other forms of procurement, except where the context requires otherwise.

"Bidder from a country which shares a land border with India" for the purpose of this Order means:

- a) An entity incorporated, established or registered in such a country; or*
- b) A subsidiary of an entity incorporated, established or registered in such a country;*
or
- c) An entity substantially controlled through entities incorporated, established or registered in such a country; or*
- d) An entity whose beneficial owner is situated in such a country; or*
- e) An Indian (or other) agent of such an entity; or*
- f) A natural person who is a citizen of such a country; or*
- g) A consortium or joint venture where any member of the consortium or joint venture falls under any of the above*

"Beneficial owner" for the purpose of above will be as under:

- (i) In case of a company or Limited Liability Partnership, the beneficial owner*

is the natural person(s), who, whether acting alone or together, or through one or more juridical person(s), has a controlling ownership interest or who exercises control through other means.

Explanation—

- a. "Controlling ownership interest" means ownership of, or entitlement to, more than twenty-five per cent of shares or capital or profits of the company;*
- b. "Control" shall include the right to appoint the majority of the directors or to control the management or policy decisions, including by virtue of their shareholding or management rights or shareholders agreements or voting agreements;*

(ii) In case of a partnership firm, the beneficial owner is the natural person(s) who, whether acting alone or together, or through one or more juridical person, has ownership of entitlement to more than fifteen percent of capital or profits of the partnership;

(iii) In case of an unincorporated association or body of individuals, the beneficial owner is the natural person(s), who, whether acting alone or together, or through one or more juridical person, has ownership of or entitlement to more than fifteen percent of the property or capital or profits of such association or body of individuals;

(iv) Where no natural person is identified under (i) or (ii) or (iii) above, the beneficial owner is the relevant natural person who holds the position of senior managing official;

(v) In case of a trust, the identification of beneficial owner(s) shall include identification of the author of the trust, the trustee, the beneficiaries with fifteen percent or more interest in the trust and any other natural person exercising ultimate effective control over the trust through a chain of control or ownership.

"Agent" for the purpose of this Order is a person employed to do any act for another, or to represent another in dealings with third persons."

Executed at..... On this the ...day of

Authorised Signatory

M/s.....

Signature and
Name Seal of the
Bidder

**Note: Where applicable, evidence of valid registration by the Competent Authority shall be attached.*

16.14 Annexure 14: Framework of Roles, Activities and Competencies (FRAC) document, (FRACing Process)



The Framework of Roles, Activities, and Competencies (FRAC) and everything else of FRACing

Part 1: Background and preparation



DRAFT

NOVEMBER 2020

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Appendix 1	Proposed Approval and Pricing Plan for Different Types of CBP Providers
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Abbreviations and Acronyms

AI	artificial intelligence
ASK	attitudes, skills and knowledge
BDF	behavioural, domain and functional
CBC	Capacity Building Commission
CBPs	competency building products
C-CS	CBP competency score
CS	competency score
CML	competency mark-up language
CODs	competency-owning departments
CP	Competency Passbook
CSPs	Certified Service Providers
CTIs	Central Training Institutes
DFT	departmental FRACing team
DoPT	Department of Personnel Training
FPA	functional purpose analysis
FRAC	Framework of Roles, Activities and Competencies
IFU	internal FRACing unit
iGOT	Integrated Government Online Training
ISTM	Institute of Secretariat Training and Management
MDOs	ministries, departments and organisations
ML	machine learning
MMO	means, motive and opportunity
NLP	natural language processing
NTP	National Training Policy
PIAAs	proctored, independent, authorised assessments
SaaS	software-as-a-service
SCSR	State of Civil Services Report
SPV	Special Purpose Vehicle
SSC	Staff Selection Committee
STIs	State Training Institutes
TCS	testing competency score
UPSC	Union Public Service Commission
WPCAS	workplace competency assessment score

This document provides an overview of the guiding principles, a common vocabulary and a set of steps to complete the pre-FRACing process¹. The Framework of Roles, Activities and Competencies (FRAC), as termed within Mission Karmayogi's Integrated Government Online Training platform (iGOT) initiative, is the mapping of three constructs (roles, activities and competencies, supported by knowledge resources) for each individual position within all government ministries, departments and organisations (MDOs) at the national, state and local level². Through the example of Shanti, this document provides for all the stakeholders involved a common understanding of the key terms, details of the steps to follow prior to FRACing, its linkages to the iGOT learning hub and the analytics that the platform can make available in order to improve the execution capacity of the Indian state.

Identifying competencies is a diligent task that requires following a certain methodology to ensure the output is coherent and meets the purpose of the activity. As part of the upgrade to iGOT Karmayogi, it is proposed that every MDO is able to 'FRAC' its positions, roles, activities and competencies. Directories and dictionaries must be developed, of all participating stakeholders and of the numerous positions, roles, activities and competencies, respectively.

One of the key objectives of this entire process is to test the competencies of officials and use the iGOT learning hub to close the competency gaps among them in a timely and efficient manner. The learning hub will have to have

unique features in order to do so. Given the pace of change in the way work is organised, often due to technological advancements, it is imperative for governments to constantly take stock of their ability to manage themselves. The data and analytics generated through this process will be available for MDOs to benchmark their human resources outcomes on the platform, and improve their ability to reduce the competency gaps of their officials.

By utilising artificial intelligence (AI) and machine learning (ML), the platform can also spot duplicates in the data and suggest new entries in the directories and dictionaries. AI and ML will also be able to suggest courses based on expressed career goals as well as an individual's learning journey thus far.

This Framework is ever-evolving, capturing new competency needs as and when they arise. The pre-FRACing steps (Section 5) as well as the process of FRACing itself (covered in Part 2) iterates that FRACing should be seen as an ongoing process that enables MDOs to build an accurate picture of their interrelationships as well as the full list of positions, roles, activities, competencies and knowledge resources relevant to them.

Establishing a clear theory of change, limiting the problem and solution set, initiating continuous sensitising and handholding, building a core group of reform champions, as well as a network of world-class universities, institutions and individuals, will be required to ensure the success of this endeavour.

¹ In this instance, the act of denominalisation (i.e. converting a noun into a verb) re-emphasises the fact that FRACing is an ever-evolving process. It needs to capture new competency needs as and when they arise, linking it to activities, roles and positions. The verbing of FRAC (i.e. FRACing) essentially validates the evolving and dynamic nature of the Framework.

² Details of building and rolling out of the platform, including the content strategy, delivery mechanisms, rollout stages and other related matters, are beyond the scope of this document. These details will be covered in subsequent publications at suitable points in time.

FRAC, or the Framework of Roles, Activities and Competencies as its name denotes, demystifies the roles, activities and competencies a person is required to have so as to effectively deliver on the outcomes expected from them with respect to their current and future positions in government. In doing so, it makes it possible to establish arrangements to test the extent to which a person occupying a position has these competencies and consequently the competency gaps, if any, that should be addressed. On the one hand, this acts as an effective signal to the effort that individual officials and their managers should be putting in to build competent teams; on the other, it lays bare the opportunities available to entities that have the capability to offer competency building products (CBPs). The latter is accomplished by solving the information asymmetry that plagues the market for quality CBPs³.

iGOT Karmayogi gives shape to the mandate of the 2012 National Training Policy (NTP) to use e-learning technologies to cover the training needs of a large number of officials who currently have little or no access to opportunities for quality training. Distance and e-learning provides “unparalleled opportunities for meeting the training needs of the large number of civil servants dispersed across the State in different cities, towns and villages” (NTP, 2012, p. 32). The NTP also talks of the need to match the competencies of the officer with those required for his/her role – “...essential to match the individual's competencies with the jobs they have to do and bridge their competency gaps” (p. 2).

The iGOT Karmayogi platform is thus envisaged as a democratised, competency-driven solutioning space that all of government can access to enhance government execution capabilities. It makes possible the use of all aspects of the 70-20-10 model of learning and development⁴ (Lombardo and Eichinger, 1996). The platform allows the government to break silos and harness the full potential of government officials for solutioning rather than simply depending on the knowledge and skills of an individual official. It does so by providing resources across five hubs (detailed descriptions in Section 2) – accessible to every government official even before their MDO has onboarded onto the platform using their NIC-allocated email ID:

1. **Competency hub:** detailing the roles, activities, competencies and knowledge resources for every position.
2. **Learning hub:** facilitating competency building through suitable courses, assessments and learning recommendations (i.e. CBPs).
3. **Career hub:** enabling the government to solve the complex problem of encouraging lifelong learning, and finding the right person for the right job.
4. **Discussion hub:** providing officials with an opportunity to benefit from insights from previous discussions and to trigger new conversations around particular queries they may have.
5. **Network hub:** enabling officials to discover others in the government who, given past experiences, recognised competencies, and contribution to

³ In doing so, the expectation is that the iGOT platform will help to develop an efficient market for CBPs – one in which government training institutions, universities, research institutions, private providers, as well as retired and serving officials can offer their products that will be assessed for their impact in the workplace.

⁴ The 70-20-10 model is based on the principle that: 70% of learning comes from experience, experiment and reflection; 20% is derived from working with others; and 10% comes from formal intervention and planned learning solutions.

previous discussions on the platform, may be in a position to help solve a problem.

For multiple reasons, governments in India often require their officials to take on responsibilities for which they do not have prior experience or knowledge. As tasks become more complex and citizen expectations go up, it is important that governments are able to improve their ability to reduce the competency gaps of their officials in relation to the roles and activities they are required to perform. In order to meet the challenges of the 21st century, the civil servant of today is envisioned to be as shown in Figure 1 below.

Given the pace of change in the way work is organised, often due to technological changes and sometimes due to unforeseen events (such as the recent COVID19 pandemic), it is imperative for governments to constantly take stock of their ability to manage themselves. FRACing will help them do so.

As competencies are at the core of this solutioning space, this document will primarily examine the competency hub within which the process of FRACing resides. Using the example of the official Shanti, Section 1 defines the process of FRACing, covering what it can potentially offer and what it aims to accomplish. Section 2 provides a brief overview of how the iGOT platform is envisioned and how FRACing is at its core. Delving deeper, Section 3 takes a systems view of iGOT Karmayogi, outlining how various kinds of assessment can be used to generate a nuanced understanding of users as well as the many analytics the platform will provide. Section 4 details the directories and dictionaries of iGOT Karmayogi that culminate into a registry, explaining why their interrelationship is the end product of the FRACing process. Finally, Section 5 covers the pre-FRACing steps Part 2, which is a companion document, will cover the FRACing process in detail.

FIGURE 1. The 21st century civil servant



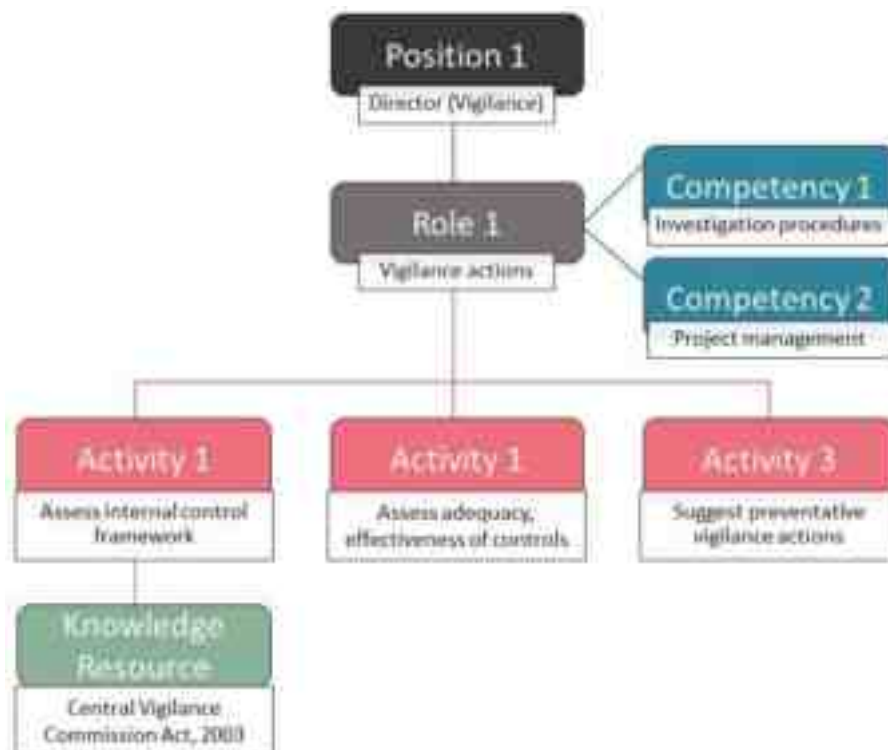
Section 1 What is FRACing?

Shanti has just been posted as a Director in the Department of Personnel Training (DoPT), Government of India. The work allocation has been issued with the approval of the Secretary of DoPT. Shanti has been designated as the Director (Vigilance)⁵. Having moved from an entirely different department, she now needs to figure out what her new position entails. As Director, Shanti has many roles to perform, each of which involves many activities which, in turn, require many competencies (behavioural, domain, functional or BDF). How will she identify the various roles, activities, competencies and knowledge resources required for this position? How will she identify

her own competencies? How will she make up for the gaps in her competencies? Where will she go to get clear answers to these questions?

The FRACing process (that will begin with creating dictionaries of positions, roles and activities, and documenting their linkage to competencies) enables government MDOs to build an accurate picture of the relationships and the full list of positions, roles, activities, competencies and knowledge resources relevant to them. Most importantly, however, it also enables officials like Shanti to understand the competencies required and how they can acquire them (as shown in Figure 2 below).

FIGURE 2. What FRACing tries to capture



Adapted from DoPT (2020).

⁵ In the dictionary of positions, there is a base definition of Director (Vigilance). However, depending on who is occupying that position, depending on the competencies and effectiveness of that person, the HoD may choose to assign some of the roles of Director (Vigilance) to people holding other positions in that MDO.

By FRACing and obtaining the details shown above, the process allows for the position to evolve so that it better serves the interests of both the government and the citizens.

Benefits to the various stakeholders include:

- **Governments**, who will be able to better communicate to officials what its expectations are from holders of each position, the roles and activities that they will be called upon to perform and the competencies (BDF) they will need to have to be able to successfully execute against these roles and activities.
- **Managers and their team members**, who will be able to get a better sense of each other's competencies. This is possible on iGOT because of the micro-question arrangements that will be in place to drive the 360-degree assessments as well as the authorised independent assessment centres it will offer⁶.
- **Government officials, like Shanti** who will take responsibility for their own career development because of the newfound clarity around competencies required for each position, and access to the most impactful CBPs through iGOT – irrespective of whether they have the approval of their manager, and whether their MDO has onboarded onto the platform⁷.
- **Providers of CBPs** (such as Central and State Training Institutions (CTIs, STIs),

amongst others), who will be able to achieve excellence by getting a better sense of the nature and demand for CBPs, and the impact their alumni are having in the workplace – the correlation may be spurious, we may never know!

- **Providers of CBPs**, who will be rewarded for excellence through better volumes (impact scores will be assigned to all CBPs on iGOT – see Table 3 for more information on scores).

What this means is that when every MDO completes both its pre-FRACing as well as full-fledged FRACing process and produces its own Figure 2 for all positions, it will directly benefit all stakeholders detailed above.

FRACing cannot be a one-time process. It has to be continuously updated so as to reflect the constant changes that occur when new work allocation orders are issued by re-tagging roles and activities with positions. Although most of the heavy lifting on FRACing will be done once every three years⁸ (see Part 2 – the companion document – for detailed steps), the internal FRACing unit (IFU) will have to ensure that each time a new work distribution order is issued and/or the roles and activities associated with a position are tweaked, or when a recruitment notice is put out or indent placed to a recruitment agency like the Staff Selection Commission (SSC) or the Public Service Commission, *it is always done via the relevant workflow on iGOT*. This will be possible only when an enforceable government order is

⁶ Each competency on iGOT will be assigned by DoPT to a GoI department to be its owner. Competency-owning departments (CODs) will have the responsibility to ensure the following with regards to each of the competencies assigned to them: 1) High impact CBPs are available on iGOT. They can do this by developing CBPs themselves or through their training institutions or by fixing the price that providers can charge for CBPs that build competencies assigned to them; 2) Proctored, independent, authorised assessment (PIAA) capacity is available with a waiting time of less than 24 hours; and 3) Question banks, used for 360 degree assessments on iGOT and PIAA, yield results that are valid and reliable. The quality of these three will be ensured through quarterly score carding by iGOT's Special Purpose Vehicle (SPV) of all competency-owning departments, the results from which will be used on the PM dashboard and published in the annual State of Civil Services Report (SCSR).

⁷ These CBPs can be accessed at their own cost until their MDO has tagged competencies to roles linked to their position (i.e. through the preparatory FRACing steps or the FRACing process itself).

⁸ Although an ongoing process, FRACing in its entirety must be repeated every fourth year (i.e. within the first quarter of the fourth year) or whenever there is a change in government – whichever is earlier.

issued that requires this. Only then will iGOT continue to remain functional and relevant by being the single source of truth for each position, and the linkage between each position and the roles, activities, competencies and knowledge resources related to it.

Defining Positions, Roles, Activities, Knowledge Resources and Competencies

In order to be able to FRAC successfully, a basic understanding of positions, roles, activities, knowledge resources and competencies must be established.

A **position** is defined as the place in which an individual is located in an organisation, entrusted with a set of roles and activities to be carried out. **Roles** are a coherent set of activities that are usually sequential and carried out to achieve an objective or milestone. Every individual **activity** within a role is thus an action taken to contribute towards this objective/ milestone. **Knowledge resources** are artefacts (documents, software, etc.) provided by the MDO for an individual to perform a certain activity (e.g. standard operating procedures (SOPs), manual of procedures, policy manual, legal policies (i.e. Acts), software such as SPARROW, etc.). Finally, **competencies** can be defined as a combination of attitudes, skills and knowledge (ASK) that enable an individual to perform a task or activity successfully in a given job. There are three distinct types of competencies – behavioural, domain and functional (BDF).

Typologies of competencies

Behavioural competencies are a set of benchmarked behaviours that have been observed among a range of high performers. These capture competencies displayed (or observed/ felt) by these individuals across a range of positions, roles and activities within

the MDO. These competencies also describe the key values and strengths that help an official perform effectively in a range of roles. Collectively, they can help an MDO plan their talent requirements. For her new position as Director (Vigilance), for example, Shanti may be required to have problem solving, decision making and leading others as core behavioural competencies.

Domain competencies are shared by a ‘family’ of related positions that have common roles and activities, and form a logical career path. These competencies are defined for a specific MDO (for example, the Ministry of Personnel or the Department of Biotechnology). Domain competency requirements may be concentrated in one specific MDO but that does not mean that others will not need them. While the Department of Personnel will require Shanti to display competence in vigilance planning, the Ministry of Health or Ministry of Human Resource Management may also require their Director (Training) to have the same competency.

Finally, **functional competencies** are common among many domains, cutting across MDOs, as well as roles and activities. For example, project management, budgeting, communication etc. are required for many roles across many MDOs.

Although they may use slightly different terminology, others have used carefully researched and developed their understanding of competencies to improve their working. For example, the United Nations has listed eight core and five managerial competencies (UN, 2020); IAEA has four core and 11 functional competencies (IAEA, n.d.); OECD has 15 core and technical competencies (OECD, 2014); and the NeGD, Ministry of Electronics and Technology, Government of India has developed a set of e-governance competencies (NeGD, 2014). We anticipate that our understanding of competencies will both build on these existing frameworks as well as contribute to the body of literature.

Section 2 Why is FRACing at the core of iGOT Karmayogi?

The iGOT Karmayogi platform is envisaged as a solutioning space with five hubs (see Figure 3 for Shanti's journey through the iGOT Karmayogi platform and Figure 4 for a diagrammatic version of the same):

1. **A competency hub**, which will essentially be a repository of roles, activities, competencies and knowledge resources for each position in the government, thereby improving the understanding of what it will take for officials like Shanti to pursue a career path of their choice and do well in the current position. The hub will:
 - a) Enable Shanti to recognise her competency gaps and close them;
 - b) Enable her to credibly signal the extent to which her competencies match the requirements for existing and future vacancies;
 - c) Enable her to take charge of her life goals with respect to attitudes, skills and knowledge (ASK) acquisition;
 - d) Enable HR managers to identify large-scale gaps in competencies and take corrective action by onboarding suitable CBPs and encouraging officials like Shanti to pursue them; and
 - e) Enable MDOs to identify new competencies that may be required to meet emerging departmental goals as and when they emerge⁹.

2. **A learning hub**, which will facilitate competency building by providing a 'marketplace' for CBPs. These CBPs could be courses, workshops, learning events, training programs or other services or products that enable an individual to address the competency

BOX 1. Onboarding course for CBP providers

While minimal friction for onboarding CBPs guides the design of the platform, there needs to be a feature for flagging inappropriate content to the MDO that is the owner for each competency (i.e. COD). AI should also be used for this as should periodic auditing of content that has been flagged as inappropriate through crowdsourcing. If a CBP relates to more than one competency and these relate to more than one MDO, then the MDO that has the largest number of related competencies will be responsible and they will have to be notified. A standardised workflow for the review process needs to be developed on iGOT that flags a CBP following which a number of actions such as temporary suspension of the CBP, of a content provider or their permanent removal can be done after following due process as envisaged in the workflow. 'Smell tests' will need to be developed for a CBP which could be used as a self-certification checklist. Explanatory videos that CBP providers can view before submitting the checklist will be very useful. How do we get all of this done?

One way to do this is to create a course on iGOT Karmayogi which CBP providers will be required to complete and get certified as soon as they register. This course could cover the guidelines, terms and conditions. This way we can make sure that they understand the rules, principles and values of the platform.

⁹ This will happen because as new activities are identified and assigned to existing or new positions, the distribution of work order will get modified. Since this can be done only on the iGOT platform and this requires linking of competencies to the new activity, the IFU will be forced to define new competencies that will immediately show up in the iGOT Karmayogi learning hub.

gap. These can be delivered digitally, face-to-face, blended or in any new form that may emerge. The providers of these CBPs could be: government organisations such as CTIs, STIs; academic organisations such as universities, research institutes; not-for-profit and for-profit agencies such as ed-tech companies, NGOs, philanthropies; and individuals such as retired officials, celebrity coaches etc. (see Appendix 1 for a proposed approval and pricing plan for different types of CBP providers). Every single CBP will be tied to (i.e. tagged to) one or more competencies as declared by the provider. It will be against these declarations made by the providers that the impact on the workplace of those who have completed a CBP and been certified for it will be assessed¹⁰. These competency assessments at the workplace will be used to build the impact score of a CBP. It is therefore of great importance that declarations by CBP providers are appropriate and workplace assessments of competencies are both reliable and valid. CBPs can be made available for consumption by government officials without having to go through a complicated procurement process that often compromises quality in the name of low cost.

3. **A career hub**, which will enable the government to solve the complex problem of encouraging lifelong learning, and finding the right person for the right job. The hub will:

- a) Enable individual officials like Shanti to understand the extent to which different positions in the government match their current competencies and their future competency acquisition plan; and
- b) Help HR decision makers in the government identify officials who have matching competencies for vacancies they are looking to fill.

4. **A discussion hub**, which will provide Shanti with an opportunity to benefit from insights from previous discussions and to trigger new conversations around particular queries she may have.
5. **A network hub** that will enable Shanti to discover others in the government who, given past experiences, recognised competencies and contribution to previous discussions on the platform, may be in a position to help her solve a problem.

As previously mentioned, all five hubs will be accessible to Shanti whether or not her MDO has onboarded onto the platform (see Figure 3 for Shanti’s journey through the iGOT Karmayogi platform). These unique features imply that the iGOT learning hub will need to have:

1. The best of what India and the world has to offer in one place.
2. The ability to aggregate individual and departmental requirements so the buying power of government can be optimally deployed.

¹⁰ CBP providers should take extreme care to ensure that their products are tagged to the correct competencies (using the competency dictionary on the iGOT Karmayogi platform). In case there is no competency in the competency dictionary that covers their CBP, CBP providers will be able to add to the dictionary themselves (see ‘Pre-FRACing steps for CBP providers’ in Section 5 for instructions on how to do so). Inappropriate tagging could result in their CBP ending up with a low impact score despite being impactful. This is because the iGOT Karmayogi platform will calculate the impact score based on the PIAA score, C-CS, and the 360-degree workplace competency assessment score (WPCAS) of the competency that was tagged by the CBP provider. However, when there is a pattern that the AI engine is able to recognise – showing that competencies *other* than those tagged by the CBP provider are showing a positive/negative impact consequent upon certification by a CBP provider – the provider will be informed of the same. This fact will also be surfaced to the SPV for suitable analysis.

3. Low barriers to entry so that certain CBP providers (private providers whom MDOs have either sourced or negotiated with, or in-service officials) can offer their resources after self-certification using the content quality toolkit on the platform. Other than these, all other types of CBP providers (see Appendix 1 for a list) will need to be registered with and approved by the Competency Building Commission (CBC) before they can onboard content. Clear criteria will be set by the CBC that CBP providers must meet, after which they are free to onboard content¹¹. They can then showcase the impact that their offerings have had on the workplace assessment of participating officials and the price point they are willing to offer it for¹².
4. The power to solve for the information asymmetry that exists in markets for CBPs by surfacing the workplace impacts of each resource, module, course and program.

build the next level of competency and displays what others similarly placed are consuming.

