



No. 685 /2020-NFA/40.21/MCT (Cycle-IV)

Indira Gandhi National Forest Academy

Ministry of Environment, Forests & Climate Change, Government of India

Mid-Career Training of the Indian Forest Service Officers

Date: 07.08.2020

Section 1 - Letter of Invitation

To

- (i) The Director,
Indian Institute of Management, Ahmedabad
- (ii) The Director,
Indian Institute of Management, Bangalore
- (iii) The Director,
Indian Institute of Management, Calcutta
- (iv) The Director,
Indian Institute of Management, Lucknow
- (v) The Director,
Indian Institute of Management, Kozhikode
- (vi) The Director,
Indian Institute of Management, Indore
- (vii) The Director,
Indian Institute of Management, Tiruchirappalli
- (viii) The Director,
Indian Institute of Management, Udaipur
- (ix) The Director,
Indian Institute of Management, Raipur
- (x) The Director,
Indian Institute of Management, Ranchi
- (xi) The Director,
Indian Institute of Management, Rohtak
- (xii) The Director,
Indian Institute of Management, Shilong
- (xiii) The Director,
Indian Institute of Management, Kashipur
- (xiv) The Director,
Indian Institute of Management, Nagpur

Dear Sir

The Indira Gandhi National Forest Academy (IGNFA) through Ministry of Environment, Forest and Climate Change (MoEF&CC), Government of India had invited Request for the Proposal (RFP) from IIM's for conducting the One Week Management Module of the Mid-Career Training (MCT) of Indian Forest Service (IFS) Officers vide Letter no. 490/2020-NFA/40.21/MCT (Cycle-IV) dated 10.07.2020.

2. It has now been decided to extend RFP submission time and inviting Request for the Proposal (RFP) from top 14 IIM's which are consecutively appearing in the National Institutional Ranking Frame work published by the Ministry of Human Resource Development, Govt. of India for the year 2018, 2019 & 2020 and dealing with training/capacity building of senior personnel in Govt sector/ senior executives and managerial cadre of corporate sector for conducting the One Week Management Module of the Mid-Career Training (MCT) of Indian Forest Service (IFS) Officers.

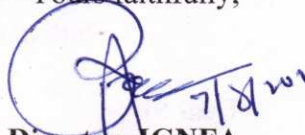
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3. As your institution/organization has been short-listed based on above criteria, you are requested to submit your proposal for the online training of One Week Management Module of the Mid-Career Training (MCT) of Indian Forest Service (IFS) Officers as per the attached Request for Proposal (RFP) document. Details about the nature of work have been provided in the Terms of Reference section of the RFP document.
4. The institutions who have already submitted their bids online/offline against the earlier letter of invitation dated 10.07.2020 need not submit their bid again. However, if they desire to submit again, they are free to do so also.
5. Final selection of the organization to conduct these training programmes shall be made as per the procedures described in this RFP.
6. The RFP includes the following documents:
 - Section 1 – Letter of Invitation
 - Section 2 – Terms of Reference for RFP
 - Section 3 – Indicative course content & Formats for submission of technical & Financial proposal (Appendices A to F)
 - Section 4 – Draft of letter of proposal submission
7. Please inform us in writing at the following address upon receipt:
 - (a) That you have received the Letter of Invitation and RFP document; and
 - (b) That you/your representative will attend the online pre-bid conference scheduled on 17.08.2020 at 1100 hrs.
 - (c) That you will submit the proposal by the date & time indicated in the RFP document.

Contact Address for any further reference and information:

Director,
Indira Gandhi National Forest Academy
PO New forest, FRI Campus, Dehradun (India) 248006
Phone: (91) (135)2754647, 2757316 Fax: +91(135)2757314
Email : director@ignfa.gov.in

Yours faithfully,


Director, IGNEA

REQUEST FOR PROPOSAL

Section 2-Terms of Reference (TOR) For Mid-Career Training of IFS Officers

1. INTRODUCTION

Forestry management and administration system in India is more than 150 years old. This sector is primarily charged with the responsibilities of managing, protecting and developing country's forests on scientific lines based on ecological principles and to provide goods and services emanating from them to a vast multitude of masses, as also to provide ecological security for general wellbeing of the people of the country. Forestry management system of the country, of late, has undergone a paradigm shift by assuming key functions of meeting subsistence requirement and supplementation of income for livelihood support to the communities, solely dependent upon the vitality and sustainability of the resource base to which they are intricately linked by their culture and traditions, since generations. Forests are also perceived as an important resource for mitigation strategy for climate change, global warming and their ill effects. Forestry sector has also to play a key role in National missions for greening India, preservation of Himalayan eco-system and sustainability of agriculture, water resources & energy supply. Besides, the sector also plays a dominant role in conservation of wetlands, combating desertification, preservation of soil/water regime and providing a range of ecological services considered essential from the point of view of human welfare. The reach of forestry sector is now considered for expansion to include various inter-sectoral issues such as its role as catalyst of environmental conservation, rural development and social change.

2. JOB PROFILE OF INDIAN FOREST SERVICE OFFICERS

Indian Forest Service (IFS) is one of the three All India Services constituted under the provisions of Article 312 of the Constitution of India. The IFS Officers provide senior level leadership to forest personnel, both in the States and at the Centre. Appointment to IFS is done in two ways, namely, recruitment through Indian Forest Service Examination conducted by the Union Public Service Commission (UPSC) every year and by promotion of the State Forest Service (SFS) Officers. Direct recruits to the Service undergo 15 (fifteen) weeks Foundation Course at the Lal Bahadur Shastri National Academy of Administration, Mussoorie and 80 (eighty) weeks basic/professional training at Indira Gandhi National Forest Academy, Dehradun followed by practical training in States/Districts/Divisions allotted to them. The officer promoted from the State Forest Services to Indian Forest Service also undergoes 10(ten) weeks Induction training at IGNFA, Dehradun.

While, the minimum qualification for being selected into IFS is a Bachelor's Degree in any of Science/Engineering disciplines, yet, given the high level of competition, many of the officers have a Master's Degree and an outstanding academic record. They come from a wide range of backgrounds such as Botany, Chemistry, Physics, Mathematics, Agricultural Sciences and Veterinary Science etc. Quite a few are also engineers and doctorates.

On completion of the training, officers are posted to respective state cadres allocated to them and assigned postings as Assistant Conservator of Forests. During the initial year, they also undergo short trainings and district attachments with various district level officers of revenue and police administration and sometimes a short programme at the State Forest Academy with special emphasis on local general/financial procedures, local laws, etc.

After a few years (2-3) of experience, they are promoted to become Deputy Conservator of Forest (DCF) to hold charge of division level posts (also called Divisional

Forest Officers) and are entrusted with a wide range of functions related to scientific management of forest, prevention and detection of forest and wildlife related crimes and enforcement of various laws and policies of Government.

Over the first 12-13 years, the officers continue to function as head of forest divisions (DFO's) and are entrusted with various responsibilities related to general management and upkeep of forest areas under the division. After having done these postings as DCF, the officer gets promoted to next level supervisory post i.e. Conservator of Forests. The Conservator of Forests (CF) heads a forest circle, usually having 3-4 divisions under its charge. Finally, after about 24-25 years of service, they enter the last phase of their service and hold top posts in the forest department at State/Central level as Chief Conservator of Forest/ Principal Chief Conservator of Forests.

Thus, members of the IFS serve the government for an entire career spanning over three decades. Their job profile changes from initial field level implementation responsibilities to supervisory management and finally to policy formulation level.