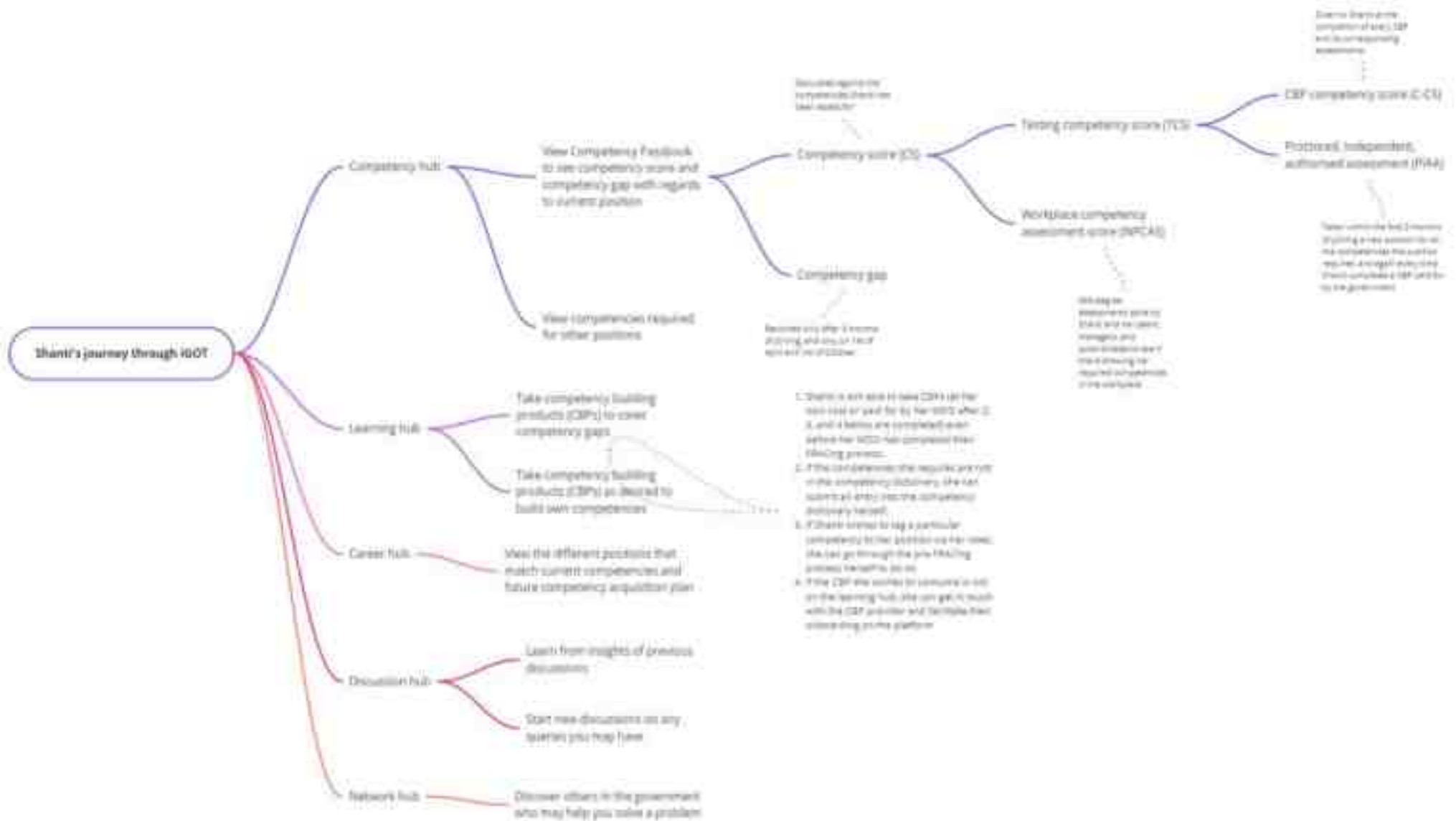
In a traditional setup, feedback given by participants on the completion of a CBP, such as a course or a workshop, is what drives its ratings. This overlooks the impact a CBP may or may not have on the participant's competencies once they apply the ASK acquired following the completion of a CBP. The iGOT platform solves this by assigning impact scores to CBPs by looking at the improvement in competencies as assessed at the workplace and through independent testing.

This is why FRACing is at the core of the iGOT Karmayogi platform. It identifies competency requirements and matches them to high impact CBPs. It suggests adjacent CBPs which help to

¹¹ All CBP providers should be asked to renew their status as an approved provider every five years.

¹² Despite low entry barriers, quality will not be compromised. Periodic audit by the quality team will be encouraged, as well as crowd sourcing of inappropriate, poor quality content and instances of false certification. The consequences of any of the above will be quite costly for the provider because it will have a direct impact on trust score of the provider. Once the trust score falls below a certain threshold their uploading privileges will be restricted and will require prior quality audit by the iGOT SPV quality team.

FIGURE 3. Shanti's journey through the iGOT Karmayogi platform

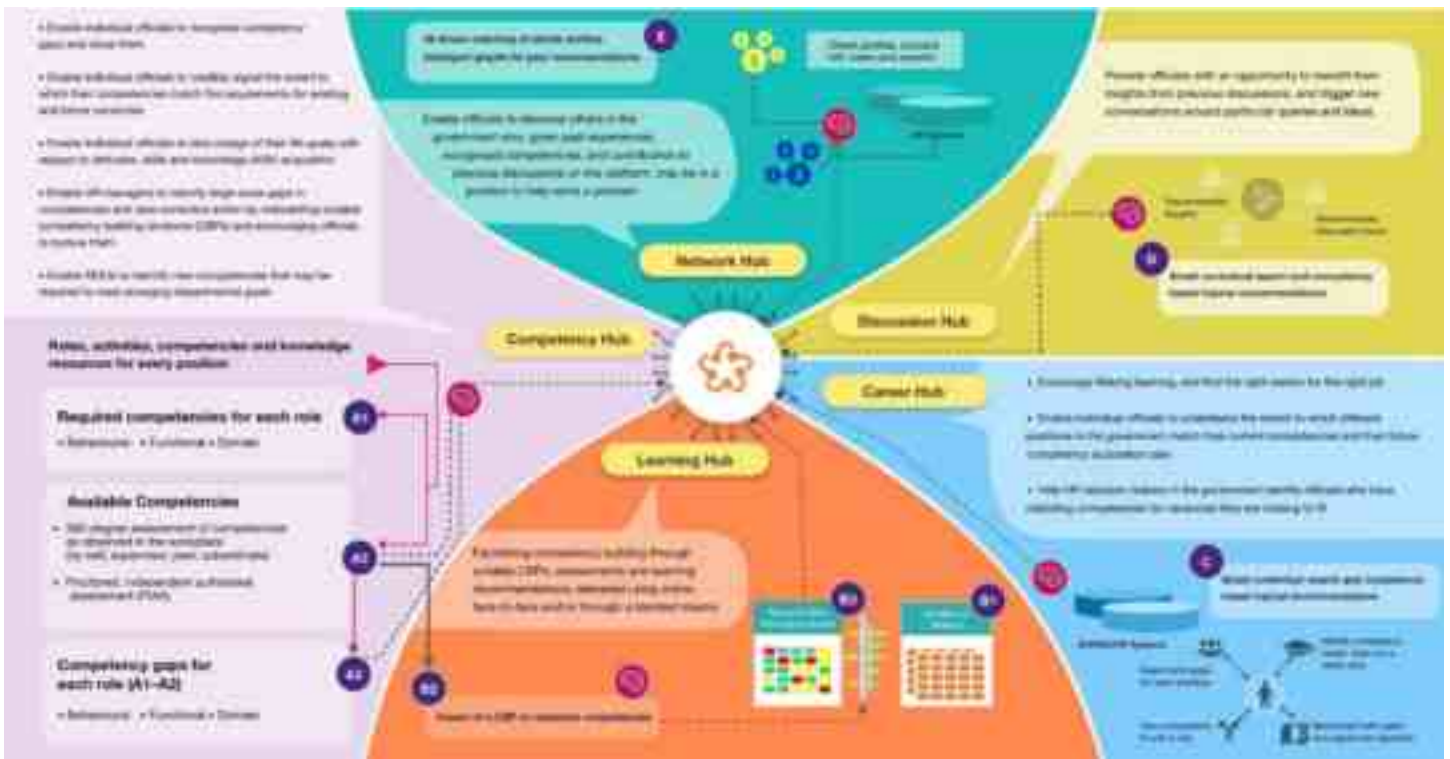


Section 3 Systems View of iGOT Karmayogi

This section provides a systems view of iGOT Karmayogi and the manner in which proctored, independent, authorised assessments (PIAAs), as well as micro-question based continuous assessments, can generate a nuanced picture of users. It also details the kind of analytics that will be available for users whose competencies are being assessed, for those who are providing CBPs and for HR managers.

As described above and envisioned in Figure 4 below, the iGOT Karmayogi platform consists of five hubs: competency hub, learning hub, career hub, discussion hub, and network hub.

FIGURE 4. iGOT Karmayogi as a solutioning space



Analytics from iGoT

The interaction between users and CBPs will produce analytics that can be useful to individual officers, managers and CBP providers. An example is that of data on the educational qualifications of users on iGOT. When a large number of data points on this is matched with:

- a) roles that people with a particular qualification or a combination of qualifications have, and
- b) the competencies associated with each role and the CBPs that each person with these qualifications have completed,

it is possible that the iGOT platform finds a statistically significant relationship showing that those certified by Annamalai University do better than those certified by the Harvard Kennedy School in the competency Macroeconomic Forecasting (provided they have a Masters in Economics from the Delhi School of Economics). The platform could also find, as would be expected, that a certification in macroeconomic forecasting does not have any relationship with improvements in the competency behind drafting of cabinet notes.

This is only one example. Several other insights may also emerge as the number of users grow and details about them and the CBPs they complete get richer¹³.

Analytics in service of officials and their managers

As shown in Figure 4, A1 is the part of iGOT that outlines the competencies required for each

role, A2 is the part that deals with the assessment of existing competencies of individual officials, and A3 is the part that delineates the competency gaps of individual officials vis-à-vis the roles they are currently required to perform (A1 minus A2).

With regards to A2, these assessments are sought to be accomplished in two ways. The first is through the cumulation of assessments made by those who observe each other's competencies and one's own self-assessment (360-degree). The second is the independent assessor arrangements that the owner department for each competency will put in place and notify on iGOT Karmayogi. While the latter will typically use computerised proctored, independent, authorised assessments (PIAAs), the former will require a set of micro-questions to be posed and answered that have the ability to capture all aspects of each competency. These micro-questions, which will be in yes/no and multiple-choice formats, will be periodically posed to officials both as part of their peer and self-assessment. Both will contribute to the competency score (CS) of an official (see Figure 7 for an illustration and Table 3 for a detailed description of the score).

The algorithms that build these competency scores will improve over time as it receives more anonymous data and therefore more scenarios and relationships to analyse and the same is ground truthed. These insights, when used appropriately to generate organisation scores on the PM dashboard¹⁴ and when published annually in the State of Civil Services Report (SCSR)¹⁵, are expected to trigger substantial improvements in the way in which

¹³ This data will only be available with usage and will only be shared with appropriate groups (with appropriate data protection and anonymisation mechanisms in place).

¹⁴ The PM dashboard is envisioned to be an all-encompassing view of progress made by all MDOs with respect to Mission Karmayogi. It will capture key performance indicators (KPIs) across certain predefined thematic areas and display them in a way that will promote engagement on the platform – such that it advances the goal of making it possible for officials to perform well in each of the roles required by their respective positions. Various indicators are then clubbed together with differential weights so as to produce a ranking of all MDOs with respect to their human resource development practices.

¹⁵ The annual State of Civil Services Report (SCSR) will be a consolidated performance review of the civil services as a whole with a focus on achievements and contribution to national progress.

human resources are developed and deployed in government. At this point it is important to acknowledge that, although all of this can be expected to result in improvements in the means at the disposal of individual officials like Shanti, it is only when means, motive and opportunity (MMO) co-occur that one can expect the implementation capacity of the state to improve. Improvements in motivation will require reforms in the annual appraisal process as well as ways to foster intrinsic motivation; improvements in opportunities will require reforms in business process and expenditure architecture.

The following are therefore the salient points to kept in mind while trying to get a good understanding of the competencies of users:

- The micro-questions will need to capture all the nuances of a competency and will have yes/no and multiple-choice answers.
- The PIAA will need to use question banks that produce assessments that are both valid and reliable.
- The micro-questions will have to be periodically canvassed but in a way that it does not impose a load on officials.
- The responses need to be analysed with the help of AI and ML after taking into account the trust scores of those responding to produce a valid and reliable macro picture of the competencies of each of the users on iGOT Karmayogi as well as the impact score of the CBPs they have taken.
- The appropriate mechanisms for administering these questions (paper, email, surveys or a workflow on iGOT) will have to be worked out through an analysis of the user interface and their experience so as to reduce the friction for those who are called upon to provide answers to the micro-questions.

- The entire exercise will need to be sensitively carried out and the results used carefully.

An example of a set of micro-questions, answers to which should be able to produce a macro picture on a competency related to organising a meeting, could be:

- Was the agenda circulated in advance of the meeting?
- Did the agenda have notes that clearly described the background and the decision being sought?
- Did the agenda contribute to a successful outcome of the meeting?

Another example of a set of micro-questions on a competency related to presiding over a meeting could be:

- Did all those who could make a contribution to the meeting get a chance to share their views?
- Were contrasting/dissenting opinions/suggestions listened to with respect and noted for follow up/decision?
- Were the conclusions reached clear to you?
- Were the minutes of the meeting circulated within a week?
- Did the minutes capture all the decisions taken?
- Did the minutes clarify who had to do what by when?

From the above it is clear that the micro-questions associated with each competency will have to be built from a good understanding of the description of that competency in the competency dictionary. The same will be true for the PIAAs as well. The responsibility for building the question banks for both the micro-question as well as the PIAAs is of the GoI department which has been notified by the DoPT as the owner of each competency (i.e. the COD).

In the case of domain competencies, the question of which department is the best owner will be quite clear. In the case of functional competencies that are nothing but domain competencies which have wide inter-departmental utility will need to be assigned to a department. In the case of behavioural competencies which will be required by almost all departments, the DoPT seems to be the natural owner.

Taken together, the above insights are expected to provide users, managers and providers of CBPs a nuanced understanding of where each of them stands vis-à-vis their expectation about themselves and what others expect of them.

Analytics in service of HR managers

As the person who is responsible for the competency owned by their MDO, HR managers will be tasked with ensuring that CBPs of adequate quantity and quality for their owned competencies are available on the iGOT learning hub. The platform will provide them with the information on which competencies are not adequately covered or are poorly covered by CBPs, thus enabling them to fill these gaps. HR managers are also responsible for onboarding PIAA providers. Most importantly, however, the platform allows HR managers to observe the competency gaps that exist in their MDO and rectify the problem.

With regards to the hiring process, HR managers will also get analytics on the quality of recruitment of their own recruitment activities, of others that recruit on their behalf such as the Union Public Service Commission (UPSC) or the SSC, and even of external manpower agencies they have retained for recruitment purposes. Once hired, HR managers will have access to the competency passbooks (CPs) of individuals, using which they can make decisions on what roles and activities they can assign to an individual based on their prior

experiences. This will also allow them to see the individual's growth and competency journey over time; emerging patterns will therefore help them ascertain which agencies provide them with the best talent.

Over the years, the Gol has seen an increase in contractual workers (e.g. data entry operators, multitasking staff, taxi drivers, etc.) – individuals who are not employees of any MDO but whose services are regularly required on a short-term, intermittent basis. Competency passbooks (CPs) will exist not only for regular government officials like Shanti but also for anyone who has worked either directly or indirectly on a government assignment (either through their organisation or as an individual). Using this information, HR managers will be able to make informed procurement decisions and identify the organisations that provide better quality workers.

When HR managers, especially those who work as Cadre Controlling Authorities (CCA), need to make decisions regarding officials deployed from the cadre they control to different MDOs, the CP will enable them to figure out which cadre members are better suited to which MDO.

Finally, fresh government recruits usually go through a probation period after which they are confirmed in service. Their competency assessments and learning journey over the probation period will be available to HR managers – these analytics can be factored in coming to a decision of whether the individual on probation should be confirmed. At a later stage, if the government so chooses, they can also be used to determine promotions and empanelment within the government.

Analytics in service of providers of competency building products (CBPs)

For the purpose of analysis, providers of CBPs (Figure 4, B1) will have to have access to aggregated anonymous data from the iGOT platform of those who have been certified by them so that they can experiment with ways to improve the workplace impact of their CBPs and thereby improve the impact scores of their CBPs. They should also be encouraged to provide 'after sales service' to those who complete their CBPs so that performance improvements can continue. Providing opportunities for collaboration between those who completed a CBP at different points of time would also be useful.

The availability of insights from the above interactions, suitably anonymised for CBP providers, can encourage the generation of a new class of CBPs that are fine tuned to the needs of different kinds of users.

CBP providers will need to develop a nuanced understanding of the learning hub and the impact of their CBPs if the hub is to function well. This will become possible when they have access to:

1. Anonymised data from A1 (competencies) and the roles, activities and positions associated with each of them as well as the number of positions that require each competency;
2. Anonymised data from A2 (competency assessments) of those who have been certified by each CBP provider following successful completion of CBPs offered by them on or through iGOT Karmayogi (A2 will also help them see the impact that their CBPs have on the users as assessed in their workplace and the

- impact this (A2) has on the impact score of their CBPs (B2)); and
3. Anonymised data from A3 (competency gaps, A1 minus A2) for each role, showing the increase/ decrease in competency gaps over time.

Section 4 Directories, dictionaries and their relationships

This section lists the digital directories and dictionaries and their culmination into a registry on iGOT Karmayogi, and explains why the detailing of their interrelationship are the end products of FRACing.

As a digital system, iGOT Karmayogi requires precision and consistency in the use of labels and descriptions. For example, the terms position, role and activities have unique meanings on iGOT because of which they cannot be used interchangeably however normal it may be to do so in our daily lives.

A directory on iGOT Karmayogi is bound together by a common identifier. For example, the directory of MDOs will contain a full list of all ministries, departments and organisations in the government with a unique code for each. On the other hand, dictionaries can be seen as a kind of registry. While directories contain only listings, dictionaries while being lists also contain a description of what each term relates to and its meaning. For example, a dictionary of positions will not only have a list of all positions, but it will also carry a short description of each of them. The same is true of the dictionary of roles, activities and competencies.

While in a physical world, eight separate directories and dictionaries are required, in a digital world this will be bundled into a singular interconnected, multidimensional, flexible registry, providing us with a composite picture of the government. The power of the digital world allows this multidimensionality – with an infinite number of entries and an infinite number of relationships. These entries within the registry will then be grouped within different collections, which can be changed as

and when required. A collection can be viewed as a dynamic rubber band that groups all variants of a position or role. For example, as earlier mentioned, there exists a base definition of Director (Vigilance) in our registry. However, the Secretary of DoPT may decide that two of the roles under this base definition should be taken away from Shanti (as she is overloaded) and be given to the Director (Administration). Thus, while we have a new *variant* of the Director (Vigilance) within the DoPT (which will receive a new name and code), this variant will still be a part of the Director (Vigilance) family. All variants of this position will constitute a collection. As dynamic entities, it is up to us to decide how to use collections – but the base definitions from all directories and dictionaries are irrefutable.

Given the significance of these entries in directories and dictionaries, it is imperative to maintain their sanctity. Due to the requirement for precision and consistency, only persons authorised within each MDO should be permitted to make entries in accordance with the process notified by the iGOT Special Purpose Vehicle (SPV) – Karmayogi Bharat¹⁶.

For a complex digital system such as the iGOT platform to become functional, the contents of these directories and dictionaries will need to be strung together in ways so that its meanings can be understood by a machine. This will be possible when a common grammar is used, what the platform calls a competency mark-up language (CML).

There are several of these directories and dictionaries as well as users and features – all of which interact with each other to produce

¹⁶ A Special Purpose Vehicle (SPV) is established to implement the Public Service Capability and Productivity Enhancement Programme of which iGOT Karmayogi is a part. The SPV (Karmayogi Bharat) will be a not-for-profit government-owned registered company. Besides others, it will be responsible for developing and hosting the iGOT platform and ensuring that all its associated processes are executed in a timely and appropriate manner.

nuanced insights (what has been called intelligence in other parts of this document).

Directories and dictionaries

In order to manage the processes indicated as A1, A2 and A3 as well as B1, B2 and B3 in Figure 4, iGOT Karmayogi will have to have the following digital directories and dictionaries:

1. Directory of participating ministries, departments and organisations (MDOs)
2. Dictionary of positions
3. Dictionary of roles
4. Dictionary of activities
5. Dictionary of competencies
6. Directory of knowledge resources
7. Directory of users (with their competency and trust scores)
8. Directory of CBP providers (with their trust and impact scores)

Given that there is still time for the full-fledged FRACing process to roll out (as detailed in Part 2, the companion of this document), for now the focus will be on populating these dictionaries through the pre-FRACing process (as discussed in Section 5). The details of each of these directories and dictionaries are listed below.

1. Directory of participating ministries, departments and organisations (MDOs)

As the name suggests, this will contain a list of all entities that have registered their intent to onboard on the iGOT platform and paid up the per person annual subscription. Soon after, they will be provided support to complete the pre-FRACing steps so that their positions, roles, activities, competencies and knowledge resources can be onboarded after completing the iGOT Karmayogi due diligence process.

2. Dictionary of positions

This is a list of all positions along with a short description of the position. These positions will be recognised by their basic identity factors such as the position ID (PID), the MDO they represent and the name of the current incumbent (see Table 1 for the key information fields).

It is possible that there are many positions that are identical in the same organisation – for example, an Assistant Section Officer (ASO) in more than one department in an organisation. In such cases, only one position is listed and the rest are differentiated by the name of the incumbent. A position will be considered different when it has at least two sets of roles and their corresponding activities are different from what is already listed in the dictionary of positions on iGOT Karmayogi. In this case, a codification schema will be used to differentiate the positions (e.g. with a separate PID).

It may so happen that a large number of positions may emerge from FRACing or pre-FRACing that are only slightly different from each other in terms of the roles and activities. If that were to happen, they could be listed as variants of the position already in the dictionary – for example PID432 and PID433 (or similar such techniques that help in creating a unique code for it). The reason for identifying these differently is so that the incumbent and their training needs are adequately addressed. It also allows the HoD/MDO to allocate roles and activities to people who are most suitable according to the competencies they have been certified for in their Passbook. It will not be wise to insist that roles and activities related to a position be fixed forever as this will make it impossible for managers to assign roles and activities according to the competencies and motivation of each person.

TABLE 1. Key information fields in the dictionary of positions, roles and activities

PID	MDO	Position Label	Position Description	Name of current incumbent
PID432	DoPT	Deputy Secretary	abc	abc

RID	Role Label	Role Description
RID221	Training (Governance)	abc

AID	Activity Type	Activity Description
AID081	Evaluation (Training)	abc

3. Dictionary of roles

A role is the first level of abstraction from activities. Most of the time, activities can be bunched together in a common thread. This bunching could be based on a common, larger objective: a logical end step to a workflow, or a discrete set of actions that convey the completion of a milestone in a process. This translates into a role label.

This dictionary lists, describes and assigns a unique code for all roles that are distinctively described on the iGOT platform (see Table 1 for the key information fields). Before suggesting a new entry in the dictionary of roles on the iGOT platform, it is important to ensure that a role being considered for entry is not already present under a different label. AI and ML can be very useful here. The codification schema will also be used to differentiate roles (e.g. with a separate role ID (RID)).

Competencies are tagged to roles so that it becomes easy for CBP providers and learners to understand the context in which a competency has to be exercised.

4. Dictionary of activities

As in the case of roles, it is important that activities are also uniquely listed and described on the platform (see Table 1). These activities are actions or steps executed, conducted or processed in a logical sequence by the incumbent to achieve an objective. While sufficient amount of detailing needs to be done, care needs to be taken to ensure that they are not over-detailed.

Activities are the basic unit that emerge from the process. Unlike positions and roles, activities cannot be mutated (i.e. we can change activities between roles, and roles between positions, but not activities between roles as they are usually part of a process). Breaking down a position in terms of its activities and roles gives flexibility to HoDs to mix and match activities to positions so that the current incumbent competencies find an appropriate match to the roles and thus activities they need to perform. Moreover, as the nature of work changes, they start changing at the activity level. For example, the role of the cashier in a bank has changed significantly over the years. Depending upon the usage of technology in that

particular bank, many activities have ceased to continue while some additional ones have been added. The recent COVID19 pandemic has also caused a shift in the nature of work, and thus some changes at the activity level.

As MDOs complete the pre-FRACing process, the dictionary of activities will populate on the iGOT platform. It is therefore important to ensure that the same activity does not get listed under a different name. Maintaining the uniqueness in the dictionary is going to be important. Again, AI and ML can help ensure this as well as the codification schema (i.e. activities ID (AID)).

5. Dictionary of competencies

Competencies are at the core of Mission Karmayogi. A competency dictionary consists of the labels of all competencies, their descriptions and the levels within them. This is required to build a common understanding among CBP providers and users of iGOT Karmayogi. Competencies are directly linked to roles (see Figure 2); when specifying what competency is required for each role, the

competency level must also be specified. Users will need it to assess the competencies required for their current position and for positions they aspire to hold in the course of their career. Similarly, CBP providers will use this dictionary for identifying and developing CBPs corresponding to specific competencies. A competency at a certain level can be linked to more than one role.