3. SCOPE OF WORK

The selected Institution would be required to undertake the following: -

- i) Carry out the detailed design of the one-week online Management Module of the different phases of Mid-Career Training, namely the Phase – III, IV and V programs based on the outline given in **Appendix–A and deliver from their institution itself**. It is proposed to organise **three program (one in each phases) in a year**. The actual number of the programme to be conducted may vary based on conducive situations & mutual convenience of the IGNFA & Institution selected for the programme. Total number of participants per programme may vary from 60-70.
- ii) Evolve a training methodology as detailed in the “**Appendix – A**” on the focus area, deliver the same with mix of in house faculties, by eminent personalities from government and industries and overseas faculty. The resource persons and training contents shall be approved by the IGNFA prior to delivery.
- iii) Develop pre-course material that a participant would be required to come prepared with and also design evaluation measures to test the level of preparation before the participant joins for the programme.
- iv) Identify the appropriate resource persons on theme of the module by ensuring a right mix of academic faculty and practitioner faculty needs to be ensured, considering that the participants are practicing managers and need strong practical inputs to back theoretical frameworks. The Institution should clearly indicate the ratio of in-house faculty to guest faculty in the RFP.
- v) Deliver the programs for a period of two years in the first instance.
- vi) Evaluate the performance of each of the participants and submit an evaluation report (**satisfactory certificate**) to the IGNFA / MoEF&CC.
- vii) Arrange for transport, lodging for maximum 2 faculties from IGNFA/MoEF&CC for finalizing, overseeing the preparation before and during the program (if required). The lodging component should be of appropriate standard of officers and on single occupant basis.

4. SUPPORT FROM IGNFA/MoEF&CC

The Director IGNFA through MoEF&CC, will facilitate the delivery of program by providing support to the selected institution in respect of the following:

1. The Director, IGNTA would identify a nodal Officer/Officers to coordinate with the selected Institution/Institutions on regular basis for smooth delivery of the programmes. An Expert Committee, constituted by IGNTA/MoEF&CC, shall provide necessary inputs to help design the academic content of each of the training programmes.
2. IGNTA/MoEF&CC will also arrange to communicate with the participants regarding the schedule of programmes and ensure their online attendance at each of the programmes.

5. REQUEST FOR PROPOSALS

- 5.1 The shortlisted training institutions/organizations in India are invited to submit their offers, if they are interested in carrying out the above work. They may bid for a management module of a particular phase or all the three phases of training as indicated in the RFP document. Offers may be submitted in sealed covers containing separate technical and financial bids for each phase in the formats as enclosed in appendices. The Technical and Financial bids must be submitted separately for each phase of training.
- 5.2 The original proposal shall contain no interlineations or overwriting, except as necessary to correct errors made by the bidders themselves. The person, who signs the proposal, must initial such corrections. An authorized representative of the bidder shall sign all pages of the original technical and financial proposal. The authorization shall be in form of a written power of attorney accompanying the proposal.
- 5.3 Technical and Financial Proposals must be submitted in Soft Copy (PDF password & write protected format with scanned EMD) & also in hard copy (simultaneously in separate sealed envelopes and both these envelopes along with EMD shall be placed in an outer envelope and sealed). It should reach IGNTA not later than 1700 hrs on 31.08.2020. Both inner envelopes shall also indicate the name and address of the party submitting the offer (Bidder). The inner envelope shall contain the Bidder's technical proposal duly marked "**ORIGINAL**". The other inner envelope shall contain the financial proposal duly identified as such. If the envelopes are not sealed and marked as instructed, IGNTA/MoEF&CC will assume no responsibility for the misplacement or premature opening of the proposals submitted. Bids received after the above date and time will not be entertained.
- 5.4 Technical Proposals must be submitted in original, clearly marked as such, sealed in a specially marked envelope/package marked "**MCT/RFP No. 01-2020 – MID CAREER TRAINING /MANAGEMENT MODULE/TECHNICAL**"/PHASE ___
- 5.5 Financial Proposal must be submitted in one separately sealed envelope, marked "**RFP No- 01-2020–MID CAREER TRAINING/MANAGEMENT MODULE/FINANCIAL**"/PHASE ___
- 5.6 All proposals should be addressed as follows for mailing:
Director, Indira Gandhi National Forest Academy
PO- New forest, FRI Campus, Dehradun (India)
Pin 248006
Phone: (91) (135)2754647, 2757316
Fax: +91(135)2757314
Envelope should be marked "**MCT/RFP No. 01-2020/MCT/Management Module/Phase**_____

Bidder shall, whenever practicable, use both sides of the paper.