The DoPT Civil Services Competency Dictionary (DoPT, 2014) already has a list of behavioural competencies. This will be expanded by the FRACing centre of excellence – the Institute of Secretariat Training and Management (ISTM) – to include the commonly used and widespread functional and domain competencies of the government. Alongside ISTM (an MDO), competencies will also be added to the competency dictionary using different processes by other MDOs, CBP providers, and CCAs before MDO-level FRACing begins. These are covered in the pre-FRACing steps (as outlined in Section 5).

As shown in Table 2, the competency dictionary will consist of the certain key information fields.

TABLE 2. Key information fields in the dictionary of competencies

CID ¹⁷	Competency Area	Competency Label	Competency Type (BDF)	Competency Description	Competency Level	Level Description
CID817	abc	Problem Solving	Behavioural	abc	Level 1	abc
					Level 2	abc
					Level 3	abc

¹⁷ In order to ensure competencies are searchable and citable, the dictionary of competencies will be publicly available and a classification code will be introduced in the form of the CID.

BOX 2. Differences between domain/functional and behavioural competencies

One of the biggest differences between the behavioural competencies and the domain/functional competencies is that the latter (domain and functional) are discrete and therefore it is possible to distinguish clearly amongst the levels of sophistication (similar to class levels in a school). Just as the syllabus for each class is a construct created by the ecosystem of the users (kids, parents, teachers), so are the broad constructs for domain and functional competencies created by the stakeholders. In contrast, behavioural competencies are generally accepted universally with cultural adaptations.

Domain or functional competencies are the knowledge and skills required to do an activity or a set of activities to achieve expected results. Therefore, activities are the bedrock on which the domain and functional competency documentation is based on. Any change in the list of activities attached to a role and a position will mean that the competencies for that position will change.

Behavioural competencies, on the other hand, attempt to de-layer the personality of an individual. Deconstructing a personality is not easy, particularly when one aims to create mutually exclusive competencies. Moreover, competency levels are not discrete. The levels, so identified, are usually median points of a behaviour continuum, much like the notes of music. The continuum is artificially broken into levels at convenient points.

As the sophistication of a behavioural competency increases, one can notice that the intensity of intent or completeness of actions taken to carry out the intention increases. The complexity of the actions taken and the greater breadth of impact of such actions are associated with higher levels of the same competency (Spencer, 1993).

Thus, behavioural competencies straddle multiple roles and activities and cannot be limited to one set of roles and activities unlike functional and domain competencies. For example, 'People First', a behavioural competency, may be linked to many roles and activities, whereas 'Financial Accounting Standards' may only be required for those roles associated with financial and accounting related activities.

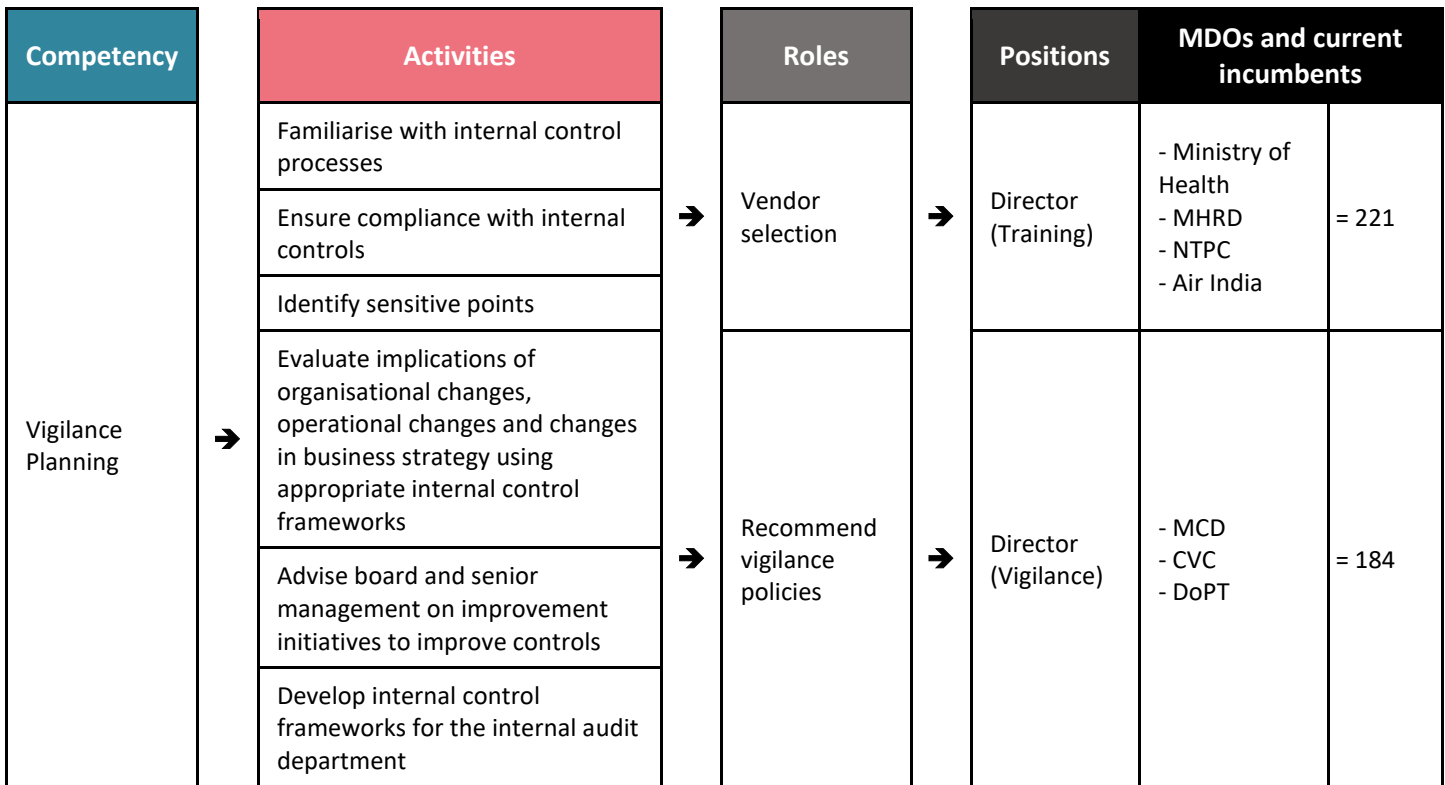
The relationship between competencies and positions and vice versa

Figure 5 (to be read only from left to right) presents a view of the relationship between one competency and the activities, roles and positions associated with it (these definitions will come from the dictionaries mentioned above). This view is in service of the providers of CBPs in the iGOT Karmayogi learning hub. Such a view allows the providers of CBPs to understand the range of activities and roles that a certain competency is linked to; it also shows the positions that require these competencies and the activities and roles associated with it (note, however, that competencies are directly linked to roles, not activities). Furthermore, it

provides the full list of MDOs where these positions exist and also the total number of people who are current incumbents within these positions. This information is important for the iGOT Karmayogi learning hub for CBPs to grow and flourish. Only when this is known can providers of CBPs grasp the kind of product they need to develop and price their product on the basis of volumes they can target.

As you move from left to right, Figure 5 shows all the roles linked to the competency of vigilance planning (which therefore cover a number of activities), and its related positions.

FIGURE 5. The competency view for CBP providers showing all positions linked to a specific competency

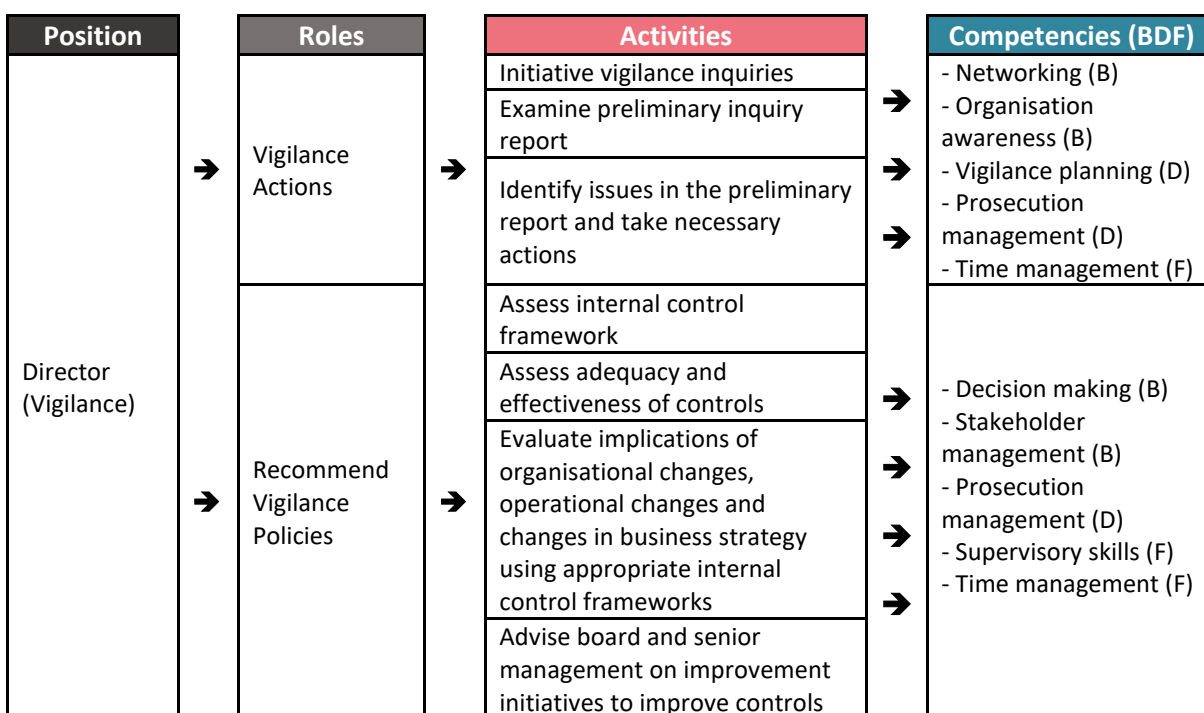


Note: This figure is for illustration purposes only. The final version may be different.

Figure 6, on the other hand, shows all of the competencies linked to a position – again to be read only from left to right. It shows all the roles linked to the position and the activities linked to these roles but may not show *all* the roles linked to each activity. For the sake of depiction, two different roles and their activities have been taken up to show all of the BDF

competencies that are linked to this position. Here the view is of all competencies linked to these roles and therefore this position. When one views these roles and activities independently, one finds that a number of domain and behavioural competencies are repeated (as can be seen in Figure 6 below).

FIGURE 6. The competency view for users showing all competencies linked to a specific position



Note: This figure is for illustration purposes only. The final version may be different

Figure 6 is in service of officials such as Shanti and their managers who are registered on iGOT Karmayogi. Once pre-FRACing has been completed in an MDO, this view helps officials of that entity to understand all the roles and activities they are required to undertake as well as the competencies they need to have to perform them well.

Besides, once competency assessments at the workplace begin and those who have completed CBPs offered on the iGOT platform get their competency tested, the learning hub will begin to carry the impact scores of their CBPs on offer. This will allow Shanti and her manager to make the right choice based on the cost and impact score of a CBP.

6. Directory of knowledge resources

Besides the dictionaries described above, the iGOT platform will also carry several directories (or listings). One such is the directory of knowledge resources. These range from policies to software to legal frameworks to manuals. Linked to activities, they are provided by MDOs to allow officials to perform a certain activity. The directory of knowledge resources will be a collection of all these artefacts. The platform will allow for MDOs to upload these files and/or share suitable links. Once uploaded, these resources will be available to all across the iGOT Karmayogi platform (i.e. once uploaded, it will become a common resource and can be used by more than one MDO).

7. Directory of users (with their competency and trust scores)

The directory of users consists of details of CBPs completed and certified as well as a user's competency score (CS). As one of the key principles of iGOT Karmayogi is the democratisation of access to high quality CBPs, individual officials such as Shanti will be able to onboard the platform, even when her MDO has not onboarded, and start taking CBPs (at her own cost).

The CS of Shanti will be recorded in the CP. For every new position she will hold, a new 'page' in the passbook will be created for the CS (so there will be past competency scores and a current competency score). Ultimately, 25 million government officials will have a CP the same way they have an Annual Performance Appraisal Record (APAR). While every user will have a 'public' profile page, the CP will only be accessible to those with authorisation.

As shown in Figure 7, the CP will be made up of two components:

1. **Competency Score (CS):** The competency score is calculated against the competencies a learner has been tested for. It is algorithmically derived by suitably weighting the following two scores:

- **Testing competency score (TCS):** This combines the CBP competency score (C-CS), trust score of the CBP provider, PIAA score, and trust score of the PIAA provider. This will tell us whether Shanti knows what needs to be done (knowledge) and how to do it (skill) – i.e. Means.
- **Workplace competency assessment score (WPCAS):** These reflect the 360-degree assessments done by self, peer, manager and subordinate by answering multiple choice questions (MCQs) posed to those who come into professional contact with Shanti. This will tell us whether she is using her knowledge and skill (i.e. Means) to be productive in the workplace. When the Means is there, both Motive and Opportunity will be required for this to happen. When fully developed, the WPCAS will pose 25 million questions to 25 million officials every day.

2. **Competency gaps:** As shown in A3 of Figure 4, competency gaps are an important component of the equation. The CS should be seen as a timeseries rather than a snapshot – one that shows the increase/ decrease in competency gaps over time vis-à-vis the roles Shanti is required to perform in her current position (provided she has

held it for three months)¹⁸. This gap should be captured every six months (on the 1st of April and 1st of October).

Other than the CS, learners also accrue an engagement score while interacting with the platform, which reflect the engagement of the users on the platform. There are also karma points that help track the effectiveness of users' interactions with the Karmayogi platform and four of its five hubs (competency, learning, discussion and network).

A combination of all these user scores, alongside others, will be used to build an organisation score on the PM's dashboard and subsequently in the annual SCSR (see Table 3 for more information on this).

Buyers on the iGOT Karmayogi learning hub will fall into one of the following categories:

- A ministry, department or organisation wanting to purchase a CBP for all its employees.
- A manager paying for a CBP (using the iGOT Department Wallet (IDW) that will be allocated funds as per the annual capacity building budget) for one or more members of her team.
- A government official purchasing a CBP to close her competency gap (using her iGOT Individual Wallet (IIW) that will be allocated funds as per the annual capacity building budget)

- A government official purchasing a CBP to obtain desired competencies (using her IIW that will be allocated funds as per the annual capacity building budget)
- A government official purchasing a CBP from her pocket.
- A citizen purchasing a CBP because s/he feels the need to acquire a competency and signal its acquisition.
- A citizen or official taking a course that has no payable course fee¹⁹.

For all of the above, the impact scores for CBPs is going to be important criteria for choosing capacity building products (see Table 3 for more information).

BOX 3. iGOT for non-governmental individuals

Thanks to the COVID19 pandemic, iGOT 1.0 has already made a start in terms of making courses available to individuals not working with the government (i.e. Corona Warriors). Would we like to take this idea forward by making it possible for those who are not government officials to consume CBPs and receive certification by paying fees? At what stage should one develop this feature? Would we like to use this as a process for recruitment?

¹⁸ If Shanti has not been in a position for three months prior to the 1st of April or 1st of October, then there will be no entry for competency gaps in her passbook. Only when she has completed her three months will the gap be recorded (i.e. if she joined on the 2nd of January, 89 days before the 1st of April, her gap will not be recorded on the 1st of April). An official should be given a minimum of three months to fill their competency gaps before being questioned about their gaps.

¹⁹ This should ideally be a conducive climate for philanthropies and CSR funds to invest in building new CBPs on iGOT.

FIGURE 7. The Competency Passbook (CP)

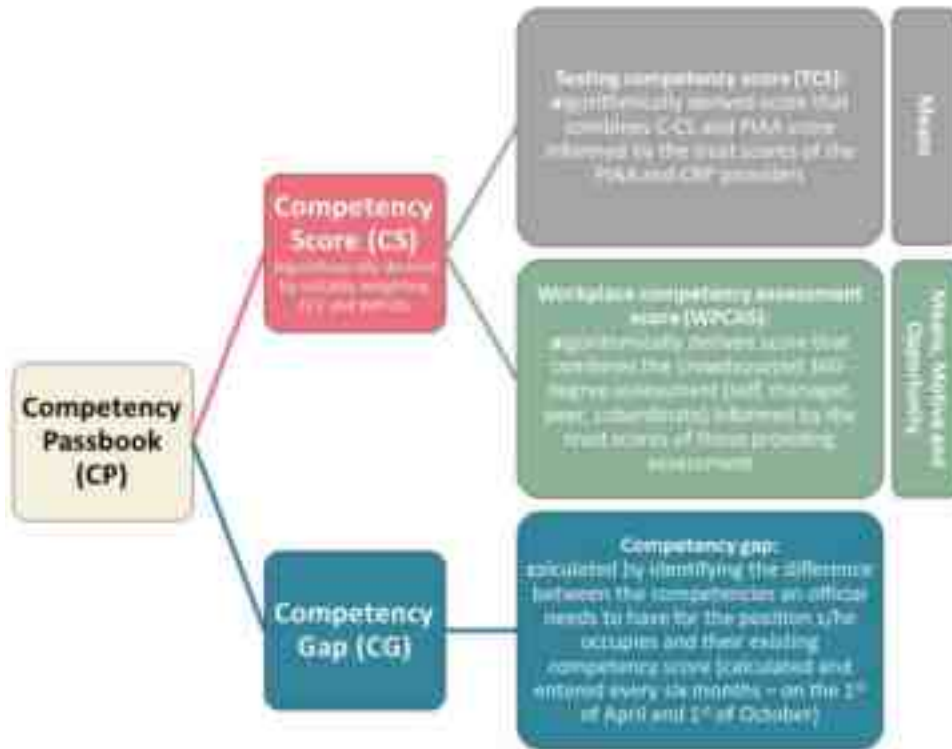


TABLE 3. Scoring on iGOT Karmayogi²⁰

	Score	Subject of assessment	Conducted by	Definition
1	CBP competency score (C-CS)	Learner	CBP provider	This score will be given to a learner on the completion of a CBP and its corresponding assessments. It is based on the learner's performance on these assessments and contributes to the TCS (thereby the overall competency score of an individual).
2	Competency score	Learner	iGOT system	Maintained in the Competency Passbook (CP), the competency score is calculated against the competencies a learner has been tested for. It will be algorithmically derived by suitably weighting: the workplace competency assessment score (WPCAS) and the testing competency score (TCS).
3	Content quality score (CQS)	CBP provider	Aggregate of scores by multiple players	The CQS is a combination of two scores: the first is provided through self-certification by the CBP provider; and the second is the score as assigned by a learner and auditor (as appointed by the SPV) of the CBP. When the two CQS are very close to each other, the trust score of the CBP becomes high.
4	Impact score	CBP provider	iGOT system	This score shows the impact of a CBP on the competencies (one or more) the CBP addresses. It is calculated by aggregating improvements in the competency scores of officials who have been certified on the completion of a CBP.
5	Karma points	Learner	iGOT system	Karma points reflect how a user interacts with the iGOT Karmayogi platform and four out of five of its hubs – i.e. how a learner engages on the discussion hub, network hub, as well as the competency and learning hubs. It also quantifies how meaningful and impactful contributions are – are you helping others in a meaningful and effective way?
6	Engagement score	Learner	iGOT system	The engagement score measures the user's engagement with the platform. It directly correlates with platform acceptability and subsequent interaction with the platform. The score is calculated by measuring the behaviours users exhibit on the platform through their relationship with self, others and the content.
7	Organisation score of MDOs	Learner	iGOT system	The organisation score is a composite score of every MDO, drawing upon many of the above- and aforementioned scores in addition to a score from

²⁰ Note that these scores are constantly evolving as we move through the process of development. AI will be used to constantly discover anomalies using pattern recognition while comparing, for example, PIAA scores with WPCAS scores with C-CS scores. Such anomalies will be automatically added to a bin list for audit and automatically routed to audit parties who will have to attend to it in a first-in-first-out manner, inputting back their findings into the system so that the AI engine is able to validate and improve its pattern recognition features.

				the SPV from the quality audits. Every MDO will have an organisational score on the PM dashboard.
8	Proctored, independent, authorised assessment (PIAA) score	Learner	PIAA provider	This score will be given to a learner taking the PIAA by the PIAA provider. It is comprised of two components: 1) the level at which the competency has been assessed (1-5); and 2) the proficiency within that level (e.g. within these levels, an individual is excellent, good, average, poor). Every official will have to complete the PIAA testing both within the first three months of them joining a new position for all competencies the position requires (if they have not already been tested for that competency in the last 5 years), and again every time the official completes a CBP funded by the government.
9	Special purpose vehicle (SPV) Karmayogi Bharat score	iGOT	iGOT system	The SPV score will be the average of all MDOs' organisational scores. The SPV exists to ensure the success of everyone else. The success of iGOT Karmayogi, therefore, is the success of its services (i.e. the SPV). This is the success of all the MDOs which, in turn, is the success of all the officials – when their competency gaps are narrowed, officials' trust scores are increasing, the trust score of the CBP and PIAA providers increase, the impact scores of the CBPs increase, and so on. When all these scores are impacted, the organisational score increases – and thus, the SPV score also increases.
10	Testing competency score (TCS)	Learner	Aggregate of C-CS and PIAA scores, informed by their trust scores	The TCS is an algorithmically derived score that combines C-CS and PIAA score, and is informed by the trust scores of the PIAA and CBP. Combined with the WPCAS, it contributes to the competency score.
11	Trust score	All users	iGOT system	The trust score is calculated on the basis of the accuracy of a stakeholder's claim using an accuracy meter. It is the extent to which claims made by a stakeholder are found to be accurate and are verified by the processes put into place by the iGOT platform. Trust scores will be calculated for an array of stakeholders: individual learners, HR managers, auditors, CBP providers, PIAA providers, etc.
12	Workplace competency assessment score (WPCAS)	Learner	Authorised and certified vendor	The WPCAS is an algorithmically derived score that combines the crowdsourced 360-degree assessment (self, manager, peer, subordinate) and is informed by the trust scores of those providing assessment. Combined with the TCS, it contributes to the competency score.

8. Directory of CBP providers (with their trust and impact scores for their CBP)

The iGOT Karmayogi learning hub is designed for frictionless onboarding of CBPs on the basis of self-certification by the CBP provider. This is possible because all those transacting on the platform will have a trust score operating in real time. If a CBP provider entered the hub on the basis of a false declaration and it gets flagged by a user or the quality control team of the iGOT Karmayogi SPV, this will lead to a suspension of the content till investigations are completed. If it has been established that a false declaration was made, this will adversely affect the trust score of the CBP provider and, below a certain threshold, their self-certification rights will also be suspended.

It is for this reason and for managing the workflows on iGOT Karmayogi that the platform will build up a directory of CBP providers with the products they offer, alongside their trust and impact scores.

All CBPs put up on the platform will be stored in this directory in various languages along with various delivery mechanisms (text/ audio/ video), pricing, duration, taxonomies (usertags) and the competencies they help gain/ improve. The directory will be organised at four levels: the first and smallest is resources; a collection of resources make a module; a collection of modules make a course; and a collection of courses make a program. The directory will also store impact scores at the level at which the CBP provider is willing to unbundle and price. The impact score is determined on the basis of improvements that users who completed a CBP demonstrate in the workplace.

Thus, a comprehensive set of directories and dictionaries that culminate into a registry with various collections are therefore essential for a digital system like iGOT Karmayogi. They are building blocks that are used to capture the

dynamic interlinkages between positions, roles, activities, competencies and knowledge resources. Once the pre-FRACing and FRACing process are complete, the iGOT platform will have an up-to-date version of which position has the responsibility to execute on which role, which activity, and the competencies and knowledge resources needed for it – i.e. A1 in Figure 4.

BOX 4. Pricing of CBPs

How can it be ensured that the pricing for CBPs on iGOT Karmayogi is appropriate? Can this be done on the basis of effort estimation and impact scores. Is there a scoring system that can determine the price algorithmically?

Pricing is a complex activity and perhaps there is no straightforward answer. Pricing should perhaps be left to the demand and supply conditions in the iGOT platform learning hub to determine. Since government officials and managers will have a limited iGOT wallet, and they will see competency building as a critical career building exercise, they should be having every incentive to optimise – buy the most impactful course at the cheapest price. Any attempt to administer prices of CBPs on the iGOT platform will be against the principles of the platform to seek out incentive-compatible ways to solve intractable problems and would attract either allegations of corruption or lead to low quality of CBPs because of undercutting by CBP producers. Another dimension can be pricing of a CBP as an annual subscription paid to a CBP producer that unlocks all courses by them. Other points to consider are implementing dynamic pricing similar to how the likes of Uber or the air travel industry operates. An increase in demand for a particular CBP could be one factor. Another option is value-based pricing by linking it to impact scores of a CBP.

BOX 5. Using AI to prevent performance inflation

How do you prevent performance inflation on iGOT assessments? Will the iGOT Karmayogi micro-questions-based assessments at the workplace not descend into a I-scratch-your-back-you-scratch-my-back club? Everybody gains when everybody gets a high competency score. What is the incentive to be truthful under these circumstances? Why should a HoD not actively enforce a regime where everybody is given high scores by everybody else so that his/her department gets a high score in the PM dashboard and in the annual SCSR? How can trust scores of those scoring others be used to correct for performance inflation? Can strict quality control of the question banks used by the PIAA, by the iGOT Karmayogi SPV be used to detect performance inflation and through that assign trust scores to those who score others? Can random ground truthing of work done by those getting high scores be used to corroborate the competency score being given by each other and assign trust scores based on the validity and reliability of the scores?

Since most of these issues are related to leniency errors, some could be neutralized by 1) performance calibration through standardized formats and calibration (through trust scores) of those providing the evaluation, 2) defined rater accuracy meter (trust scores), and 3) using data to validate the scoring variance with other departments.

The answers or solutions would be multi-faceted. These would involve personal ownership, individual value systems, the behaviour of the team and its leader, performance-based evaluation mechanisms that are in place for that particular department, the policies around these and many other things. Of course, the platform itself has to be capable of handling misuse, abuse, potential fraud, misrepresentation, proxy usage (can be both manual and machine) and any other thing that can induce the performance inflation. AI can solve many of these problems and this would be a continuous journey. We would need to look at the best practices followed by the other learning platform leaders, learn, adopt and implement these solutions. Some potential solutions using AI are analysis of learning pace, spotting of anomalies in learning and assessment results (such as the PIAA and WPCAS scores), random capture of voice, etc.

Section 5 Pre-FRACing engagement

This section covers the four use cases in the pre-FRACing process, which focuses on the drafting of the dictionaries, directories and their interrelationships. There are four types of stakeholders that are addressed in the use cases:

1. MDOs
2. CBP providers
3. CCAs, CTIs, STIs
4. Individual officials

The Mission Karmayogi team at DoPT will launch the certification programmes on 'Drafting of Competencies' and 'Onboarding of CBPs'. Before any individual representing any of the four stakeholders above can add to the competency dictionary, they must complete the course on 'Drafting of Competencies' and be appropriately certified. This is to ensure common understanding with regards to the process of adding competencies to the dictionary.

Similarly, before any CBP provider can upload CBPs onto the platform, a representative in charge of uploading CBPs must complete the course on 'Onboarding of CBPs' and fulfil the quality requirements. This is to ensure common understanding with regards to the process of uploading content on the platform.

All proposals for entries into the dictionaries and directories from all entities will be screened by an editorial board before they are accepted.

Pre-FRACing steps for MDOs

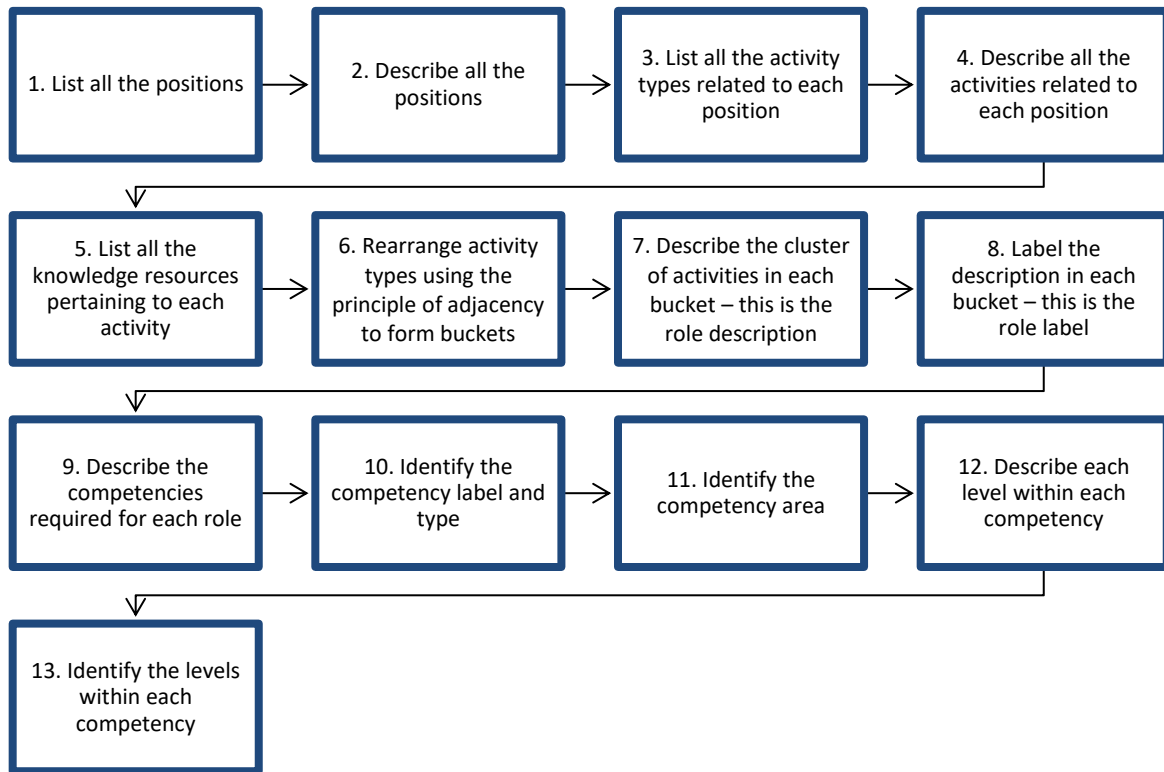
With regards to drafting the dictionaries, directories and their interrelationships, there are three routes an MDO can take:

1. **Steps 1-8:** Drafting only the dictionaries of positions, roles, and activities, and directory of knowledge resources
2. **Steps 9-13:** Drafting only the competency dictionary
3. **Steps 1-13:** Drafting dictionaries of position, roles, activities, and competencies and directory of knowledge resources (completing the full pre-FRACing process)

Steps 1-13 are shown in Figure 8 and are detailed below. An MDO will also have the option to go through Steps 1-13 for a particular vertical/ unit/ cadre of the MDO (as opposed to the whole MDO). This need could arise for a number of reasons – below are the two most common:

- **Recruitment:** The need to define competencies arises due to the need for providing a job description for recruitment.
- **Training:** There is an urgent requirement to begin training members of a team before the FRACing exercise for which learning content is required (for example, tackling the pandemic as per the roles played by different officials).

FIGURE 8. Recommend steps for drafting the dictionaries and interrelationships



Step 1: List all the positions (Position Label)

The position label is the name of the position. It summarises all the associated roles in a succinct manner and gives a sense of where this position is placed in the hierarchy of the MDO (and thereby leadership expectations from the position). List all the position labels in a given MDO (2-4 words).

Step 2: Describe all the positions (Position Description)

The position description should answer the following: Why does this position exist in the MDO? What are its overall objectives/purpose? And how does it go about achieving its objectives? For each of the positions listed above in Step 1, add a position description (140 characters).

Step 3: List all the activity types related to each position (Activity Type)

The activity type is the name of the activity. It should summarise what the individual is doing (e.g. *planning, coordinating, assessing*). For each position, add activity types (usually more than 1). Recommend to use verbs + ing (2-3 words).

Step 4: Describe all the activities related to each position (Activity Description)

The activity description should begin with the objective (i.e. the milestone that is planned to be achieved), list the steps (if more than 1) to be carried out in a sequence, and answer the ‘what’, ‘when’ and ‘how’. For each activity type listed above in Step 3, add an activity description. Recommend to use verbs (50 characters).

Step 5: List all the knowledge resources pertaining to each activity (Knowledge Resources)

Knowledge Resources are artefacts (documents, software, etc.) provided by the MDO for an individual to perform a certain activity (e.g. standard operating procedures (SOPs), manual of procedures, policy manual, legal policies (i.e. Acts), software such as SPARROW, etc.). They are linked to individual activities. For each individual activity, list all the relevant knowledge resources (if any).

Step 6: Rearrange activity types using the principle of adjacency to form buckets

Every individual activity is usually a sequential action taken to contribute towards a specific objective/ milestone. Rearrange the activities from Step 3 with their descriptions and place into individual buckets. This will assist in the process of defining roles.

Step 7: Describe the cluster of activities in each bucket (Role Description)

The role description should describe each of the buckets of activities (created above in Step 6). It should answer the following: What is the overall objective of this bucket of activities? Add a description for each of the cluster of activities (70 characters).

Step 8: Label the description in each bucket (Role Label)

The role label should succinctly capture the role description (e.g. *team manager (governance)*, *project manager (communication)*). Create a role label for each of the role descriptions created above in Step 7. Recommend to use nouns (3-4 words).

Aside from the steps above that focus on building the dictionaries of positions, roles and

activities, as well as the directory of knowledge resources, MDOs may also want to define competencies as part of the pre-FRACing engagement. In order to do so, they must follow Steps 9-13 below.

Step 9: Describe the competencies required for each role (Competency Description)

The competency description covers the elements and the scope of the competency (e.g. *Identifies one's own emotional triggers and controls one's emotional responses. Maintains sense of professionalism and emotional restraint when provoked, faced with hostility or working under increased stress. It includes resilience and stamina despite prolonged adversities*). Describe the kind of competencies required to fulfil each role (280 characters).

Step 10: Identify the competency label and type (Competency Label and Type)

The competency label should succinctly capture the competency described above in Step 9. It gives an idea of what the competency is about, and how it is commonly known (e.g. *vigilance planning, decision making, project management*). Identify the competency label (2-3 words), and also specify the competency type (i.e. behavioural, domain, or functional).

Step 11: Identify the competency area (Competency Area)

Competency areas can be defined as the collection of competencies closely related to one another at a knowledge/subject level. Cluster the competency labels and identify the generic area in which these competency labels could be categorised (e.g. *technical writing, rules-based copy editing, content writing and editing, research and information synthesis, and report writing* will come under the competency area of *Noting and Drafting* (2-3 words)).

Step 12: Describe each level within each competency (Competency Level Description)

The competency level is the proficiency level of the competency. These indicate levels of sophistication of the competency described. The level description is an observable description of each proficiency level of a given competency. The higher the number of descriptors, the greater the understanding of the proficiency level. Recommend to have a minimum of 3 observable descriptors (there are typically anywhere between 3 and 5 levels of proficiency).

Step 13: Identify the levels within each competency (Competency Level)

Once the levels are described, they must be labelled. Competency levels are progressive in nature and normally given in an ascending order. Thus, Level 2 is a more sophisticated use of that particular competency, when compared to Level 1 and so on. If you are adding the competency in relation to a particular role, you must specify the proficiency level applicable to that role.

When identifying competency levels and defining each level with descriptors, MDOs must use the five levels and guiding principles as specified in Box 6.

BOX 6. Guiding principles for competency levels

Competency level descriptors should broadly be categorised as follows:

- **Level 1: Aware:** Is the person aware of the basic principles and can they relate them to own work area?
- **Level 2: Apply:** Can the person apply the basic principles to their work area?
- **Level 3: Advise:** Can the person advise others (directly 1-on-1 or 1-to-many, or indirectly – through a SoP, manual, advisory etc.)? Is it necessary for the person to be a recognized expert in that area?
- **Level 4: Expert:** Has the person developed additional concepts in that area? Is the person a well-recognised expert with demonstrated expertise?
- **Level 5: Jedi (global expert):** Has the person added to the global knowledge in that area?

Ask yourself whether all the descriptors are observable by a third party.

Note that while the above guidance can help, it is essential to be specific in each of the descriptors. For example: Aware of what principles? Apply what principles? What are the areas the advice is sought and who seeks this advice and in what form? The more specific these descriptors are the more relatable they become by reducing ambiguity.

Once the descriptors are complete, stack them into buckets of complexity. These buckets of descriptors bunched together and stacked according to complexity from left to right gives us the proficiency level i.e. competency level.

For CTIs, STIs, and CCAs, the higher abilities identified are likely to be beyond the scope of the current understanding of the role and may be required in the next role in the hierarchy.

Pre-FRACing steps for CBP providers

As briefly discussed in Section 2, CBP providers must be able to identify the competencies their CBP addresses. Every single CBP will be tied to (i.e. tagged to) one or more competencies as declared by the provider. CBP providers will also be invited to upload their CBPs (face-to-face, blended, or digital) on the platform (tagged to the competencies they propose) which may be consumed by officials at their own cost (government money will not be used until impact scores are available – unless the CBP in question is provided by an MDO, or the pricing of the CBP has been approved by an MDO). For example:

- If an MDO has been sending officials for training programs, workshops, and other CBPs, they may continue to do so after onboarding the providers and uploading the CBP details on the iGOT Karmayogi platform.
- If an MDO wishes to send officials to a new training program, workshop, etc. they will have to onboard the respective provider and upload content details on the iGOT Karmayogi platform before they can do so (irrespective of whether it is online, face-to-face or blended).

A series of drafting workshops will be organised by DoPT to populate the dictionary of competencies, with appropriate labels, descriptions and levels. It is important to note that, irrespective of whether an individual has attended these workshops or not, once they have obtained the 'Drafting of Competencies' certification they will be able to add to this dictionary (subject to screening from the editorial board).

As part of the pre-FRACing engagement, CBP providers are invited to populate the

competency dictionary – and thus will be required to follow the steps detailed below.

Step 1: Search the competency dictionary

Search the competency dictionary to identify the competencies (one or more) that are being covered by the CBP designed. It is likely that more than one competency will be covered by the CBP – for example a CBP on GST is likely to cover topics related to Direct Taxes, Comparative Tax regimes etc. Go through the descriptions available and choose the ones closest to the ones that are likely to be covered by the course.

Step 2: Identify the competency area and type (Competency Area and Type)

In case there is no competency that likely covers the CBP, begin by identify a competency area within which your CBP falls. Competency areas can be defined as the collection of competencies closely related to one another at a knowledge/subject level (2-3 words). Also specify the competency type (i.e. behavioural, domain, or functional).

Step 3: Use the learning objectives to identify the competency label (Competency Label)

Look closely at the course objectives of the CBP. Most of the time, these course objectives identify what the learner is likely to learn after going through these courses. A good example is given below:

Course Name	Course Objectives
Sustainable Development Goals and Gender Budgeting	a) Gain enhanced knowledge of gender concepts and definitions b) Gain overview of Sustainable Development Goals (SDG) c) Understand interface between gender and SDG d) Acquire knowledge about gender mainstreaming and Gender Responsive Budgeting

Once these learning objectives are achieved by the learner, what competencies will she be likely to demonstrate? Can they be observed by a third party? For example, from the above course objectives, the following aspects can be derived:

1. Ability to identify items in the budget that are Gender Responsive
2. Ability to create a Gender Responsive Budget
3. Ability to articulate the Sustainable Development Goals clearly and how own organisation's goals fit into it
4. Ability to identify aspects of a program (for example Swachh Bharat) that are adversely impacted by gender issues
5. Ability to suggest changes or incorporate gender understanding into programme design or implementation

Use the learning objectives of the CBP to create a competency label (or competency labels, depending on how many competencies the CBP addresses). The competency label should succinctly capture the competency the CBP covers. It gives an idea of what the competency is about, and how it is commonly known (e.g. *vigilance planning, decision making, project management*) (2-3 words).

Step 4: Describe the competency (Competency Description)

At this stage, one can confidently describe the competency. This covers all the levels, the inherent elements and structured in a simple and most likely in a single sentence. For example: *Gender Budgeting: Ability to identify the gender issues that are likely to impact the achievement of budgeted goals and targets and creating enabling provisions that can help achieve sustainable goals using gender-based budgeting* (280 characters).

Step 5: Use the learning objectives to describe competency levels (Competency Level and Level Description)

The competency level is the proficiency level of the competency. These indicate levels of sophistication of the competency described, are progressive in nature and normally given in an ascending order. Thus, Level 2 is a more sophisticated use of that particular competency, when compared to Level 1 and so on.

The level description is an observable description of each proficiency level of a given competency. The higher the number of descriptors, the greater the understanding of the proficiency level. When identifying competency levels and defining each level with descriptors, CBP providers must use the five levels and guiding principles as specified in Box 6.

There are typically anywhere between 3 and 5 levels of proficiency for which it is recommend to have a minimum of 3 observable descriptors each (for example, points 1 and 2 in Step 3 above seem like similar kind of complexities and therefore likely to be descriptors of the same level). For CBP providers, however, identifying 2-3 levels is sufficient (ideally one above and one below the level their CBP is addressing – unless their CBP is addressing *Gender Budgeting* at level 1, in which case they only need to identify one level above).

Pre-FRACing steps for CCAs, CTIs, STIs

This scenario comes up when a CTI, STI or the CCA would like to identify competencies required of officials who are at a specific part of their career (foundation, mid-career etc.). The CCAs, CTIs and STIs tasked with developing such programmes are constantly looking to equip the officials of the respective cadres for the future. They also have, at their disposal, processes to understand what competencies have been acquired through the different stints and training programs that the officials have gone through thus far. Thus, it is also important to understand what the current baseline is of the officials as they embark upon the next phase of their career.

In all such scenarios, the following is likely to be the case:

- All the officials belong to a particular cadre.
- It can be assumed that officials with similar levels of seniority are likely to have many commonalities in the roles that they are likely to perform and hence a common set of competencies and learning needs.
- The CCAs, CTIs and STIs can conduct periodic studies to understand how the roles are likely to change and accordingly identify competencies that are likely to become necessary.
- The competencies required for each block of 10 years (foundation programme to mid-career) may be identified by studying the roles that *most* of the officials are *likely to perform*.

The objective is to arrive at a set of roles that are common among all these positions and a common set of competencies associated with these roles.

CTIs, STIs and CCAs should undertake studies to identify how roles is likely to change or have changed and what components of the roles are likely to get strengthened or to disappear. Such a periodic 'benchmarking' study can inform how the roles are likely to change and what competencies are likely to gain prominence.

A series of drafting workshops will be organised by DoPT for CCAs, CTIs, and STIs to populate the dictionary of competencies, with appropriate labels, descriptions and levels. It is important to note that irrespective of whether an individual has attended these workshops or not, once they have obtained the 'Drafting of Competencies' certification they will be able to add to this dictionary (subject to screening from the editorial board).

The following are the steps required to be taken.

Step 1: Search the competency dictionary

Search the competency dictionary available (on the iGOT platform) to shortlist the competencies (one or more) that are likely to be useful in this exercise.

Go through the descriptions available and prune the shortlist to eliminate those that are likely to have been covered earlier or are not likely to be useful for the position(s) in question.

Step 2: Create a competency label (Competency Label and Description)

In case there is no competency that covers what you have in mind, create a competency label that best defines that competency. The competency label should be succinct, give an idea of what the competency is about, and how it is commonly known (e.g. *vigilance planning, decision making, project management*) (2-3 words).

The competency description covers the elements and the scope of the competency (e.g. *Identifies one's own emotional triggers and controls one's emotional responses. Maintains sense of professionalism and emotional restraint when provoked, faced with hostility or working under increased stress. It includes resilience and stamina despite prolonged adversities*) (280 characters).

When identifying competency levels and defining each level with descriptors, CCAs, CTIs and STIs must use the five levels and guiding principles as specified in Box 6.

Step 3: Identify the competency area and type (Competency Area and Type)

Locate the competency area within which Competency A falls in. Competency areas can be defined as the collection of competencies closely related to one another at a knowledge/subject level (e.g. *technical writing, rules-based copy editing, content writing and editing, research and information synthesis, and report writing* will come under the competency area of *Noting and Drafting* (2-3 words)). Also specify the competency type (i.e. behavioural, domain, or functional).

Step 4: Identify competency level and description (Competency Level and Description)

The competency level is the proficiency level of the competency. These indicate levels of sophistication of the competency described. Competency levels are progressive in nature and normally given in an ascending order. Thus, Level 2 is a more sophisticated use of that particular competency, when compared to Level 1 and so on.

The level description is an observable description of each proficiency level of a given competency. The higher the number of descriptors, the greater the understanding of the proficiency level. Recommend to have a minimum of 3 observable descriptors (there are typically anywhere between 3 and 5 levels of proficiency).

Pre-FRACing steps for individual officials

Consumption and onboarding of CBPs by individual officials (with MDO approval)

If a CBP required to build an official's competency is on the iGOT Karmayogi platform, the official can consume the CBP so long as it is tagged to competencies associated with their position (via roles).

If a CBP required to build an official's competency is not on the platform, the official should get in touch with the CBP provider and facilitate their onboarding on the platform by the MDO. Once the CBP provider is onboarded, they will be able to upload their CBP on the platform (after tagging it to an existing competency, or submitting a proposal for a new competency and tagging it post approval from the editorial board).

If the official wishes that their MDO should finance their participation, the CBP in question must have an impact score and price, or the CBP must have been uploaded by an MDO after finalising the price. The official may also

consume the CBP at their own cost (for which MDO approval is not required).

In the former situation, before the MDO can finance an official's consumption of a CBP on the platform, the official will have to ensure that their position and associated competencies are recorded in the dictionaries and tagged to one another (with the approval of the MDO). Note that the platform may have competencies with no CBPs, but never CBPs without tagged competencies (as CBPs cannot be uploaded without being tagged to competencies).

Populating of the competency dictionary by individual officials

If an official wishes to get a competency tagged to their position (via roles), they must complete the pre-FRACing process for their position using Steps 1-13 as listed above under 'Pre-FRACing steps for MDOs'. If, however, an official feels an important competency she wishes to obtain is not listed – and thus neither are the associated CBPs – the official can submit their entry in the competency dictionary directly with appropriate labels, descriptions and levels for approval by the editorial board.

Conclusion

Over the years, it has become increasingly apparent that government officials like Shanti in India often lack the key competencies required to fulfil a role – due to either lack of quality training opportunities or the fact that they are required to take on responsibilities for which they do not have prior experience or knowledge. Often, despite wanting to do so, many are unable to thus improve their competencies. As tasks become more complex and citizen expectations go up, it is imperative that governments are able to address these competency gaps and provide opportunities to reduce them

significantly to the execution capacity of the Indian state.

As an initiative designed for the future, iGOT Karmayogi will be a self-sustaining platform that will mark the beginning of an era of transformative change in lifelong learning and capacity building in the government. Through the mapping of the three constructs (roles, activities and competencies), as well as knowledge resources, for each individual position within all government MDOs at the Central, State and local level (i.e. FRACing), the process will enable the government to reduce the competency gaps of their officials in relation to the roles and activities they are required to perform.

This document outlined the key terms of the process, emphasising the need for a common understanding, specified the preparatory steps to the FRACing process, described its linkages to the iGOT learning hub and described the analytics and data the platform can make available. The evolving nature of the Framework was also repeatedly emphasised.

It is anticipated that the launch of Mission Karmayogi and the Framework of Roles, Activities and Competencies will contribute

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Appendix 1 Proposed Approval and Pricing Plan for Different Types of CBP Providers

No.	Type of Provider	Description	Pricing	CBC approval of provider
1	Retired government officials	Retired official receiving a pension from the government providing CBPs	Pricing at provider's discretion	Required
2	Private Providers (for- and not-for-profit) – Priced	Private provider (e.g. IGNOU, Harvard, Udemy, Pratham, Khan Academy, etc.) offering CBPs	Pricing at provider's discretion	Required
3	Private Providers (for- and not-for-profit) – Free	Private provider (e.g. IGNOU, Harvard, Udemy, Pratham, Khan Academy, etc.) offering CBPs at zero price	Free	Required
4	Private Providers (for- and not-for-profit) – Negotiated by MDOs	MDO negotiating with an individual/organisation for a particular rate to introduce CBPs	Pricing through negotiation by MDO (in conditions as explained in the footnote ²¹ , officials can be sponsored without negotiation or any tendering process)	Not required (but workflow must exist)
5	Private Providers (for- and not-for-profit) – Sourced by MDOs	MDO desires a particular course/ specific content, and thus sources and onboards a CBP provider	Pricing as agreed between MDO and provider at the time of giving the work order	Not required (but workflow must exist)
6	In-service officials – Priced	Currently serving government official in an MDO either creating or repurposing an existing course (where CC licence has been given) and offering it for a price	Pricing at provider's discretion	Not required
7	In-service officials – Free	Currently serving government official in an MDO either creating or repurposing an existing course (where CC licence has been given) and offering it for free	Free	Not required

The CBP providers for whom pricing is at the provider's discretion will have to offer their CBPs for free until there is enough uptake so as to enable the iGOT Karmayogi platform to assign impact scores. Once impact scores have been assigned, providers will be allowed to price their CBPs.

²¹ If the CBP provider is an institution that is ranked in the top 100 globally or top 20 nationally for India, or ranked in the top 20 globally or top 10 nationally for India by subject area (by either QS (<https://www.topuniversities.com/university-rankings/world-university-rankings/2020>) or Times Higher Education (<https://www.timeshighereducation.com/world-university-rankings>)), and pricing is publicly listed, officials may be sponsored to take the CBP without negotiation or any tendering process. The MDO must also obtain a certificate signed by the CBP provider's HoD stating that the CBP has been running for at least 2 previous batches in which the percentage of self-paying students has been more than 20%, and the price they are offering is the lowest offered to anyone in that academic year for said CBP.



The Framework of Roles, Activities, and Competencies (FRAC) and everything else of FRACing

Part 2: The FRACing process



DRAFT

NOVEMBER 2020

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Abbreviations and Acronyms

AI	artificial intelligence
BDF	behavioural, domain and functional
CBPs	competency building products
CML	competency mark-up language
CSPs	Certified Service Providers
DFT	departmental FRACing team
DoPT	Department of Personnel Training
FRAC	Framework of Roles, Activities and Competencies
IFU	internal FRACing unit
iGOT	Integrated Government Online Training
MDOs	ministries, departments and organisations
ML	machine learning
NLP	natural language processing
PIAAs	proctored, independent, authorised assessments
SPV	Special Purpose Vehicle
SSC	Staff Selection Committee
UPSC	Union Public Service Commission

This document is the companion of ‘Part 1: Background and preparation’ and provides a set of implementation steps for FRACing¹. As previously mentioned, the Framework of Roles, Activities and Competencies (FRAC), as termed within Mission Karmayogi’s Integrated Government Online Training platform (iGOT) initiative, is the mapping of three constructs (roles, activities and competencies, supported by knowledge resources) for each individual position within all government ministries, departments and organisations (MDOs) at the Central, State and local level². While Part 1 provides for all the stakeholders involved in this process a common understanding of the key terms, details of the steps to follow prior to FRACing, its linkages to the iGOT learning hub and the analytics that the platform can make available in order to improve the execution capacity of the Indian state, Part 2 focuses on the process of FRACing itself.