5.7 Clarification and Amendment of RFP Documents

Bidders may request a clarification on any clause of the RFP documents up to 17th August 2020 at 1100 hrs. Any request for clarification must be sent in writing by standard electronic means. The clarifications would be provided to them by standard electronic means.

At any time before the submission of Proposals, IGNFA/MoEF&CC may amend the RFP by issuing an addendum in writing or by standard electronic means. The addendum shall be sent to all bidders and will be binding on them. Bidders shall acknowledge receipt of all amendments. If the amendment is substantial, the deadline for the submission of proposals can also be extended by IGNFA/MoEF&CC.

5.8 Deadline for Submission of Proposals

IGNFA must receive proposals not later than 1700 hrs (Indian Standard Time) on 31st August 2020. Bids received after the above date and time will not be entertained.

5.9 Preparation of Proposals

The Bidder shall structure its proposal as follows:

- (a) Proposals shall be prepared with responses contained completely within the cell provided for each item. Separate sheets would be attached to provide details, wherever needed. We encourage Bidders to be succinct, while providing enough detail to fully address every point as directly and factually as possible. Supplementary information may be attached to the proposal. Lengthy narratives shall not be inserted into the body of a direct response. The RFP response shall be double sided and bound in such a way that sections can be easily removed for duplication or review.
- (b) Marketing brochures included as part of the main body of the bid response shall be considered non-responsive. Such material shall be submitted only as attachments and shall not be used as a substitute for written responses. In case of conflict between the attachment and Bidder's answers in the body of the proposal the latter will prevail.

5.10 Proposal Validity

The proposal must remain valid up to 180 days after the date of submission. During this period, bidders shall maintain the availability of all components mentioned in the proposal and also the financial proposal unchanged. The IGNFA/MoEF&CC will make its best effort to complete negotiations within this period. Should the need arise; the IGNFA/MoEF&CC may request the bidders to extend the validity period of their proposals. Bidders, who agree to such extension, shall confirm that they maintain the availability of the proposal and their financial proposals remain unchanged during the extension of validity period.

5.11 Evaluation of Technical and Financial Proposal

The Expert Committee will examine the proposals to determine whether they are complete and that the documents have been properly signed by a representative of the Bidder, who is duly authorized to execute contracts.

Technical Proposal

At the time of technical evaluation, the bidders may be called upon to make a presentation of their proposals on their own cost before the Expert Committee. The date of Technical bid opening shall be informed separately at later stage. The Expert Committee will carry out the technical evaluation of the online proposal applying the criteria and point's ratings as under: -

The evaluation of the overall design (Trainers composition ratio, no. of case studies/Mock exercise proposed, theoretical framework and practical orientation through appropriate pedagogy) and implementation methodology, including methodology for evaluation of participation performance as suggested by the Bidder and an assessment of the Bidder's understanding of the programmes intended objectives, as would be evident from the design and implementation methodology suggested by the bidder.	30 Points
Capacity of the Bidder to deliver in terms of the Bidder's past experience available expertise in the state of the art in design and delivery of training programs for IFS officers at varying lengths of seniority in the service.	15 Points
Evaluation of the CV's of the faculty proposed to be used and the mix of academic/practitioner/overseas faculty proposed.	30 Points
Evaluation of the teaching and learning resources available/likely to be available from the Bidder inclusive of logistics (the IT Related & supported logistics which can reach up to the individual participant throughout the country) for liaison with IGNFA/ MOEF&CC.	25 Points
Total	100 Points

In RFP for online bids, the Bidders receiving at least 70 points will continue to the stage of opening financial bids. However, the expert committee constituted by IGNFA/ MOEF&CC shall reserve the right to consider those with less than 70 points but not below 60 points if at least 3 Bidders do not cross this minimum score.