Identifying competencies is a diligent task that requires following a certain methodology to ensure that the output is coherent and meets the purpose of the activity. As part of the

upgrade to iGOT Karmayogi, it is proposed that every MDO, at the national, state and local level, is able to ‘FRAC’ its positions, roles, activities and competencies. Directories and dictionaries must be developed, of all participating stakeholders and of the numerous positions, roles, activities and competencies, respectively.

This Framework is ever-evolving, capturing new competency needs as and when they arise. The process of FRACing laid out in this document iterates that FRACing should be seen as an ongoing process that enables MDOs to build an accurate picture of their interrelationships as well as the full list of positions, roles, activities, competencies and knowledge resources relevant to them.

Establishing a clear theory of change, limiting the problem and solution set, initiating continuous sensitising and handholding, building a core group of reform champions, as well as a network of world-class universities, institutions and individuals, will be required to ensure the success of this endeavour.

¹ As mentioned in the previous document, this instance, the act of denominalisation (i.e. converting a noun into a verb) re-emphasises the fact that FRACing is an ever-evolving process. It needs to capture new competency needs as and when they arise, linking it to activities, roles and positions. The verbing of FRAC (i.e. FRACing) essentially validates the evolving and dynamic nature of the Framework.

² Details of building and rolling out of the platform, including the content strategy, delivery mechanisms, rollout stages and other related matters, are beyond the scope of this document. These details will be covered in subsequent publications at suitable points in time.

Section 1 Administering the FRACing Process

This section outlines the steps of the FRACing process in detail.

There is a total of 15 steps that need to be completed in the FRACing process (with an additional 13 steps within Step 6, which are closely aligned to the steps detailed in Part 1). These are listed in Figure 1 and explained below. In order to ensure that the FRACing process has been adequately conducted, the final products of this process (i.e. the dictionaries and their interrelationships) must be self-explanatory, unique, and fit-for-purpose (for an array of stakeholders such as the incumbent position holders, future position holders, HR managers, and CBP providers).

Additionally, a FRACing toolkit (available to authorised users on the iGOT Karmayogi platform) details the steps, templates, workflows which will aid any MDO to FRAC its own positions, roles, activities and knowledge resources, and link them to positions.

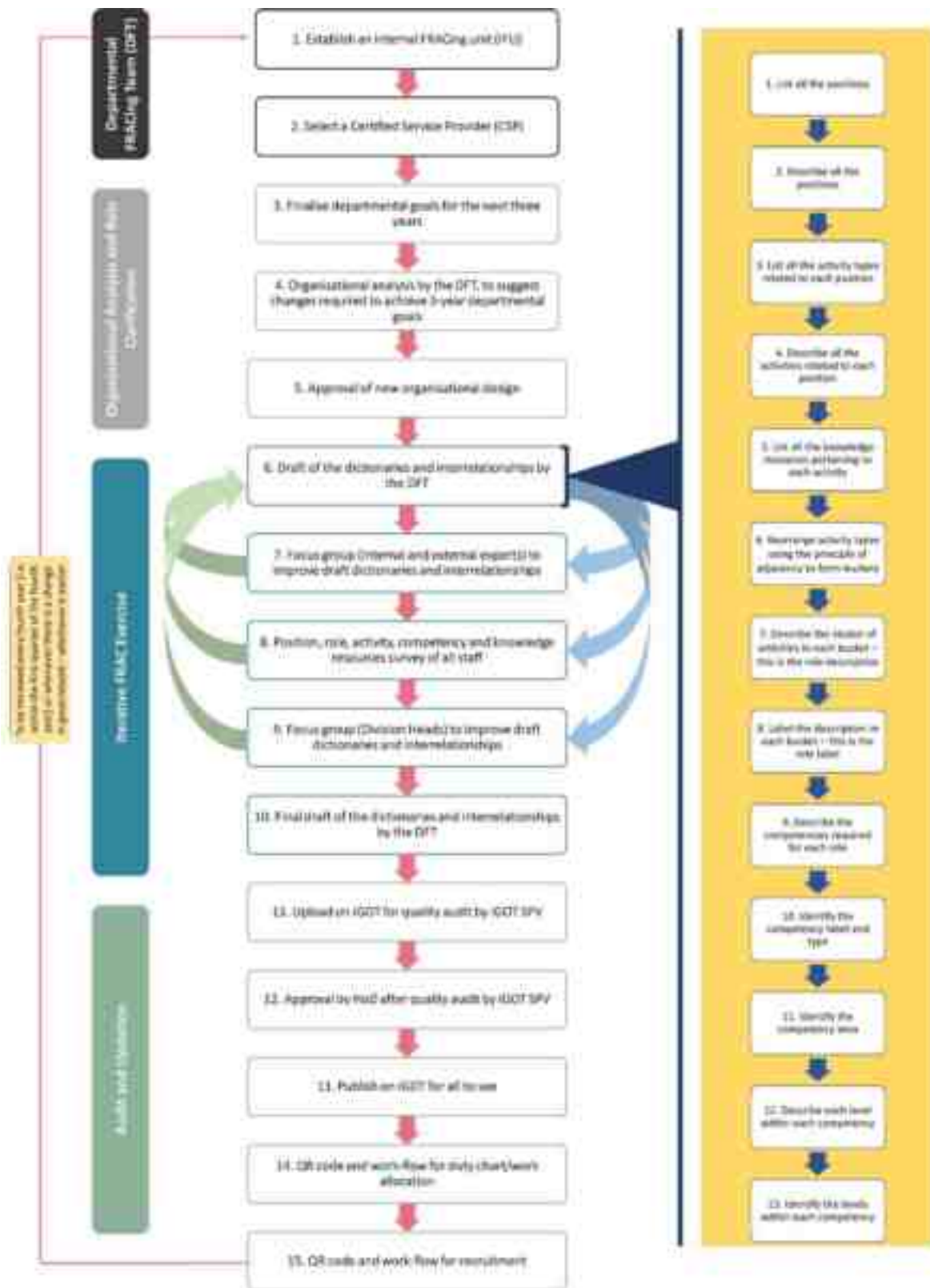
As a result of completing the pre-FRACing preparatory steps (as laid out in the companion

Part 1 document), the FRACing toolkit will also come with some pre-filled content in the iGOT dictionaries (i.e. positions, roles, activities, and commonly required competencies). Only when MDOs go through both the pre-FRACing preparatory steps as well as the FRACing process, and fill in the gaps as and where necessary, will they have completeness. The objective of the toolkit is to:

- Make it easy for each MDO to undertake the exercise of FRACing.
- Ensure consistency in the final outputs from each MDO.
- Help government entities to update the iGOT directories and dictionaries so that it contains all the fields it needs for high quality HR processes.

It is important point to bear in mind is that FRACing is not a one-time activity. The dictionary has to be updated each time a new work allocation order or a recruitment notice is issued or an indent is placed with agencies such as the UPSC, SSC, etc. for recruitment.

FIGURE 1. The 15 steps of FRACing



Step 1: Establish an internal FRACing unit (IFU)

The first step in the FRACing journey for a government MDO is to establish an internal FRACing unit (IFU) (see Appendix 1 for details on the roles, activities, competencies and knowledge resources of IFU team members). It will be supported by the Special Purpose Vehicle (SPV) Karmayogi Bharat which will put in place certification arrangements for individual members of the IFU and all others who wish to work on FRACing or any other aspects of iGOT Karmayogi.

Step 2: Select a Certified Service Provider (CSP)

The iGOT SPV will empanel and publish price lists for Certified Service Providers (CSPs) whose members will be certified by the SPV (see Appendix 2 for details on the roles, activities, competencies and knowledge resources of CSP team members). The IFU can select one of the empanelled CSPs to help them with FRACing and other iGOT processes. The structure of the CSP will depend on the competencies of the persons in the IFU.

The IFU and CSP together make the departmental FRACing team (DFT). They have an important role to play in all aspects of Mission Karmayogi. Besides bringing in HR expertise, having external domain experts in the FRACing team will enable MDOs to get an 'outside-in' view of talent requirements (see Table 1 for details of the IFU and CSP team members).

Step 3: Finalise departmental goals for the next three years

Mission Karmayogi seeks to transform HR practices in government. This cannot happen if MDOs focus only on business as usual, paying inadequate attention to the responsibilities given to it under the Government of India (Allocation of Business) Rules, 1961, and the three goals set for it by the departmental minister. The true potential of the Mission will be realised only when HR practices and internal processes are transformed by accounting for changes that are needed in both processes and talent to be better able to execute the goals set for it. This is why special emphasis has been placed on finalising departmental goals every three years (which is why FRACing in its entirety must be repeated every fourth year). In doing so, efforts will need to be made to consult NITI Aayog vision documents, election manifestos, budget announcements as well as tasks assigned by the Prime Minister's Office.

TABLE 1. Structure of the DFT (IFU + CSP)

	Position (DFT)	Position (MDO)	IFU/ CSP/ either	Part-/Full-time	Remarks/ Criteria
1	Head of the DFT	CEO/ Secretary/ Joint Secretary/ DG (HoD)	IFU	Part-time	
2	Project Leader	Head of HR/ CSP Partner	Either	Part-time	Must be from an HR background
3	Project Manager	Head of HR/ Division Head	IFU	Full-time	Could be from either the HR function or another user department; should have the credibility to ensure that meetings called for are attended and issues raised are promptly resolved
4	Team Member	Project Coordinator	IFU	Full-time	May need more than 1; HoD can add more basis workload and time pressure
5	Team Member	Functional Heads/ Head of the Wing/ Head of the Division	IFU	Part-time	All function heads must be represented here
6	Team Member	Head of HR/ Personnel/ Establishment	IFU	Part-time	If the Head of HR is Project Manager, then the next available senior officer must be appointed
7	Team Member	Partner/ Director/ Associate Director/ Senior Manager	CSP	Full-time	Senior member with HR background; previous work experience in designing and implementing competencies; experience in change management processes in a governmental context
8	Team Member	Senior Consultant (Domain)	CSP	Part-time	Needs to have background experience in respective domains in process re-engineering/ technology/ KPI setting/ performance Improvement projects
9	Team Member	External Domain Expert	CSP	Part-time	All the critical <i>core functions</i> * must be represented; a technology expert who specialises in this particular domain must be represented
10	Team Member	HR Process Re-Design Expertise	CSP	Full-time	Assists consulting project manager; must have re-designed HR processes - particularly Recruitment and L&D in large government or public or private organisations

*Core functions: functions that are the main reason for the existence of this MDO (for example, for the Ministry of Civil Aviation it will be aviation and airport management)

Step 4: Organisational analysis by the DFT, to suggest changes required to achieve 3-year departmental goals

The three-year goals will be the starting point of organisational analysis. This exercise will help in identifying the gaps at an organisational level that need to be filled up so that these goals can be achieved. These gap-filling actions could range from infusion of technology, to additional schemes/ services/ goods being introduced, to a new set of delivery standards or any such large change in the expectations from the MDO.

It is also important to understand the dependence between the work, workforce and the workplace and build resilience by decoupling these if required, as was shown during the COVID19 pandemic. The compulsory work-from-home status and the changes associated with it may become a regular option available to people. How MDOs cope will have a major influence on their ability to not only attract talent, but also be ready to deal with any crises. Practical steps for the decoupling of these constructs will need to be developed.

Following are the important points to bear in mind while undertaking organisational analysis:

- Mapping the organisational structure and the important work processes at a functional level: functions here mean families of similar positions within a vertical, for example accounts, HR or personnel, IT etc. This would consist of mapping of all the positions, their reporting relationships and a brief description of the key purpose of the position.
- The structure may consist of a separate sheet for each of the functional verticals within the MDO for ease of representation.
- Documenting activities tagged to each position: A balance needs to be maintained such that sufficient detail is

captured while not getting to a 'time and motion' type of detailed study. Activities are usually steps undertaken that form a part of the process.

- Bucketing activities into roles (see Table 2 for guidelines on how to do this). In case a manual of procedures is available, or a work distribution order (see Appendix 3 for an example from the Department for Promotion of Industry and Internal Trade), it could be a great resource to start the process of listing the roles and activities initially and then use senior management time to reconfirm if those respective roles and activities are current and accurate.
- The pre-filled dictionaries will be reviewed by the DFT by examining departmental documents – such as the last two work allocation orders (see Appendix 3), Annual Reports etc. – to see the extent to which fresh entries will be required in the dictionaries of iGOT Karmayogi (see Section 4 in the companion Part 1 document for a list of directories and dictionaries) so that all the steps detailed in Figure 1 can be gone through.

Besides the documents listed in the bullet point above, the following may also be performed:

- Explore global best practices such as from the UN Competency Framework (2020), the OECD Competency Framework (2014), the IAEA Competency Framework (n.d.) and the UK Civil Service Competency Framework (2012).
- Preliminary survey data to gather positions, roles, activities and knowledge resources.
- Either manually process all of the above or through natural language processing (NLP) algorithms to derive an initial list of positions, roles, activities as well as BDF competencies.

Step 5: Approval of new organisational design

Once extensive analysis has been conducted, and a new organisational design has been put forward by the DFT that speak to the three-year departmental goals, approval from the relevant authority is required. Once the approval has been obtained, the FRACing process can begin.

Step 6: Draft of the dictionaries and interrelationships by the DFT

With this step begins the iterative FRACing process, which is cyclical in nature. The DFT will first refer to the pre-existing dictionaries as populated during the pre-FRACing process to: 1) identify what they can use; 2) identify what they want to modify; 3) identify what they want to remove; and 4) identify what they want to propose as new – all to ensure that there is completeness in the process.

Having made these decisions, the DFT will then attempt a draft of all dictionaries and their interrelationships ensuring that all the positions, roles, activities and knowledge resources relevant to the MDO being FRACed are contained therein. These will be drawn from benchmarked sources with the purpose of starting the conversation on talent. It is recommended that the DFT follow the process as laid out within Step 6 in Figure 1 – specifically Steps 1-8. Table 2 below provides guidelines for the same.

The CSP's key role here is to challenge conventional wisdom and push the narrative away from 'these things don't work here'. Steps 7, 8 and 9 revert back to Step 6, constantly contributing to the draft until the draft has been finalised (Step 10).

TABLE 2. Recommended steps for drafting the dictionaries and interrelationships with guidelines

Step No.	Step	Guidelines
1	List all the positions (Position Label)	The position label is the name of the position. It summarises all the associated roles in a succinct manner and gives a sense of where this position is placed in the hierarchy of the MDO (and thereby leadership expectations from the position) (2-4 words).
2	Describe all the positions (Position Description)	The position description should answer the following: Why does this position exist in the MDO? What are its overall objectives/purpose? And how does it go about achieving its objectives? (140 characters)
3	List all the activity types related to each position (Activity Type)	The activity type is the name of the activity. It should summarise what the individual is doing (e.g. <i>planning, coordinating, assessing</i>). Recommend to use verbs + ing (2-3 words).
4	Describe all the activities related to each position (Activity Description)	The activity description should begin with the objective (i.e. the milestone that is planned to be achieved), list the steps (if more than 1) to be carried out in a sequence, and answer the 'what', 'when' and 'how'. Recommend to use verbs (50 characters).
5	List all the knowledge resources pertaining to each activity (Knowledge Resources)	Knowledge Resources are artefacts (documents, software, etc.) provided by the MDO for an individual to perform a certain activity (e.g. standard operating procedures (SOPs), manual of procedures, policy manual, legal policies (i.e. Acts), software such as SPARROW, etc.). They are linked to individual activities.

6	Rearrange activity types using the principle of adjacency to form buckets	Every individual activity is usually a sequential action taken to contribute towards a specific objective/ milestone. The process of rearranging and putting these individual activities into buckets will assist in the process of defining roles.
7	Describe the cluster of activities in each bucket (Role Description)	The role description should describe each of the buckets of activities (created in the step above). It should answer the following: What is the overall objective of this bucket of activities? (70 characters)
8	Label the description in each bucket (Role Label)	The role label should succinctly capture the role description (e.g. <i>team manager (governance), project manager (communication)</i>). Recommend to use nouns (3-4 words).
9	Describe the competencies required for each role (Competency Description)	The competency description covers the elements and the scope of the competency (e.g. Identifies one's own emotional triggers and controls one's emotional responses. Maintains sense of professionalism and emotional restraint when provoked, faced with hostility or working under increased stress. It includes resilience and stamina despite prolonged adversities) (280 characters).
10	Identify the competency label and type (Competency Label and Type)	The competency label should succinctly capture the competency described above. It gives an idea of what the competency is about, and how it is commonly known (e.g. <i>vigilance planning, decision making, project management</i>) (2-3 words). Also specify the competency type (i.e. behavioural, domain, or functional).
11	Identify the competency area (Competency Area)	Competency areas can be defined as the collection of competencies closely related to one another at a knowledge/subject level. Cluster the competency labels and identify the generic area in which these competency labels could be categorised (e.g. <i>technical writing, rules-based copy editing, content writing and editing, research and information synthesis, and report writing</i> will come under the competency area of <i>Noting and Drafting</i> (2-3 words)).
12	Describe each level within each competency (Competency Level Description)	The competency level is the proficiency level of the competency. These indicate levels of sophistication of the competency described. The level description is an observable description of each proficiency level of a given competency. The higher the number of descriptors, the greater the understanding of the proficiency level. Recommend to have a minimum of 3 observable descriptors (there are typically anywhere between 3 and 5 levels of proficiency).
13	Identify the levels within each competency (Competency Level)	Once the levels are described, they must be labelled. Competency levels are progressive in nature and normally given in an ascending order. Thus, Level 2 is a more sophisticated use of that particular competency, when compared to Level 1 and so on. If you are adding the competency in relation to a particular role, you must specify the proficiency level applicable to that role.

Step 7: Focus group discussions (internal and external experts) to improve draft dictionaries and interrelationships

The primary objective of this focus group discussion is to create a list of competencies (BDF) that are required for each role (steps 9-13 in Table 2), and the levels for the same, as well

as discuss the interrelationships between the various components.

Ensuring that outside experts are a part of this is to establish that there is a plurality of opinion and that a critically informed, forward-looking stance informs the discussion. The experts need to be globally recognised domain experts. At least one such expert should be brought in for each of the thrust areas of the MDO that is

being FRACed. One may look for such experts from within the country or from abroad, from other parts of government or from the private sector. The quality of these experts will determine the quality of the competencies documented and the HoD must take personal interest in this selection. Any failure to bring in anything but the best will seriously impair the outcomes from FRACing.

The focus group discussion will identify all the BDF competencies for every role, and ensure that they are aligned with the three-year goals

that the departmental minister has set. The preliminary list of roles, activities and knowledge resources for each position would already have been completed in Step 6. This will enable the group to discuss and finalise what competencies are necessary to achieve the departmental goals.

Another task that this group will have to do is to finalise the allocation of each competency and its level to all the roles in each position. Table 3 below is an example of the output³.

TABLE 3. Example of the allocation of competency and levels to each position

Competency		Management (Training)	Training Coordination	Training Governance	
Behavioural	Competency 1	Level 2	Level 1	Level 4	Levels here indicate competencies that subsume previous levels
	Competency 2	Level 3	Level 5	Level 4	
	Competency 3	Level 5	Level 3	Level 1	
Domain	Competency 4	Levels 4; 3	Level 3	Level 2; 4	Levels here indicate specific skills that can be applied discontinuously
	Competency 5	Level 2	Levels 2; 4	Levels 2; 5	
	Competency 6	Level 1	Levels 3; 4	Level 2	
Functional	Competency 7	Level 3	Levels 1; 4	Levels 1; 4	
	Competency 8	Levels 2; 5	Level 2	Level 5	
	Competency 9	Levels 1; 2	Levels 3; 5	Levels 4; 5	

The consolidated list of roles, activities, competencies and knowledge resources from this step as well as the various interrelationships between them will be shared with the senior leadership of the MDO being FRACed to agree/ change/ remove competencies from the list, eventually contributing to the dictionaries and interrelationships (back to Step 6). Quality audit tests will have to be developed to assess the quality of output so obtained.

At this stage it is more important to obtain a consensus on the roles and activities. While a

discussion on competencies may eventually arise within this group, it is not essential to reach a consensus. What competencies are required for which role and at what level is a leadership decision. How the leader would like to arrive at the decision is the leader's choice, but popular choices and consensus cannot and must not replace leadership decisions on the competence of the talent that the leader seeks.

³ See Box 2 in the companion Part 1 document for the differences between functional/domain competencies and behavioural competencies.

Step 8: Position, role, activity, competency and knowledge resources survey of all staff

This is the stage at which everyone in the entity being FRACed gets a chance to input into the FRACing process. Based on several rounds of discussions with key members of staff and domain experts from outside, the dictionaries and interrelationships are updated (back to Step 6). Once this has been done, all members of staff will be asked to use the dictionaries to draw out the roles, activities, competencies and knowledge resources relevant for them. In case the dictionaries do not have a role, activity, competency or knowledge resource that is relevant for them, they are invited to propose the same. All proposals for additions to the dictionaries are then gathered and analysed by the DFT for another revised draft.

The list, agreed upon by the Division and Department Heads, will be recirculated for final ranking and acceptance by the employees. Any additions, if made to this list, will have to be agreed upon as in Step 7 above. The process of creating the FRAC for the MDO is an iterative process till the time it attains the standards that are set and passes the 'smell test'. The standards of quality and the various ways and means of how to attain these will have to be worked out.

Step 9: Focus group discussions (Division Heads) to improve draft dictionaries and interrelationships

At this stage, the Division Heads review the revised draft of the dictionaries, interrelationships and rankings, and take view on them. They also focus on getting expectations from each other ratified and check if they have successfully crafted them into their individual divisional dictionaries.

Step 10: Final draft of the dictionaries and interrelationships by the DFT

The final dictionaries, as well as changes in the policies governing people processes, need to be identified and marked out for modification. Some of these changes may need to precede the implementation of the dictionaries within the MDO (for example, training-related expense reimbursement).

Step 11: Upload on iGOT for quality audit by iGOT SPV

At this stage, the IFU takes charge and the dictionaries are uploaded on the iGOT platform for a quality audit conducted by the iGOT SPV. The CSP continues to be available to work on any of the audit observations passed by the iGOT SPV's quality team.

Step 12: Approval by HoD after quality audit by iGOT SPV

Once the quality audit is complete by the iGOT SPV, the final dictionaries are shown to the HoD for approval. Thus, the HoD benefits from the advice of both the DFT and SPV.

Step 13: Publish on iGOT for all users to see

Finally, once the dictionaries are approved by the HoD, they are published on iGOT for all users to view.

Step 14: QR code and workflow for duty chart/ work allocation

This step, and the one that follows, are necessary to ensure the results from FRACing continue to remain valid. HoDs are constantly changing the distribution of work among different members of staff so that load balancing as well as talent matching is accomplished. Once FRACing has been done and iGOT updated, any subsequent changes to the tagging of roles, activities, competencies or knowledge resources to positions will have to be captured on the iGOT platform. This is best

achieved by ensuring that all changes to the distribution of work are done using the workflow built for this purpose on the platform. This will require an enforceable government order which states that no orders with regards to the distribution of work will be valid unless it has been generated on iGOT Karmayogi. As evidence, the work distribution order should carry a unique QR code generated the platform. The workflow for this will be built such that the tagging of roles and activities are updated before the order is printed.

Step 15: QR code and workflow for recruitment

The purpose of this step is similar to that in Step 14 above. The idea is to keep iGOT Karmayogi from losing its ability to be the single source of truth for all matters HR in government. The QR code requirement will have to be imposed via an enforceable government order as described.

Thus, these 15 steps of FRACing are provided as a guidance to MDOs. As iterated above, the result of this process – the dictionaries and their interrelationships – must be adequate for the use of incumbent position holders, future position holders, HR managers, and CBP providers, in order for the process to be deemed successful.

It is also important to reiterate that these 15 steps of FRACing should not be seen as a one-time activity, but rather an ongoing process. On the whole, it will enable government MDOs to build an accurate picture of the interrelationships as well as the full list of positions, roles, activities, competencies and knowledge resources relevant to them.

Section 2 Promoting success

The success of FRACing will depend upon a number of factors – some are detailed below.

Start simple: Although the platform is not yet perfect, it must not be a reason for further delays. By not utilising what is good, we are losing an opportunity to benefit from what we have. Therefore, we must not wait for the best before we start utilising these services. Starting simple does not mean we will remain simple – as more data comes in, as our algorithms improve, as our definitions get refined, as our processes become better, the good will become better, and better will become best. We must not let the best be the enemy of the good.

Establishing a clear theory of change:

Government entities who are embarking on the iGOT Karmayogi journey will need to have a clear idea on what they hope to achieve through it – in particular how they would like to leverage the opportunities on the Karmayogi platform to transform how they build their human resources and encourage them to pursue lifelong learning. iGOT Karmayogi will be only as good as the ability and motivation of its participating entities.

Limiting the problem and solution set: The three buckets of competencies (BDF) used in this initiative will map out a significantly large number of activities, roles and positions. This can give rise to interpretation problems (e.g. is this competency linked to Teamwork or Collaboration?), and also on which activity is linked to which role. As seen in the UN, OECD and IAEA examples, it is important to limit the size of each of the buckets so that they remain manageable. Unlike what has been done anywhere in the world in the past, iGOT Karmayogi is a population scale platform with powerful AI and ML capabilities. It will also be using a new competency mark-up language (CML). iGOT Karmayogi will therefore be able to

manage much more than it has ever been able to do, but a word of caution is always useful on this count.

Sensitisation and handholding: Building a common understanding on all aspects of iGOT Karmayogi, including FRACing, is going to be important. This will be more effective if it is done through a continuous sensitisation and capacity building process. A strong outreach and a well-designed campaign (index cards, video bytes, quizzes of the day, etc.) should therefore be an integral part. Both at the rollout and maturation phases there will be many doubts, questions, and difficulties that people face. A support team to handle these queries and handhold IFUs and individual officials will be needed.

Building a core group of iGOT Karmayogi evangelists:

Given that the goal is to transform HR practices in all government MDOs at the central, state and local level, it will be important to build and sustain a large group of core supporters from all walks of life; HR professionals, CSPs, PIAAs and CBP suppliers are going to be important. At the same time, the prestige and brand of iGOT Karmayogi will need to be built up which will require a sound media and social media strategy, including the ability to monitor social media chatter on iGOT Karmayogi. Workshops, seminars, competitions etc. may be needed for this. This will also require a strong pool of expert HR professionals/ organisations, both Indian and global.

Network of world-class universities, institutions and individuals who can participate on the iGOT learning hub for CBPs:

While independent and private CBP providers will be part of the solution, it is important that steps are taken to bring on board global and domestic institutions as CBP providers.

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Appendix 1 IFU Team Members

For the time being, it is inferred that Knowledge resources for all IFU Team Members will be key documents related to Mission Karmayogi.

Project Manager

Position	Roles	Activities	Competencies		
			Domain	Functional	Behavioural
Project Manager	Project Management	Deploy detailed project management plans	Project management	Principles of advanced project management	Information seeking
		Control project plans to manage project schedule and deliverables	Sector/ industry process breadth (as against dept of one or more processes)	Types of phases of a project lifecycle	Conceptual thinking
		Manage projects costs	MS project; primavera of similar PM tools (for which MDO already has licenses)	Work breakdown structure (WBS)	Initiative and drive
		Assess potential project issues		Key project performance measurements	Planning and coordination
		Manage project contingencies			Communication skills
		Report on project progress to senior executives			
	Manage Project Teams	Allocate roles and tasks to project members	Target setting		Leading others
		Monitor contributions by each member		Methods of project communication	Organisational Awareness
		Help team members overcome roadblocks			Commitment to organisation
		Mentor and coach external experts on ways of the MDO			Self- confidence
	Project Issue Resolutions	Track issues regularly	MS Project; primavera of similar PM Tools	Methods of project risk assessment	Consultation and consensus building
		Create an issue resolution plan and monitor effectively		Methods of project communication	Decision making
		Escalate issues in a timely manner			Delegation
	Project Risk Assessment	Identify risks for each specific functional area	Organisation HR processes	Methods of project risk assessment	Attention to detail
		Perform risk assessment as required	Change management techniques	Risk recording and reporting structures and processes	Taking accountability
		Report assessment outcomes to relevant stakeholders		Types of risk assessment matrices to follow	
		Adopt risk control measures to ensure impact is controlled		Principles of crisis management	

Project Coordinator

Position	Roles	Activities	Competencies		
			Domain	Functional	Behavioural
Project Coordinator	Project Management	Create and update project management plans	Project management	Project administration	Information seeking
		Timely reminders on deliverable schedules expected	Working knowledge of MS project; primavera of similar PM tools (for which MDO already has licenses)	Creating a work breakdown structure	Initiative and drive
		Keep detailed project costs incurred			Planning and coordination
		Report on project progress to Project Manager			Communication skills
		Other project coordination activities			
	Project Teams Coordination	Regular task updation for all project members	Drafting of minutes of the meeting	Drafting and sending emails (as per Project Manager's instructions)	Organisational awareness
		Meeting notes and communication	Note-taking and filing - electronic and physical (if needed)		Commitment to organisation
		Administrative works related to external experts			Self-confidence
	Project Issue Resolutions	Use issue tracker regularly	MS project; primavera of similar PM tools		Attention to detail
		Create agenda for approval of Project Manager			
		Identify issues to be highlighted			
	Project Risk Assessment	Identify risks for each specific functional area	Organisation HR processes	Methods of project risk assessment	Attention to detail
		Perform risk assessment as required	Change management techniques	Risk recording and reporting structures and processes	Taking accountability
		Report assessment outcomes to relevant stakeholders		Types of risk assessment matrices to follow	
		Adopt risk control measures to ensure impact is controlled		Principles of crisis management	
				Relevant regulatory requirements and guidelines	

Functional Heads

Position	Roles	Activities	Competencies		
			Domain	Functional	Behavioural
Functional Head	Identify trends in the domain over the next 5 years	Work closely with domain expert in bringing up-to-date on context	Known expert in the domain (global level expertise)	Workshop facilitation skills	Information seeking
		Communicate clearly the objectives of the assignment	Strong advocate of use of technology in own domain	Report writing and presentation skills	Conceptual thinking
		Identify communication means that best suit the key influencers and use it consistently	Strong expertise in adjacent domain areas (e.g. for health education – EdTech; HRD can be considered adjacent domains)		Initiative and drive
					Leading others
					Consultation and communication building
					Taking accountability
					Innovative thinking
					Problem solving
	Building Domain Competencies	Draw down domain trends to each affected function within the MDO	Deep understanding of the FRAC process		Leading others
		Showcase how the roles across hierarchy will change over time with evidence	Usage of FRAC templates and methodologies	Methods of project communication	Organisational awareness
		Identify domain competencies of future that the above roles require			Commitment to organisation
		Identify CBP providers that currently enable building competencies			Self-confidence
	Project Contribution	Understand project strategy	MS project; primavera of similar pm tools	Methods of project risk assessment	Consultation and consensus building
		Identify risks early and communicate with project manager		Methods of project communication	Decision making
		Identify dependencies with other functions and track them closely			
		Identify key actors within function to help facilitate change			
		Escalate issues and seek resolution in a timely manner			Delegation

HR Head

Position	Roles	Activities	Competencies		
			Domain	Functional	Behavioural
HR Head	Identify impact of FRAC on HR processes	Work closely with HR domain expert (if needed) to identify changes required	HR processes and policies	Change management	Information seeking
		Build a case for change in HR policies	Trends in HR technology	Communication and presentation	Conceptual thinking
		Identify impact of changes on other HR policies: leave, entitlements, etc.	Deep understanding of the FRAC process		Initiative and drive
					Leading others
					Consultation and communication building
					Taking accountability
					Innovative thinking
					Problem solving
	Recruitment Workflow Modifications	Suggest changes in the workflow as per iGOT recommendations	Deep understanding of the FRAC process	Methods of project communication	Leading others
		Present internal approval note for change of recruitment procedures	Usage of FRAC templates and methodologies		Organisational awareness
		Create a policy for using iGOT assessment processes	Assessment technologies and processes		Commitment to organisation
					Self-confidence
	Project Contribution	Understand project strategy	MS project; primavera of similar PM tools	Methods of project risk assessment	Consultation and consensus building
		Identify changes risks early and communicate with project manager and HoD	Change management	Methods of project communication	Decision making
		Create a change management strategy along with HoD and project manager			
		Identify dependencies with other functions and track them closely			
		Identify key actors within function to help facilitate change			
		Escalate issues and seek resolution in a timely manner			Delegation

Appendix 2 CSP Team Members

For the time being, it is inferred that Knowledge resources for all CSP Team Members will be key documents related to Mission Karmayogi.

Project Manager

Position	Roles	Activities	Competencies		
			Domain	Functional	Behavioural
Project Manager	Project Management	Deploy detailed project management plans	Project management	Principles of advanced project management	Information seeking
		Control project plans to manage project schedule and deliverables	Sector/ industry process breadth (as against dept of one or more processes)	Types of phases of a project lifecycle	Conceptual thinking
		Manage projects costs	MS project; primavera of similar PM tools (for which MDO already has licenses)	Work breakdown structure (WBS)	Initiative and drive
		Assess potential project issues		Key project performance measurements	Planning and coordination
		Manage project contingencies			Communication skills
		Report on project progress to senior executives			
	Manage Project Teams	Allocate roles and tasks to project members	Target setting		Leading others
		Monitor contributions by each member		Methods of project communication	Organisational Awareness
		Help team members overcome roadblocks			Commitment to organisation
		Mentor and coach external experts on ways of the MDO			Self-confidence
	Project Issue Resolutions	Track issues regularly	MS Project; primavera of similar PM Tools	Methods of project risk assessment	Consultation and consensus building
		Create an issue resolution plan and monitor effectively		Methods of project communication	Decision making
		Escalate issues in a timely manner			Delegation
	Project Risk Assessment	Identify risks for each specific functional area	Organisation HR processes	Methods of project risk assessment	Attention to detail
		Perform risk assessment as required	Change management techniques	Risk recording and reporting structures and processes	Taking accountability
		Report assessment outcomes to relevant stakeholders		Types of risk assessment matrices to follow	
		Adopt risk control measures to ensure impact is controlled		Principles of crisis management	

Domain Expert

Position	Roles	Activities	Competencies		
			Domain	Functional	Behavioural
Domain Expert	Identify trends in the domain over the next 5 years	Understand the client's current landscape, context and brief history	Deep knowledge of processes in own function	Project management	Information seeking
		Coach the expert with current and approved strategy			Conceptual thinking
		Translate MDO goals to functional goals			Initiative and drive
		Identify areas of change along with expert			Leading others
		Finalise a report for HoD/minster's approval			Consultation and communication building
					Innovative thinking
	Building Domain Competencies	Identify changes in roles and create a phase-wise change plan	Deep understanding of the FRAC process	Methods of project communication	Leading others
		Modify roles and activities for affected positions	Usage of FRAC templates and methodologies		Organisational awareness
		Identify domain competencies of future that the above roles require			Commitment to organisation
		Identify CBP providers that currently enable building competencies			Self-confidence
	Managing Change	Identify change strategy and get approval from HoD	Understanding of critical roles and bottlenecks in current operations	Change management strategies	People first
		Build consensus within the domain among key stakeholders			Strategic thinking
		Identify communication means that best suit the key influencers and use it consistently			Empathy
	Project Contribution	Understand project strategy	MS project; primavera of similar PM tools	Methods of project risk assessment	Consultation and consensus building
		Allocate adequate resources to ensure project success		Methods of project communication	Taking accountability
		Identify risks early and communicate with Project Manager			Decision making
		Escalate issues and seek resolution in a timely manner			Delegation

Senior Consultant (Domain)

Position	Roles	Activities	Competencies		
			Domain	Functional	Behavioural
Senior Consultant (Domain)	Domain Competency Writing	Understand current processes and tech used	Project management	Project administration	Information seeking
		Understand current tech changes (if any)	Working knowledge of MS project; primavera of similar PM tools (for which MDO already has licenses)	Creating a work breakdown structure	Initiative and drive
		Conduct organisation analyses exercise to identify gaps in talent	Depth of knowledge of current domain processes	Workshop facilitation skills	Planning and coordination
		Conduct functional gap analyses and facilitate change strategy acceptance	Process re-engineering in own domain		Conceptual thinking
		Work with domain expert to translate changes to roles and activities			Communication skills
		Work with domain expert to translate roles and activities to competencies			Problem solving
	Project Teams Coordination	Regular task updating for all project members	Drafting of minutes of the meeting	Drafting and sending emails (as per Project Manager's instructions)	Self-confidence
		Meeting notes and communication	Note taking and filing – electronic and physical (if needed)	Workflow diagrams	
		Identify change issues in process changes suggested		Presentation skills	
		Identify change risk mitigation steps			
	Project Issue Resolutions	Use issue tracker regularly	MS project; primavera of similar PM tools		Attention to detail
		Create agenda for approval of Project Manager			
		Identify issues to be highlighted			
	Project Risk Assessment	Identify risks for each specific functional area	Organisation HR processes	Methods of project risk assessment	Attention to detail
		Perform risk assessment as required	Change management techniques	Risk recording and reporting structures and processes	Taking accountability
		Report assessment outcomes to relevant stakeholders		Types of risk assessment matrices to follow	
		Adopt risk control measures to ensure impact is controlled		Principles of crisis management	
				Relevant regulatory requirements and guidelines	

HR Process Expert

Position	Roles	Activities	Competencies		
			Domain	Functional	Behavioural
HR Process Expert	Identify impact of FRAC on HR processes	Work closely with HR head to identify changes required	HR processes and policies	Change management	Information seeking
		Identify impact of changes on other HR policies: leave, entitlements, etc.	Trends in HR technology	Communication and presentation	Conceptual thinking
		Build a case for change in HR policies	Deep understanding of the FRAC process	Drafting note as per MDO's practice	Initiative and drive
		Build case for HR process automation (as per MDO's agreed policy)			Leading others
					Consultation and communication building
					Taking accountability
					Innovative thinking
					Problem solving
	Recruitment Workflow Modifications	Suggest changes in the workflow as per iGOT recommendations	Deep understanding of the FRAC process	Methods of project communication	Leading others
		Draw up change note for HR head's approval	Usage of FRAC templates and methodologies		Organisational awareness
		Identify assessment processes for adoption by MDO's recruitment	Assessment technologies and processes		Commitment to organisation
					Self-confidence
	Project Contribution	Understand project strategy	MS project; primavera of similar pm tools	Methods of project risk assessment	Consultation and consensus building
		Identify changes risks early and communicate with Project Manager and HR head	Change management	Methods of project communication	Decision making
		Identify dependencies with other functions and help HR head navigate these changes			Delegation
		Escalate issues and seek resolution in a timely manner			

Appendix 3 Work Allocation in the Department for Promotion of Industry and Internal Trade as on 23.09.2019 (DIPP, 2019)

WORK ALLOCATION IN THE DEPARTMENT FOR PROMOTION OF INDUSTRY AND INTERNAL TRADE AS ON 23.09.2019

I. AMONG SENIOR OFFICERS

Name	Designation	Work allocated
Shri Shailendra Singh, IAS(MP:88)	Additional Secretary	FDI Policy, Foreign Investment Facilitation, FDI Data Cell, Project Monitoring Group, Industrial Corridors & IICC, Ease of Doing Business, Leather, Copy Rights, Startup India, Internal Trade, e-Commerce, Boiler, NPC&QCI, International Cooperation- Asia (ex ME), International Cooperation-Europe, Public Procurement
Shri Shashank Priya, IRS(C&CE:88)	Additional Secretary & Financial Adviser	Finance-I, Finance-II, Budget & Accounts
Shri A S Bhal, IES(85)	Senior Economic Adviser	Besides functions of Economic Adviser, matters related to Industrial Policy, Industrial Statistics, Coordination matters of DPIIT
Shri Anil Agrawal, IPS(UP:88)	Joint Secretary	Leather, Cement, Paper, Linoleum and Rubber, Internal Trade (except e-Commerce), Explosives, International Cooperation- Africa, Middle East & Oceania, Startup India, International Cooperation-CIS countries
Ms Sumita Dawra, IAS(AP:91)	Joint Secretary	Vigilance, MIIUS Scheme, NPC& QCI, Manufacturing Policy, UNIDO, Investment Promotion(MII), International Cooperation-Asia (ex ME), Copy Rights, FDI Policy, Foreign Investment Facilitation, FDI Data Cell

Shri Rajiv Aggarwal, IAS(UP-93)	Joint Secretary	IPR- Establishment, Patents, Trade Marks and GI, IPR- Negotiations and Cooperation, Designs and National Institute of Design, IPR- CIPAM, International Cooperation-Americas, Project Monitoring Group, Public Procurement
Shri Ravinder, IAS(UP-99)	Joint Secretary	Ease of Doing Business, Library, Industrial Licensing, Salt, Consumer Industry, Light Engineering Industry, Industrial Enterprise Memorandum, e-Commerce, Technical Regulations, Technical Support, International Cooperation-Europe
Shri Rajendra Ratnoo, IAS(TN-01)	Joint Secretary	North East Schemes, GST Subsidy Scheme, Himalayan States Schemes, Industrial Corridors & IICC
Shri S D Sharma, CSS	Joint Secretary	Cash, Public Grievances, O&M, RTI, Record Cell, Rajbhasha, Parliament, Establishment matters, General Admin, Protocol, SEO Cell
Shri T.S.G. Narayannen	Technical Adviser (Boilers)	Boiler, Technical Support
Shri Sanjay Kumar Panda	DDG	Industrial Statistics

II. AMONG DEPUTY SECRETARIES/DIRECTORS/EQUIVALENT

Sl. No.	Name of the Officer (S/Shri/Smt/Ms)	Work allocated
1.	Shruti Singh, Director	Startup India, Investment Promotion(MII),FDI Policy Section, Foreign Investment Facilitation Section, FDI Data Cell
2.	Sunita Yadav, Director	Finance-I, Finance-II
3.	Uday Singh Mina, Director	GST Subsidy Scheme, Himalayan States Schemes
4.	Margaret Gangte, Director	Consumer Industry, Light Engineering Industry, Industrial Enterprise Memorandum
5.	Supriya S Devasthali, Director	Leather, Ease of Doing Business
6.	Sampa Saha, Director	Library
7.	Nikhil Kumar Kanodia, Director	Project Monitoring Group, Industrial Licensing, Supervision of all work related to technical regulations
8.	Surabhi Sharma, Deputy Secretary	e-Commerce, Establishment- Gazetted, Establishment- Non Gazetted, Establishment - Retirement matters, Establishment- Other matters, Establishment-D: Group D, R&I, Copy Rights
9.	Pooja Swaroop, Deputy Secretary	Trade Marks and GI, IPR- Establishment, Patents, International Cooperation- Americas
10.	Y Jaya Priyadarshani, Joint Director	Manufacturing Policy, NPC&QCI, UNIDO
11.	Narender Kumar, Dy Secretary	Cash- Pay Rolls, Cash- Other Bills+ Cashier Cell, Public Grievances
12.	Pijush Dasgupta, Dy. Secretary	International Cooperation- Europe, Right to Information, Record Cell, Salt
13.	Ashish Dutta, Dy. Secretary	International Cooperation- CIS countries, International Cooperation - Africa, Middle East and Oceania
14.	Raman Kant Sood, Dy Secretary	Explosives, International Cooperation- Asia (ex ME)
15.	Asha Sota, Deputy Secretary	Vigilance, MIUS Scheme
16.	Yogesh Gupta, Deputy Secretary	General Administration, Protocol; SEO Cell, North East Schemes
17.	D C Bisalwan, Deputy Secretary	Project Monitoring Group

Sl. No.	Name of the Officer (S/Shri)	Work allocated
1.	A.M. Bairaj, SDO (Engg)	Public Procurement, Parliament
2.	Mohd Z.K. Yusufzai, SDO (Engg)	Cement, Boiler and Technical Support
3.	A.P. Singh, SDO (Engg)	Industrial Corridors & IICC
4.	Dr. S.S. Gupta, SDO (Engg)	Paper, Linoleum and Rubber, Internal Trade (except e-Commerce)
5.	Dr. Ashish Kumar, SDO (Engg)	IPR- Negotiations and Cooperation, Designs and National Institute of Design, IPR- CIPAM
6.	Nand Lal, Consultant	All work relating to Chemical Wing
7.	S.K. Jain, DO (Engg)	Boiler, Technical Support
8.	Sundeep Chauhan, DO (Engg)	Explosives, Internal Trade (except e-Commerce)

IV. UNDER SECRETARIES/EQUIVALENT

Sl. No.	Name of the Officer (S/Shri/Smt/Ms)	Work allocated
1.	Binod Kumar, US	Light Engineering Industry, Consumer Industry
2.	A K Sabharwal, US	Investment Promotion(MII), International Cooperation- Europe
3.	Dayanidhi Joshi, US	Leather, International Cooperation- CIS countries
4.	R K Punia, US	Cash- Pay Roll, Cash-Other Bills+ Cashier Cell
5.	Shambhu Datt Sati, US	Establishment- Gazetted, Establishment- Non Gazetted, Establishment - Retirement matters, Establishment-D: Group D, R&I, Establishment- Other matters
6.	B.K. Sharma, US	Industrial Corridors & IICC
7.	P.K Pattnaik, US	International Cooperation- Africa Middle East and Oceania, Industrial Enterprise Memorandum, Light Engineering Industry
8.	K P Singh, US	Finance -I
9.	Kundan Kumar, US	General Administration, Protocol, SEO Cell
10.	L Madan Kumar Reddy, US	Startup India
11.	Sunil Kumar Agarwal, US	Cement
12.	Gokul Chand, US	NPC & QCI, UNIDO, Manufacturing Policy
13.		IPR- Establishment, Patents, Designs and National Institute of Design, IPR-CIPAM
14.	Sunder Singh, US	GST Subsidy Scheme
15.	D V S P Varma, US	Public Procurement, Parliament

15.

16.	R.D. Diwakar, US	
17.	Anuj Kumar, US	Finance-II
18.	R Mythill, US	Ease of Doing Business, Industrial Licensing
19.	Ram Naresh, US	Right to Information+ Record Cell, Public Grievances, O&M
20.	Arun Kumar, US	Paper, Linoleum and Rubber
21.	B K Sethi, US	Trade Marks and GI, International Cooperation- Americas
22.	Ganesh H Nikhare, US	International Cooperation - Asia(ex ME), Himalayan States Schemes
23.	Anshu Mauli Kumar, US	Project Monitoring Group
24.	Tanmoy Roy, US	Salt, Library, Consumer Industry
25.	Lata S Kapur, US	Vigilance, IPR- Negotiations and Cooperation
26.	Jagdish Kumar, US	MIUS Scheme
27.	S Dhana Shekar, US	North East Schemes
28.	Sushant Sudan, Deputy Director	OSD to Secretary, DPIIT
29.	Nayonika Dutta, Deputy Director	e -Commerce

V. SECTION OFFICERS

Sl. No.	Name of the Officer (S/Shri/Smt/Ms)	Work allocated
1.	Sanjay Bhatt	Ease of Doing Business
2.		Public Procurement
3.	Mukul Kumar Gupta	Vigilance
4.	Usha Arora	Boiler
5.	Asha Rani	Cash- Pay Roll
6.	Asha Rani	Cash-Other Bills+ Cashier Cell
7.	Pardeep Kumar Kher	Cement
8.		Coordination
9.	Rohtas Singh	Office & Management
10.	Rooma Manchanda	MIUS Scheme
11.	Yogesh Taneja	North East Schemes
12.	Rahul Handa	Establishment-Gazetted
13.	Rahul Handa	Establishment- Non Gazetted
14.	Geeta Sakhuja	Establishment - Retirement matters
15.	Nishi Sharma	Establishment- Other matters
16.	Sushil Bhalla	Leather
17.	Anil Kumar Chauhan	Establishment-D: Group D, R&I
18.	Kumar Gaurav	FDI Policy Section
19.	Geetha Venugopal, RO	Foreign Investment Facilitation Section
20.	Pradeep Toppo	IPR- Establishment

Sl. No.	Name of the Officer (S/Shri/Smt/Ms)	Work allocated
21.	Saji P Augustine	IPR- Negotiations and Cooperation
22.	Nutan Sanghal	Patents
23.	Uma Vijayan	Trade Marks and GI
24.	S Balaji	Designs and National Institute of Design
25.	Nutan Sanghal	IPR- CIPAM
26.	K R H D Prasad	International Cooperation - Asia(ex ME)
27.	Achamma Rajan	International Cooperation- Europe, International Cooperation- CIS countries
28.	Suresh Kumar Chauhan	International Cooperation- Americas
29.	Ashok Kumar Pradhan	International Cooperation - Africa, Middle East and Oceania
30.	Ajay Priyadarshy	Industrial Corridors & IICC
31.	Madhu Singh, Economic Officer	NPC & QCI
32.	Vacant (Addl charge to Bimla Rawat)	Linoleum and Rubber
33.	Rajender Prasad	SEO Cell
34.	Dharam Pal	Right to Information, Record Cell
35.	Vacant (Charge to Shri Shahid Rasool, RO)	Manufacturing Policy
36.	Naveen Kumar	Light Engineering Industry
37.	Ajay Kansal	Paper
38.	Bimla Rawat	Consumer Industry
39.	Saikat Das	Parliament
40.	P M Erishikesan	Special Schemes
41.	Md. Sharfuddin	GST Subsidy Scheme
42.	Latha Jerish	Industrial Licensing
43.	P C Joshi	General Administration
44.	T. Hanumantha Rao	CIM Office
45.	Ngulkhosat	Finance-II
46.	Sukh Dayal Bhalaiik	Finance-II
47.	Gaurav Kumar Tripathi	Salt
48.	Saikat Das	Protocol
49.	Vacant	Technical Support
50.	Vacant	Finance-I
51.	Nitesh Ranjan	Make In India
52.	Vacant	Budget & Accounts
53.	Iqbal Singh	Startup India
54.	Vacant	Rajbhasha
55.	Vacant (Addl Charge to Shahid Rasool, Research Officer)	Industrial Enterprise Memorandum

Sl. No.	Name of the Officer (S/Shri/Smt/Ms)	Work allocated
56.	Vacant	Industrial Statistics
57.	Vacant	Library
58.	Latha Jerish	Public Relations & Grievances
59.	Sumit Kumar	Explosives
60.	Gaurav Kumar Tripathi	UNIDO
61.	Ganesh Gupta	e-Commerce
62.	Arunesh Kumar Singh	Copyrights

VI. AMONG EX-CADRE/OTHER CADRE POSTS

Sl. No.	Name of the Officer (S/Shri/Smt/Ms)	Work allocated
1.	Vacant (Director, L&I)	Library
2.		Industrial Statistics, Coordination
3.	Aisha Saeed, Assistant Director (ISS)	ISU
4.	Goonjan Kumar, Assistant Director (IES)	FDI Policy Section, Foreign Investment Facilitation Section, FDI Data Cell
5.	Gajraj Singh, Joint Director (OL)	Rajbhasha
6.	Madhu Singh, Economic Officer	NPC & QCI
7.	Babu Lal Meena, Assistant Director (OL)	Rajbhasha
8.	Vacant, Assistant Director (OL)	Rajbhasha
9.	Geetha Venugopal, Research Officer	Foreign Investment Facilitation Section
10.	Shahid Rasool, Research Officer	Manufacturing Policy
11.	Neeraj Kumar Sharma, Research Officer	FDI Data Cell
12.	Des Raj Kapur, Assistant Librarian & Information Officer	Library
13.	Vacant (Protocol Officer)	Protocol
14.	Vacant (Addl Charge to Sh. Shahid Rasool, Research Officer)	Industrial Enterprise Memorandum
15.	Accounts Officer (Vacant)	Finance-II
16.	Vacant (Economic Officer)	
17.	Vacant (Economic Officer)	

OFFICERS FROM ERSTWHILE DGS&D

Sl. No.	Name of the Officer (Shri)	Work allocated
1.	Rakesh Kumar, Director	Cell for Public Procurement Management
2.	Rajesh Gupta, Director	Cell for Public Procurement Management
3.	Shlok Bhardwaj, Director	Cell for Public Procurement Management

Allocation of Ministries/Departments for handling coordination Work

A. Charge of Principal/ Senior Economic Adviser

1. Ministry of Micro, Small and Medium Enterprises
2. NITI Aayog
3. Department of Commerce

B. Charge of Additional Secretary (Shri Shalendra Singh)

1. Ministry of Information and Broadcasting
2. Department of Atomic Energy
3. Department of Economic affairs
4. Ministry of Shipping
5. Department of Revenue
6. Department of Heavy Industries
7. Ministry of Civil Aviation
8. Department of Posts

C. Charge of Joint Secretary (Shri Anil Kumar Agrawal)

1. Ministry of Earth Sciences
2. Ministry of Minority Affairs
3. Ministry of Social Justice & Empowerment
4. Ministry of Steel
5. Department of Skill Development and Entrepreneurship
6. Ministry of Petroleum & Natural Gas

7. Department of Chemicals & Petro -Chemicals
8. Department of Fertilizers
9. Department of Science & Technology
10. Department of Scientific and Industrial Research
11. Department of Bio-Technology
12. Department of Animal Husbandry and Dairying
13. Department of Consumer Affairs

D. Charge of Joint Secretary (Ms Sumita Dawra)

1. Ministry of External Affairs
2. Department of Investment & Public Asset Management
3. Ministry of Textiles
4. Department of School Education and Literacy
5. Department of Health & Family Welfare
6. Department of Health Research
7. Department of Pharmaceuticals
8. Ministry of Food Processing Industries
9. Ministry of Coal
10. Department of Higher Education

E. Charge of Joint Secretary (Shri Rajiv Aggarwal)

1. Ministry of Ayurveda, Yoga and Naturopathy, Unani, Siddha and Homoeopathy
2. Ministry of Environment, Forest & Climate Change
3. Ministry of New and Renewable Energy
4. Ministry of Tribal Affairs

5. Department of Agricultural Research and Education
6. Department of Agriculture, Cooperation & Farmers Welfare
7. Department of AIDS Control
8. Department of Fisheries
9. Department of Public Enterprises
10. Ministry of Statistics and Programme Implementation

F. Charge of Joint Secretary (Shri Ravinder)

1. Ministry of Corporate Affairs
2. Ministry of Electronics & Information Technology
3. Ministry of Home Affairs (Except D/o Official language)
4. Ministry of Housing and Urban Affairs
5. Ministry of Labour and Employment
6. Ministry of Power
7. Department of Defence
8. Department of Defence Production
9. Department of Defence Research & Development
10. Department of Justice
11. Department of Land Resources
12. Department of Legal Affairs
13. Legislative Department
14. Department of Telecommunication

15. Department of Financial Services

G. Charge of Joint Secretary(Shri Rajendra Ratnoo)

1. Ministry of Development of North Eastern Region
2. Department of Sports
3. Department of Youth Affairs
4. Ministry of Panchayati Raj
5. Ministry of Tourism
6. Ministry of Women and Child Development
7. Department of Rural Development
8. Ministry of Mines
9. Department of Food and Public Distribution
10. Ministry of Water Resources, River Development & Ganga Rejuvenation
11. Ministry of Culture
12. Ministry of Railways
13. Ministry of Road Transport

H. Charge of Joint Secretary (Shri S D Sharma)

1. Department of Administrative Reforms & Public Grievances
2. Department of Pensions & Pensioners Welfare
3. Department of Personnel & Training
4. Department of Official Language

5. Department of Ex-Servicemen Welfare
6. Department of Space
7. Ministry of Parliamentary Affairs
8. Department of Drinking Water & Sanitation

I. Charge of Chief Controller of Accounts

1. Department of Expenditure

Allocation of States/UTs for handling Miscellaneous Coordination work

A. Charge of Additional Secretary (Shri Shailendra Singh)

1. Madhya Pradesh
2. Dadra & Nagar Haveli
3. Daman & Diu
4. Goa
5. Odisha

6. Uttarakhand

B. Charge of Joint Secretary (Shri Anil Agrawal)

1. Karnataka
2. Kerala
3. Uttar Pradesh
4. West Bengal

C. Charge of Joint Secretary (Ms Sumita Dawra)

1. Andhra Pradesh
2. Haryana
3. Himachal Pradesh
4. Telangana
5. Puducherry

D. Charge of Joint Secretary (Shri Rajiv Aggarwal)

1. Bihar
2. Lakshadweep
3. Maharashtra
4. Chandigarh
5. Punjab

E. Charge of Joint Secretary (Shri Ravinder)

1. Andaman & Nicobar Islands
2. Chattisgarh
3. Gujarat
4. Jharkhand
5. Rajasthan

F. Charge of Joint Secretary (Shri Rajendra Ratnoo)

1. Delhi
2. North East States (including Sikkim)
3. Jammu & Kashmir
4. Tamil Nadu

LIST OF SECTIONS

S. No.	New Name	Old Name
1.	Boiler	Boiler
2.	Budget & Accounts	Budget & Accounts
3.	Cash- other Bills	Cash- II
4.	Cash- Pay Roll	Cash- I
5.	Cement	Cement
6.	Consumer Industry	Consumer Industry
7.	Coordination	Coordination
8.	Copy Rights	IPR VII
9.	Designs and National Institute of Design	IPR V
10.	Ease of Doing Business	BE-I
11.	Establishment- Gazetted	E-I
12.	Establishment - D, Group D, R&I	Estt-D + R&I
13.	Establishment- Non Gazetted	E-II
14.	Establishment - Other Matters	E- IV
15.	Establishment - Retirement Matters	E- III
16.	Explosives	Explosive
17.	Finance- 1	Finance -I
18.	Finance - 2	Finance - 2
19.	International Cooperation- Americas	IP&IC- III
20.	International Cooperation- Asia (ex ME)	IP&IC- I
21.	FDI Policy Section	FC-I
22.	E-Commerce	
23.	Foreign Investment Facilitation Section	FC- II
24.	FDI Data Cell	FDI Data Cell
25.	General Administration	General Administration
26.	GST Subsidy Scheme	Planning
27.	Rajbhasha	Hindi
28.	Industrial Corridors & DCC	Industrial Corridor- ID-I
29.	Industrial Enterprise Memorandum	Industrial Enterprise Memorandum (IEM)
30.	Industrial Licensing	Industrial Licensing (IL)
31.	Manufacturing Policy	National Manufacturing Policy (MP)
32.	Industrial Statistics	ISU
33.	International Cooperation - Africa Middle East & Oceania	IP&IC - IV
34.	International Cooperation - Europe	IP & IC - II
35.	International Cooperation - CIS	
36.	IPR- Negotiations and Cooperation	IPR - II
37.	IPR- CIPAM	IPR-VI
38.	IPR- Establishment	IPR- I
39.	Leather	Leather
40.	Linoleum and Rubber	Linoleum and Rubber (LR)
41.	Library	Library
42.	Light Engineering Industry	Light Engineering Industry (LEI)

43.	Investment Promotion (Make in India)	BE- III
44.	MIUS Scheme	IIUS + ID-II
45.	NPC-QCI	NPC-QCI
46.	Office & Management	Office & Management (O&M)
47.	Paper	Paper
48.	Parliament	Parliament
49.	Patents	IPR - III
50.	Protocol	Protocol
51.	Public Procurement	BE- II
52.	Public Relations & Grievances	PR&C
53.	Right to Information	Right to Information
54.	Salt	Salt
55.	SEO- Cell	SEO Cell
56.	Himalayan States Schemes	Special Package
57.	Startup India	Startup India
58.	Technical Support	TSW
59.	Trademarks and GI	IPR- IV
60.	UNIDO	UNIDO
61.	Vigilance	Vigilance
62.	North East Schemes	DBA-II+ NER
63.	Internal Trade (except e-Commerce)	

Volume II
Standard Form of Contract

STANDARD FORM OF CONTRACT
CONTRACT FOR CONSULTANCY SERVICES

Between

[Name of client]

[Name of Consultants]

[Date]

I. Form of Contract

Contract to undertake [name of assignment]

This CONTRACT (hereinafter called the "Contract") is made on the [Date in words] day of the month of [month] [year in 'yyyy' format], by and between

The-----, hereinafter referred to as the "Client" which expression unless repugnant to context or meaning thereof shall include its successors, affiliates and assigns) of the First Part.

and

[Name of Consultants and registered address]

(hereinafter called the "Consultants")

WHEREAS

- a) The Client has requested the Consultants to provide certain consulting services as defined in the General Conditions attached to this Contract (hereinafter called the "Services");
- b) The Consultants, having represented to the Client that they have the required professional skills, personnel and technical resources, have agreed to provide the services on the terms and conditions set forth in this Contract.

NOW THEREFORE the parties hereto hereby agree as follows:

1. The following documents attached hereto shall be deemed to form an integral part of this Contract:

- a) The General Conditions of Contract (hereinafter called "GC");
- b) The Special Conditions of contract (hereinafter called "SC");
- c) The following Appendices:

Appendix A: Terms of reference containing, inter-alia, the Description of the Services and reporting requirements,

Appendix B: Consultants', Sub consultants, Key Personnel and Sub Professional Personnel, Task assignment, work programme, manning schedule, qualification requirements of key personnel and schedule for submission of various deliverables

Appendix C: Approach and methodology

Appendix D: Duties of the Client

Appendix E: Cost Estimate

Appendix F: "Conformed Document" which incorporates all the changes, modifications and results of the contract discussion

Appendix G: Copy of Letter of Award

Appendix H: Copy of letter of Award/ acceptance by Consultant

Appendix I: Copy of Bank Guarantee for Performance Security

Appendix J: Clarifications

Appendix K: Hours of work for Consultants' Personnel

Appendix L: Correspondences

2. The mutual rights and obligations of the Client and the Consultants shall be as set forth in the Contract; in particular:
 - a) The Consultants shall carry out the Services in accordance with the provisions of the Contract; and
 - b) Client will make payments to the Consultants in accordance with the provisions of the Contract.
3. Priority of documents: The Parties expressly agree that in the event of any conflict, inconsistency or contradiction between any clauses forming part of the documents constituting the Contract, and more particularly mentioned in Clause 1 (of this contract) hereinabove, the documents shall be interpreted in the following order of precedence:
 - a) The provisions of this Contract shall override all provisions of other documents comprising the Contract.
 - b) the provisions of the SC shall be subject to the Contract, but shall override all provisions of other documents comprising the Contract;
 - c) the provisions of the GC shall be subject to the Contract SC, but shall take precedence over all other documents comprising the Contract; and
 - d) the Appendices shall subject to each of the Contract, SC and the GC
 - e) Any decision of the Client in relation to the priority of documents shall be final and binding upon the Consultant

IN WITNESS WHEREOF, the Parties hereto have caused this Contract to be signed in their respective names as of the day and year first above written.

FOR AND ON BEHALF OF CLIENT

[Signature]

[Name]

[Designation]

FOR AND ON BEHALF OF CONSULTANT

[Signature]

[Name]

[Designation]

Witness:

1. [Signature, name and address]

2. [Signature, name and address]

II. General Conditions of Contract

1.1 General provisions

1.1.1 Definitions

Unless the context otherwise requires, the following terms whenever used in this Contract have the following meanings:

- a) “Applicable Law” means the all laws, bye-laws, rules, regulations, orders, ordinances, protocols, codes, guidelines, policies, notices, directions, judgments, decrees and any other instruments having the force of law in India as they may be issued and in force from time to time;
- b) “Affiliate” means, with respect to any Party, any other entity that, directly or indirectly: (a) Controls such Party; (b) is Controlled by such Party; (c) is Controlled by the same person who, directly or indirectly, Controls such Party; and “Control” with respect to any person, shall mean: (a) the possession, directly or indirectly, of the power to direct or cause the direction of the management and policies of such person whether through the ownership of voting share capital, by agreement or otherwise or the power to elect more than one-half of the directors, partners or other individuals exercising similar authority with respect to such person; (b) the possession, directly or indirectly, of a voting interest of more than 50%; and the terms “Controlling” and “Controlled by” shall be construed accordingly;
- c) “Client” means the Party named in the Contract, who employs the Consultant;
- d) “Consultant” or “Consultants” means the party named in the Contract, who is employed as an independent professional firm by the Client to perform the Services;
- e) “Contract” means the Contract signed by the Parties, to which these General Conditions of Contract (GC) constitute a part, together with all other documents listed in this signed Contract;
- f) “Contract Price” means the price to be paid for the performance of the Services;
- g) “GC” means the General Conditions of Contract;
- h) “Government” means the Government of Client’s country;
- i) “Local Currency” means the currency of the Government;
- j) “Member”, in case the Consultants consist of a joint venture of more than one entity, means any of these entities, and “ Members” means all of these entities; “Member in Charge” means the entity specified in the SC to act on behalf of Each Member in exercising all the Consultants’ rights and obligations towards the Client under this Contract;
- k) “Material Adverse Effect” means material adverse effect on (a) the ability of the Consultant to observe and perform any of its rights and obligations under and in accordance with the provisions of this Agreement and/or (b) the legality, validity, binding nature or enforceability of this Agreement;
- l) Master Services Agreement (MSA) shall mean the same as “contract”;
- m) “Party” means the Client or the Consultants, as the case may be, and Parties means both of them;

- n) "Performance Security" shall mean the irrevocable and unconditional bank guarantee provided by the Consultant from a scheduled Indian bank as guarantee for the performance of its obligations in respect of the Contract;
 - o) "Personnel" means persons hired by the Consultants or by any Sub-consultant as employees and assigned to the performance of the Services or any part thereof;
 - p) "Project" means "[name of assignment]";
 - q) "SC" means the Special Conditions of Contract by which these General Conditions of the Contract may be amended or supplemented;
 - r) "Services" means the work to be performed by the Consultants pursuant to this Contract as described in TOR;
 - s) "Sub-consultant" means any entity to which the Consultants subcontract any part of the Services in accordance with the provisions of this contract; and,
 - t) "Work Order" means a specific directive or order to perform a defined scope for a defined duration and fee
 - u) "Corrupt Practice" means the offering, giving, receiving or soliciting of anything of value to influence the action of a public official in the selection process or in contract execution.
 - v) "Fraudulent Practice" means a misrepresentation of facts in order to influence a selection process or the execution of a contract to the detriment of the Client, and includes collusive practice among consultants (prior to or after submission of proposals) designed to establish prices at artificial non-competitive levels and to deprive the Client of the benefits of free and open competition.
- 1.1.2 Law Governing Contract: This Contract, its meaning and interpretation, and the relation between the Parties shall be governed by the Applicable Laws of India and shall be subject to the exclusive jurisdiction of the Courts at New Delhi.
- 1.1.3 Language: This Contract has been executed in the language specified in the SC, which shall be binding and controlling language for all matters relating to the meaning or interpretation of this Contract.
- 1.1.4 Notices: Any notice, request or consent made pursuant to the Contract shall be in writing and shall be deemed to have been made when delivered in person to an authorized representative of the Party to whom the communication is addressed, or when sent by registered mail, telex, telegram or facsimile to such Party at the address specified in the SC.
- 1.1.5 Location: The Services shall be performed at such locations as whether in Country or elsewhere, as the Client may approve.
- 1.1.6 Authorized Representatives: Any action required or permitted to be taken, and any document required or permitted to be executed, under this Contract by the Client or the Consultants may be taken or executed by the officials in the SC.
- 1.1.7 Taxes and Duties: Unless otherwise specified in the SC, the Consultants, Sub-consultants and their Personnel shall pay such taxes, duties, fees and other impositions as may be levied under the Applicable Law, the amount of which is deemed to have been included in the Contract Price. The Client shall be entitled to deduct any Taxes required to be deducted at source under Applicable Law from any payments to be made by it to the Consultant. Further, in the event that the Client receives notification or assessment of any Taxes (whether as an agent, or in substitution of the

Consultant, any Sub-consultants or its Personnel, servants, agents or otherwise) in respect of or arising out of the performance of the Consultant's obligations under this Agreement which remain outstanding, the Client shall notify the Consultant of the same and the Consultant shall promptly take all necessary action for settlement and/or any other lawful disposal of such notification or assessment. Furthermore, the Consultant shall pay forthwith on demand to the Client all costs including fines and penalties, which the Client may incur as a result of:

- 1.1.7.1 the Client having been required by any governmental authority to pay any Taxes which the Consultant is liable to bear hereunder; or
- 1.1.7.2 any cost actually sustained by the Client for failure by the Consultant to pay any Taxes for which it is responsible under this Contract
- 1.1.8 Interpretation: In the Contract, unless the context otherwise requires:
 - 1.1.8.1 The singular includes the plural and vice versa and any word or expression defined in the singular shall have a corresponding meaning if used in the plural and vice versa. A reference to any gender includes the other gender.
 - 1.1.8.2 A reference to any document, agreement, deed or other instrument (including, without limitation, references to the Contract), includes a reference to any document, agreement, deed or other instrument as may be varied, amended, supplemented, restated, novated or replaced, from time to time.
 - 1.1.8.3 A reference to any document, agreement, deed or other instrument (including, without limitation, references to the Contract), means a reference to such document, agreement, deed or other instrument and to all appendices, annexes, schedules and parts attached or relatable thereto, all of which shall form an integral part of such document, agreement, deed or other instrument, as the case may be.
 - 1.1.8.4 A reference to any Applicable Law includes any amendment, modification, re-enactment or change in interpretation or applicability of such Law and a reference to any statutory body or authority includes a reference to any successor as to such of its functions as are relevant in the context in which the statutory body or authority was referred to
 - 1.1.8.5 Where a word or phrase has a defined meaning, any other part of speech or grammatical form in respect of the word or phrase has a corresponding meaning.
 - 1.1.8.6 The words 'include' and 'including' are to be construed without limitation. The terms 'herein', 'hereof', 'hereto', 'hereunder' and words of similar purport refer to the Contract as a whole. Where a wider construction is possible, the words 'other' and 'otherwise' shall not be construed *ejusdem generis* with any foregoing words.
 - 1.1.8.7 In the Contract, headings are for the convenience of reference only and are not intended as complete or accurate descriptions of the content thereof and shall not be used to interpret the provisions of the Contract.
 - 1.1.8.8 Any obligation not to do something shall be deemed to include an obligation not to suffer, permit or cause that thing to be done. An obligation to do something shall be deemed to include an obligation to cause that thing to be done.
 - 1.1.8.9 The rule of interpretation which requires that a Contract be interpreted against the person or Party drafting it shall have no application in the case of this Contract.
 - 1.1.8.10 References to a person (or to a word importing a person) shall be construed so as to include:
 - a) Individual, firm, partnership, trust, joint venture, company, corporation, body corporate, unincorporated body, association, organization, any government, or state or any agency of a government or state, or any local or municipal authority or other

Governmental Authority (whether or not in each case having separate legal personality);

- b) That person's successors in title and assigns or transferees permitted in accordance with the terms of the Contract; and
- c) References to a person's representatives shall be to its officers, Personnel, legal or other professional advisors, subcontractors, agents, attorneys and other duly authorized representatives.

1.2 Commencement, completion, modification and termination of contract

1.2.1 Effectiveness of Contract: This Contract shall come into effect on the date the Contract is signed by both the Parties, or such other date as may be stated as per SC.

1.2.2 Commencement of Services: The Consultants shall commence the Services from 15th (fifteen) day of effectiveness of the Contract or any date prior to that with written approval from the Client.

1.2.3 Expiration of Contract: Unless terminated earlier pursuant to relevant clauses in this contract hereof, this Contract shall expire when Services have been completed and all payments have been made at the end of such time period after the Effective Date as shall be specified in the SC.

1.2.4 Modification: Modification of the terms and conditions of this Contract, including any modification of the scope of the Services or of the Contract Price, may only be made by written agreement between the Parties.

1.2.5 Force Majeure

1.2.5.1 Definition: For the purposes of this Contract, "Force Majeure" means an event which is beyond the reasonable control of a Party, and which makes a Party's performance of its obligations under the Contract impossible or so impractical to be considered impossible under the circumstances, and includes, but not limited to war, riots, civil disorder, earthquake, fire, explosion, storm, flood or other adverse weather conditions.

1.2.5.2 No Breach of Contract: The failure of a party to fulfil any of its obligations under the Contract shall not be considered to be a breach of, or default under this Contract insofar as such inability arises from an event of Force Majeure, provided that the Party affected by such an event:

- a) has taken all precautions, due care and reasonable alternative measures in order to carry out the terms and conditions of this Contract, and
- b) has informed the other party as soon as possible about the occurrence of such an event.
- c) the dates of commencement and estimated cessation of such event of Force Majeure; and
- d) the manner in which the Force Majeure event(s) affects the Party's obligation(s) under the Contract.

1.2.5.3 The Parties agree that neither Party shall be able to suspend or excuse the non-performance of its obligations hereunder unless such Party has given the notice specified above.

1.2.6 Extension of Time: Any period within which a Party shall, pursuant to this Contract, complete any action or task, shall be extended for a period equal to the time during which such Party was unable to perform such action as a result of Force Majeure.

- 1.2.7 Payments: During the period of their inability to perform the Services as a result of an event of Force Majeure, the Consultants shall be entitled to continue to be paid under the terms of this Contract, as well as to be reimbursed for additional costs reasonably and necessarily incurred by them during such period for the purposes of the services and in reactivating the services after the end of such period.
- 1.2.8 Joint and Several Liability: Collective action by Members
- 1.2.8.1 In the event the Consultant appoints sub-consultants, the Members shall be deemed to be jointly and severally liable to the Client for the performance of this Contract.
- 1.2.8.2 any decision (including without limitation, any waiver or consent), action, omission, communication or notice of the Member in Charge on any matters related to this Contract shall be deemed to have been on its behalf and shall be binding on it. The Client shall be entitled to rely upon any such action, decision or communication from the Member in Charge;
- 1.2.8.2.1 consolidated invoices for the Services performed by all the Members shall be prepared and submitted by the Member in Charge and the Client shall have the right to release payments solely to the Member in Charge and the Client shall not in any manner be responsible or liable for the inter se allocation of payments, works etc. among the Members;
- 1.2.8.2.2 any notice, communication, information or documents to be provided to the Consultant shall be delivered to the authorized representative of the Consultant (as designated pursuant to Clause 1.1.6 of the GCC) and any such notice, communication, information or documents shall be deemed to have been delivered to all the Members.

1.3 Termination

- 1.3.1 By the client: The Client may terminate this Contract, by not less than thirty (30) days' or sixty (60) written notice of termination to the Consultants, to be given after the occurrence of any of the events specified in this clause:
- a) if the Consultants do not remedy a failure in the performance of their obligations under the Contract, within a period of sixty (60) days, after being notified or within such further period as the Client may have subsequently approved in writing;
 - b) within thirty (30) days, if the Consultants become insolvent or bankrupt;
 - c) if, as the result of Force Majeure, the Consultants are unable to perform a material portion of the Services for a period of not less than sixty (60) days;
 - d) within thirty (30) days, if the Consultant fails to comply with any final decision reached as a result of arbitration proceedings pursuant to relevant clauses hereof;
 - e) within thirty (30) days, if the Consultant submits to the Client a false statement which has a material effect on the rights, obligations or interests of the Client. If the Consultant places itself in position of conflict of interest or fails to disclose promptly any conflict of interest to the Client;
 - f) within thirty (30) days, if the Consultant, in the judgment of the Client has engaged in Corrupt or Fraudulent Practices in competing for or in executing the Contract;
 - g) if the Client, in its sole discretion and for any reason whatsoever, within a period of sixty (60) days' decides to terminate this Contract.

- 1.3.2 By the Consultants: The Consultants may terminate this Contract, by not less than thirty (30) day's' written notice to the Client, such notice to be given after the occurrence of the events specified in this clause:
- a) if the Client fails to pay any money due to the Consultants pursuant to this Contract and not subject to dispute pursuant to relevant clauses hereof within forty-five (45) days after receiving written notice from the Consultants that such payment is overdue ; or
 - b) if, as the result of Force Majeure, the Consultants are unable to perform a material portion of the Services for a period of not less than sixty (60) days.
- 1.3.3 Cessation of Rights and Obligations: Upon termination of this Contract pursuant to actual Termination, or upon expiration of this Contract pursuant to relevant clause hereof, all rights and obligations of the Parties hereunder shall cease, except (i) such rights and obligations as may have accrued on the date of termination or expiration, (ii) the obligation of confidentiality set forth in relevant clause 1.4.3 hereof, (iii) the Consultant's obligation to permit inspection, copying and auditing of their accounts and records, (iv) the rights of indemnity of the Client and (v) any right which a Party may have under the Applicable Law.
- 1.3.4 Cessation of Services: Upon termination of this Contract by notice of either Party to the other pursuant to relevant clauses hereof, the Consultant shall, immediately upon dispatch or receipt of such notice, take all necessary steps to bring the Services to a close in a prompt and orderly manner and shall make every reasonable effort to keep expenditures for this purpose to a minimum. With respect to documents prepared by the Consultant and equipment and materials furnished by the Client, the Consultant shall handover all project documents under procedure described in this contract.
- 1.3.5 Payment upon termination: Upon termination of this Contract, the Client will make the following payments to the Consultants:
- a) Remuneration pursuant to relevant clauses for Services satisfactorily performed prior to the effective date of termination;
 - b) If the Contract is terminated pursuant to Clause 1.3.1 a), b), d), e) or f), the Consultant shall not be entitled to receive any agreed payments upon termination of the Contract. However, the Client may consider to make payment for the part satisfactorily performed on the basis of the quantum merit as assessed by it, in its sole discretion, if such part is of economic utility to the Client. Under such circumstances, upon termination, the Client may also impose liquidated damages as per the provisions of relevant clauses of this Contract. The consultant will be required to pay any such liquidated damages to Client within 30 days of termination date.
- 1.3.6 Disputes about Events of Termination: If either Party disputes Termination of the contract under relevant clauses hereof, such Party may, within forty-five (45) days after receipt of notice of termination from the other Party, refer the matter to arbitration under relevant clauses hereof, and this Contract shall not be terminated on account of such event except in accordance with the terms of any resulting arbitral award.

1.4 Obligations of the Consultants

- 1.4.1 General: The Consultants shall perform the Services and carry out their obligations hereunder with all due diligence, efficiency and economy, in accordance with generally accepted professional techniques and practices, and shall observe sound management practices, and employ appropriate advanced technology and safe methods. The Consultants shall always act, in respect of any matter relating to this Contract or to the Services, as faithful advisers to the Client, and shall at all times

support and safeguard the Client's legitimate interests in any dealings with Sub-consultants or third parties.

1.4.2 Conflict of interest

1.4.2.1 Consultants Not to Benefit from Commissions, Discounts, etc.: The remuneration of the Consultants pursuant to relevant clauses hereof shall constitute the Consultant's sole remuneration in connection with this Contract or the Services, and the Consultants shall not accept for their own benefit any trade commission, discount or similar payment in connection with activities pursuant to this Contract or to the Services or in the discharge of their obligations under the Contract, and the Consultants shall use their best efforts to ensure that the Personnel, any Sub-consultants and agents of either of them, similarly shall not receive any such additional remuneration.

1.4.2.2 Consultants and Affiliates Not to Engage in Certain Activities: The Consultants agree that, during the term of this Contract and after its termination, the Consultants and their affiliates, as well as any Sub-consultant and any of its affiliates, shall be disqualified from providing goods, works or services (other than the Services and any continuation thereof) for any project resulting from or closely related to the Services for the period of two years.

1.4.2.3 Prohibition of Conflicting Activities: Neither the Consultants nor their Sub-consultants nor the Personnel shall engage, either directly or indirectly, in any of the following activities:

- a) during the term of this Contract, any business or professional activities which would conflict with the activities assigned to them under this Contract; and
- b) after the termination of this Contract, such other activities as may be specified in the SC.

1.4.3 Confidentiality: The Consultants, their Sub-consultants, and the Personnel of either of them shall not, either during the term or within two (2) years after the expiration of this Contract, disclose any proprietary or confidential information relating to the Project, the Services, this Contract or the Client's business or operations without the prior written consent of the Client.

1.4.4 Consultant's Actions Requiring Client's Prior Approval: The Consultants shall obtain the Client's prior approval in writing before taking any of the following actions:

- a) entering into a subcontract for the performance of any part of the Services, it being understood (i) that the selection of the Sub consultant and the terms and conditions of the subcontract shall have been approved in writing by the Client prior to the execution of the subcontract, (ii) that the Consultants shall remain fully liable for the performance of the Services by the Sub consultant and its Personnel pursuant to this Contract, (iii) that the extent of sub-contracting would be restricted to 30 (thirty) percent of the contract price, and (iv) the Client will be provided by the Consultant with particulars (name, financial & technical background, sub-consultancy fee) of the sub-consultant.
- b) appointing such members of the Personnel, as are not mentioned in the Technical Proposal, and
- c) any other action that may be specified in the SC.

1.4.5 Reporting Obligations: The Consultants shall submit to the Client the reports and documents specified in TOR, in the numbers, and within the periods set forth in this contract.

- 1.4.6 Documents Prepared by the Consultants to be the Property of the Client: All plans, drawings, specifications, designs, reports, other documents and software submitted by the Consultants pursuant to this contract shall become and remain the property of the Client, and the Consultants shall, not later than upon termination or expiration of this Contract, deliver all such documents and software to the Client, together with a detailed inventory thereof. The Consultants may retain a copy of such documents and software. Restrictions about the future use of these documents and software, if any, shall be specified in the SC.
- 1.4.7 Liability of the Consultants: Subject to additional provisions, if any, set forth in the SC, the Consultants' liability under this Contract shall be as provided by the Applicable Law. In the event of any dispute whatsoever in between the consultant and the sub-consultant, the Client shall not be liable in any manner for any liability.
- 1.4.8 Insurance to be taken out by the Consultants: The Consultants (i) shall take out and maintain, and shall cause any Sub consultants to take out and maintain, at their (or the Sub consultants', as the case may be) own cost but on terms and conditions approved by the Client, insurance against the risks, and for the coverages, as shall be specified in the Special Conditions (SC), and (ii) within 15 (fifteen) days of receiving any insurance policy certificate in respect of insurances required to be obtained and maintained under this clause, the Consultant shall furnish to the Client, copies of such policy certificates, copies of the insurance certificates and evidence that the insurance premium have been paid in respect of such insurance. No insurance shall be cancelled, modified or allowed to expire or lapse during the terms of this Contract. (iii) if the Consultant fails to effect and keep in force the aforesaid insurances for which it is responsible pursuant hereto, the Client will apart from having other recourse available under this Contract have the option without prejudice to the obligations of the Consultant, to take out the aforesaid insurance, to keep in force any such insurances, and pay such premia and recover the costs thereof from the Consultants, and the Consultants shall be liable to pay such amounts on demand by the Client. (iv) the insurance policies so procured shall mention the Client as the beneficiary of the Consultants and the Consultants shall procure an undertaking from the insurance company in this regard.

1.5 Consultants' personnel

1.5.1 Description of Personnel

- 1.5.1.1 The titles, agreed job descriptions, minimum qualifications and estimated periods of engagement in the carrying out of the Services of the Consultants' core team are described in this contract. The core team are hereby approved by the Client. If additional work is required beyond the scope of the Services specified in TOR, the level of effort and/or staff assigned may be increased by agreement in writing between the Client and the Consultants, provided that any such increase shall not, except as otherwise agreed, cause payments under this Contract to exceed the ceilings set forth in this Contract.
- 1.5.1.2 If required to comply with the provisions of this Contract, adjustments with respect to level of effort, staff assignments, time may be made by the Consultants by written notice to the Client, provided (i) that such adjustments shall not alter the originally estimated period of engagement, scope, qualifications of team or deliverables and (ii) that the aggregate of such adjustments shall not cause payments under this Contract to exceed the ceilings set forth in this Contract. Any other such adjustments shall only be made with the Client's prior written approval.

1.5.2 Removal and/or Replacement of Key Personnel

- 1.5.2.1 The Client will not consider any substitution of Key Personnel except under compelling circumstances beyond the control of the Consultant and the concerned

Key Personnel. If, for any reason beyond the reasonable control of the Consultants, it becomes necessary to replace any of the Key Personnel, the Consultants shall forthwith provide as a replacement a person of equivalent or better qualifications to the satisfaction of the Authority. In case of a critical vacancy, the consultant shall provide a temporary resource for no more than 6 (six) months. Without prejudice to the foregoing, substitution of one Key Personnel shall be permitted subject to reduction of remuneration equal to 10 (ten) percent of the total remuneration specified for the Key Personnel who is proposed to be substituted. In case of a second substitution, such reduction shall be equal to 20 (twenty) percent of the total remuneration specified for the Key Personnel who is proposed to be substituted

- 1.5.2.2 If the Client finds that any of the Personnel have (i) committed serious misconduct or has been charged with having committed a criminal action, or (ii) have reasonable cause to be dissatisfied with the performance of any of the Personnel, then the Consultants shall, at the Client's written request specifying the grounds therefore, forthwith provide as a replacement a person with qualifications and experience acceptable to the Client.
- 1.5.2.3 Any of the Personnel provided as a replacement under clauses above, the rate of remuneration applicable to such person as well as any reimbursable expenditures (including expenditures due to the number of eligible dependents) the Consultants may wish to claim as a result of such replacement, shall be subject to the prior written approval by the Client. Except as the Client may otherwise agree, (i) the Consultants shall bear all additional travel and other costs arising out of or incidental to any removal and/or replacement, and (ii) the remuneration to be paid for any of the Personnel provided as a replacement shall not exceed the remuneration which would have been payable to the personnel replaced.

1.6 Obligations of the client

- 1.6.1 Assistance and Exemptions: Unless otherwise specified in the SC, the Client will use its best efforts to ensure that the Government will provide the Consultants, Sub-consultants and Personnel with work permits, if applicable and such other documents as necessary to enable the Consultants, Sub consultants or Personnel to perform the Services:
- 1.6.1.1 issue to officials, agents and representatives of the Government all such instructions as may be necessary or appropriate for the prompt and effective implementation of the Services;
- 1.6.2 Access to land: The Client warrants that the Consultants shall have, free of charge, unimpeded access to all land in the Government's country in respect of which access is required for the performance of the Services.

1.7 Payments to the consultants

- 1.7.1 Payment terms: The Consultants total remuneration including out of pocket expenses shall not exceed the Contract Price and shall be a fixed lump sum including all staff costs, Sub-consultants' costs, printing, communications, travel, accommodation, and the like, and all other costs incurred by the Consultant in carrying out the Services. In addition to these, any conditions mentioned in the SC shall also be applicable to this contract. The Contract Price may only be increased, if the parties have agreed to additional payments in accordance with relevant clauses hereof.
- 1.7.2 No payment shall become eligible for the next stage until the Consultant completes to the satisfaction of the Client the work pertaining to the preceding stage.
- 1.7.3 Currency: The price is payable in local currency i.e. Indian Rupees.

1.7.4 Payment for Additional Services: For the purpose of determining the remuneration due for additional services as may be agreed under relevant clauses for modification in this contract.

1.8 Settlement of disputes

1.8.1 Amicable Settlement: The Parties shall use their best efforts to settle amicably all disputes arising out of or in connection with this Contract or its interpretation.

1.8.2 Disputes Settlement: Any dispute between the Parties as to matters arising out of and relating to this Contract that cannot be settled amicably within thirty (30) days after receipt by one Party of the other Party's request for such amicable settlement may be submitted by either Party for settlement in accordance with the provision specified in the SC.

1.9 Responsibility for accuracy of project documents

1.9.1 General

1.9.1.1 The Consultant shall be responsible for accuracy of the Designs, and all other details, reports, deliverables, submissions prepared by him as part of these services. He shall indemnify the client against any inaccuracy in the work, which might surface during implementation of the project. The Consultant will also be responsible for correcting, at his own cost and risk, if required during the execution of the Services.

1.10 Liquidated damages

If the selected Consultant fails to complete the Assignment, within the period specified under the contract, the consultant shall pay to the Client, fixed and agreed liquidated damages, and not as penalty, @ 1% of the contract fees for each week of delay or part thereof. The aggregate maximum of liquidated damages payable to the Client under this clause shall be subject to a maximum of 15% of the total contract fees.

1.11 Representation, warranties and disclaimer

1.11.1 The Consultant represents and warrants to the Client that:

1.11.1.1 it is duly organised, validly existing and in good standing under the applicable laws of its Country;

1.11.1.2 it has full power and authority to execute, deliver and perform its obligations under this Contract and to carry out the transactions contemplated hereby;

1.11.1.3 it has taken all necessary corporate and other action under Applicable Laws and its constitutional documents to authorize the execution, delivery and performance of this Contract;

1.11.1.4 it has the financial standing and capacity to undertake the Project;

1.11.1.5 this Contract constitutes its legal, valid and binding obligation enforceable against it in accordance with the terms hereof;

1.11.1.6 it is subject to laws of India with respect to this Contract and it hereby expressly and irrevocably waives any immunity in any jurisdiction in respect thereof;

1.11.1.7 there are no actions, suits, proceedings, or investigations pending or, to the Consultant's knowledge, threatened against it at law or in equity before any court or before any other judicial, quasi judicial or other authority, the outcome of which may result in the breach of or constitute a default of the Consultant under this Contract or materially affect the discharge by the Consultant of its obligations under the Contract.

1.11.1.8 no representation or warranty by the Consultant contained herein or in any other document furnished by it to the Client contains or will contain any untrue statement

of material fact or omits or will omit to state a material fact necessary to make such representation or warranty not misleading; and

1.11.1.9 no sums, in cash or kind, have been paid or will be paid, by or on behalf of the Consultant, to any person by way of fees, commission or otherwise for securing the Contract or for influencing or attempting to influence any officer or employee of the Client in connection therewith.

1.12 Miscellaneous

1.12.1 Assignment and Charges

1.12.1.1 The Contract shall not be assigned by the Consultant save and except with prior consent in writing of the Client, which the Client will be entitled to decline without assigning any reason whatsoever.

1.12.1.2 The Client is entitled to assign any rights, interests and obligations under this Contract to third parties.

1.12.2 Indemnity: The Consultant agrees to indemnify and hold harmless the Client from and against any and all claims, actions, proceedings, lawsuits, demands, losses, liabilities, damages, fines or expenses (including interest, penalties, attorneys' fees and other costs of defence or investigation (i) related to or arising out of, whether directly or indirectly, (a) the breach by the Consultant of any obligations specified in relevant clauses hereof; (b) the alleged negligent, reckless or otherwise wrongful act or omission of the Consultant including professional negligence or misconduct of any nature whatsoever in relation to Services rendered to the Client; (c) any Services related to or rendered pursuant to the Contract (collectively "Indemnified matter"). As soon as reasonably practicable after the receipt by the Client of a notice of the commencement of any action by a third party, the Client will notify the Consultant of the commencement thereof; provided, however, that the omission so to notify shall not relieve the Consultant from any liability which it may have to the Client or the third party. The obligations to indemnify and hold harmless, or to contribute, with respect to losses, claims, actions, damages and liabilities relating to the Indemnified Matter shall survive until all claims for indemnification and/or contribution asserted shall survive and until their final resolution thereof. The foregoing provisions are in addition to any rights which the Client may have at common law, in equity or otherwise.

1.12.3 Governing Law and Jurisdiction: The Contract shall be construed and interpreted in accordance with and governed by the Applicable Law of India and subject to relevant clauses hereof and the SC, the Courts at New Delhi, India shall have exclusive jurisdiction over all matters arising out of or relating to the Contract.

1.12.4 Waiver

1.12.4.1 Waiver by either Party of any default by the other Party in the observance and performance of any provision of or obligations or under the Contract:

- a) shall not operate or be construed as a waiver of any other or subsequent default hereof or of other provisions or obligations under the Contract;
- b) shall not be effective unless it is in writing and executed by a duly authorised representative of such Party; and
- c) shall not affect the validity or enforceability of the Contract in any manner.

1.12.4.2 Neither the failure by either Party to insist on any occasion upon the performance of the terms, conditions and provisions of the Contract or any obligation hereunder nor time or other indulgence granted by a Party to the other Party shall be treated or deemed as waiver of such breach or acceptance or any variation or the relinquishment of any such right hereunder.

- 1.12.5 Survival: Termination of the Contract (a) shall not relieve the Consultant or the Client of any obligations hereunder which expressly or by implication survive Termination hereof, and (b) except as otherwise provided in any provision of the Contract expressly limiting the liability of either Party, shall not relieve either Party of any obligations or liabilities for loss or damage to the other Party arising out of or caused by acts or omissions of such Party prior to the effectiveness of such Termination or arising out of such Termination.
- 1.12.6 Notices: Unless otherwise stated, notices to be given under the Contract including but not limited to a notice of waiver of any term, breach of any term of the Contract and termination of the Contract, shall be in writing and shall be given by hand delivery, recognised international courier, mail, telex or facsimile transmission and delivered or transmitted to the Parties at their respective addresses specified in the SC. The notices shall be deemed to have been made or delivered (i) in the case of any communication made by letter, when delivered by hand, by recognised international courier or by mail (registered, return receipt requested) at that address and (ii) in the case of any communication made by telex or facsimile, when transmitted properly addressed to such telex number or facsimile number.
- 1.12.7 Severability: If for any reason whatever any provision of the Contract is or becomes invalid, illegal or unenforceable or is declared by any court of competent jurisdiction or any other instrumentality to be invalid, illegal or unenforceable, the validity, legality or enforceability of the remaining provisions shall not be affected in any manner, and the Parties will negotiate in good faith with a view to agreeing upon one or more provisions which may be substituted for such invalid, unenforceable or illegal provisions, as nearly as is practicable. Provided failure to agree upon any such provisions shall not be subject to dispute resolution under the Contract or otherwise.
- 1.12.8 No Partnership: Nothing contained in the Contract shall be construed or interpreted as constituting a partnership between the Parties. Neither Party shall have any authority to bind the other in any manner whatsoever. Nothing in this contract shall be construed to create an employment or agency relationship, partnership or joint venture between the employees, agents, or sub-consultant of the consultants and the Client
- 1.12.9 Language: All notices required to be given under the Contract and all communications, documentation and proceedings which are in any way relevant to the Contract shall be in the language specified the SC.
- 1.12.10 Exclusion of Implied Warranties etc.: The Contract expressly excludes any warranty, condition or other undertaking implied at law or by custom or otherwise arising out of any other agreement between the Parties or any representation by any Party not contained in the Contract.
- 1.12.11 Agreement to Override Other Agreements: The Contract supersedes all previous agreements or arrangements between the Parties, including any memorandum of understanding entered into in respect of the contents hereof and represents the entire understanding between the Parties in relation thereto.
- 1.12.12 Counterparts: The Contract may be executed in two counterparts, each of which when executed and delivered shall constitute an original of the Contract

III. Special Conditions of Contract

1.13 The Special Conditions of Contract

The Special Conditions (SC) of contract contains number of amendments and supplements to clauses in the General Conditions of the Contract.

1.1.1 (f) The contract price payable in Indian Rupees is------(Inclusive of GST)

1.1.1 (j) The Member in-charge is [name of consultant].

1.1.1 (n) Performance security: The Consultant shall prior to the Effective Date and as a condition precedent to its entitlement to payment under this Contract, provide to the Client a legal, valid and enforceable Performance Security in the form of an unconditional and irrevocable bank guarantee as security for the performance by the Consultant of its obligations under this Contract, in the form set out in this contract, in an amount equal 3% (three) percent of the total cost of Financial Proposal under this Assignment. The Performance Security shall be obtained from a scheduled commercial Indian bank, in compliance with Applicable Laws. The Performance Security shall be extended accordingly such that the Performance Security remains valid until the expiry of a period of six (6) months from the date of submission of the last deliverable under this Contract. The Client shall have the right to claim under the Performance Security and appropriate the proceeds if any of the following occur:

(a) the Consultant becomes liable to pay liquidated damages;

(b) occurrence of any of the events listed in sub-clauses (a) through (f) of Clause 1.3.1 of the GCC;

(c) any material breach of the terms hereof; and/or

1.1.3 The language is English.

1.1.4 The client address is [name, designation, telephone, facsimile, address].

1.1.4 The consultant address is [name, designation, telephone, facsimile, address].

1.1.6 The Authorized Representative for the client is [name, designation].

1.1.6 The Authorized Representative for the consultant is [name, designation].

1.1.7 For domestic consultants/personnel and foreign consultants/personnel who are permanent residents in India The Consultants and the personnel shall pay the taxes, duties, fees, levies/expenses and other impositions levied under the existing, amended or enacted laws during life of this contract and the Client will perform such duties in regard to the deduction of such tax as may be lawfully imposed. The Consultant will be paid by CLIENT only service tax over and above the cost of Financial Proposal. All other applicable taxes, levies, duties, etc., if any, shall be borne by Consultant.

1.2.1 The date on which this Contract will come into effect is [date].

1.2.1 The duration of assignment shall be 12 (twelve) months with option to extend with mutual written agreement. During hand holding and assistance period no permanent deployment of Key staff is required, however, they are expected to remain available for meetings and discussions as and when called during the stated period.

1.4.1 Limitation of the Consultants' Liability towards the Client

(a) Except in case of negligence or wilful misconduct on the part of the Consultants or on the part of any person or firm acting on behalf of the Consultants in carrying out

the Services, the Consultants, with respect to damage caused by the Consultants to the Client's property, shall not be liable to the Client:

- (i) for any indirect or consequential loss or damage; and
- (ii) For any direct loss or damage that exceeds (i) the total payments for Professional Fees and Reimbursable Expenditure made or expected to be made to the Consultants hereunder, or (ii) the proceeds the Consultants may be entitled to receive from any insurance maintained by the consultants to cover such a liability, whichever of (i) or (ii) is higher.

(b) This limitation of liability shall not affect the Consultants' liability, if any, for damage to Third Parties caused by the Consultants or any person or firm acting on behalf of the Consultants in carrying out the Services.

1.4.8 Risks and coverage

(a) Third Party motor vehicle liability insurance as required under Motor Vehicles Act, 1988 in respect of motor vehicles operated in India by the Consultants or their Personnel or any Sub consultants or their Personnel for the period of consultancy.

(b) Third Party liability insurance with a minimum coverage, for Rs.1,00,00,000/- (Rupees one crore) for the period of consultancy.

(c) Professional Liability Insurance: Consultants will maintain at its expense, Professional Liability Insurance including coverage for errors and omissions caused by Consultant's negligence, breach in the performance of its duties under this Contract from an Insurance Company permitted to offer such policies in India, for a period of five years beyond completion of Consultancy Services commencing from the Effective Date, (i) For an amount not exceeding total payments for Professional Fees and Reimbursable Expenditures made or expected to be made to the Consultants hereunder or (ii) the proceeds, the Consultants may be entitled to receive from any insurance maintained by the Consultants to cover such a liability, whichever of (i) or (ii) is higher with a minimum coverage of [insert amount and currency]. The indemnity limit in terms of "Any One Accident" (AOA) and "Aggregate limit on the policy period" (AOP) should not be less than the amount stated in the contract. In case of joint venture or 'in association', the policy should be in the name of joint venture / in association entity and not by the individual partners of the joint venture/association.

(d) Employer's liability and workers' compensation insurance shall be in respect of the Personnel of the Consultants and of any Sub consultant, in accordance with the relevant revisions of the Applicable Law, as well as, with respect to such Personnel, any such life, health, accident, travel or other insurance as may be appropriate; and all insurances and policies should start from the date of commencement of services and remain effective as per relevant requirements of contract agreement.

(e) Any other insurance that may be necessary to protect the Client, its employees and its assets (against loss, damage or destruction, at replacement value) including rioting and all Force Majeure Events that are insurable.

1.7 Consultancy fee will be paid in accordance with the following milestone based payment schedule on submission and acceptance of report. The payments will be made in the following manner after successful completion of milestone

End of month	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
% payment	4%	4%	4%	4%	4%	4%	12%	12%	12%	12%	12%	16%

of contract value												
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The relevant core staff of the consultant will be required to give a presentation to client regarding the broad features of the deliverable before the submission of each deliverable as per the delivery milestone. The comments of the client shall be incorporated in the scheduled deliverable.

- 1.7.1 Payment shall be made within 45 days of receipt of the invoice and approval of the relevant deliverables, and within 75 days in the case of the final payment, on achievement of milestones.

- 1.8 Dispute settlement: If any dispute or difference of any kind whatsoever arises between the parties in connection with or arising out of or relating to or under this RFQ cum RFP or Contract, the parties shall promptly and in good faith negotiate with a view to its amicable resolution and settlement. In the event no amicable resolution or settlement is reached within a period of thirty (30) days from the date on which the above-mentioned dispute or difference arose, such dispute or difference shall be finally settled by arbitration. The arbitral tribunal shall consist of a sole arbitrator appointed by mutual agreement of the parties. In case of failure of the parties to mutually agree on the name of a sole arbitrator, the arbitral tribunal shall consist of three arbitrators. Each party shall appoint one arbitrator and the two arbitrators so appointed shall jointly appoint the third arbitrator. The seat/venue/place of arbitration shall be New Delhi and the arbitration shall be conducted in the English language. The Arbitration and Conciliation Act, 1996 shall govern the arbitral proceedings. The award rendered by the arbitral tribunal shall be final and binding on the parties. The parties shall bear the cost of Arbitration unless the Arbitrator decides otherwise. The existence of the dispute or the initiation or continuance of any arbitration proceedings will not delay or postpone the performance/obligation of the Parties. The Parties and the arbitrator shall maintain confidentiality and shall not disclose the existence, content or result of any dispute without the prior written consent of the other Party.