Financial Proposal

Financial proposals will be evaluated following completion of the technical evaluation. Only those Bidders whose technical proposals secure a minimum of 70 points out of a 100 points evaluation system or as chosen by the Expert Committee on account of reason for considering those securing less than 70 points as detailed in Para No. 5.11, would qualify for the opening of financial bids. The cost evaluation of the award will be done under Combined Quality Cum Cost Based System as given under "Award Criteria".

5.12 Public opening & evaluation of the Financial Proposals:

Financial proposals of only those bidders who are technically qualified shall be opened publicly on the date to be notified subsequently in the presence of the bidder's representatives who choose to attend. The venue for the same shall be notified later to all concerned

5.13 Negotiations

Negotiations, if required, shall be held at the date, time and address intimated to the qualified and selected bidder/s in advance. Representative conducting negotiations on behalf of the bidder must have written authority to negotiate and conclude a contract.

1. Technical negotiations: Negotiations will include a discussion of the Technical Proposal, the proposed technical approach and methodology, work plan, and organization and staffing, and any suggestions made by the bidder/IGNFA to improve the Terms of Reference or quality of the delivery. Decisions taken thereof on mutual consensus between the IGNFA and the bidder shall be bidding

on the both parties and shall become the part of agreement; without any cost escalation on the rate quoted by the bidder.

2. Financial negotiations: After the technical negotiations are over, financial negotiations will be carried out in order to reflect any change in the financial quotation due to change in scope of work or due to clarification on any aspect of the technical proposal during the technical negotiations. Under no circumstance, the financial negotiation shall result in increase in the price originally quoted by the bidder.

5.14 Taxes

The bidder shall fully familiarize themselves about applicability of Domestic /overseas taxes (such as: value added or sales tax, service tax or income taxes, duties, fees, levies) on amounts payable by the IGNFA/MoEF&CC under the contract. All such taxes must be included by the bidder in the financial proposal. The IGNFA/MoEF&CC shall not be liable to pay any such direct and indirect taxes, duties, fees and other impositions levied under the applicable laws, beyond the contractual amount quoted by the bidder at any stage of operation of the contract.

5.15 Currency

The Bidders shall express the price of their assignment in India Rupees (INR) only.

5.16 Earnest Money Deposit (EMD)

- I. An EMD of Rs. 1.00 lakh (One Lakh only), in the form of DD drawn in favour of the Director, IGNFA, Dehradun payable at Dehradun India for each phase of the Management module in which the institution is applying must be submitted along with the Proposal.
- II. Proposals not accompanied by EMD shall be rejected as non-responsive.
- III. No interest shall be payable for the sum deposited as earnest money deposit.
- IV. No bank guarantee will be accepted in lieu of the earnest money deposit.
- V. The EMD of the unsuccessful bidders would be returned back within one month of signing of the contract.

The EMD shall be forfeited in the following events:

- I. If Proposal is withdrawn during the validity period or any extension agreed by the bidder thereof.
- II. If the Proposal is varied or modified in a manner not acceptable to the MoEF&CC/IGNFA, after opening of proposal during the validity period or any extension, thereof.
- III. If the bidder tries to influence the evaluation process.
- IV. If the first ranked bidder withdraws his proposal during negotiations (failure to arrive at consensus by both the parties shall not be construed as withdrawal of proposal by the bidder).
- V. If the successful bidder fails to furnish the performance guarantee @ 7% of the cost quoted for delivery of a programs given in 5.17.

- 5.17 Performance Guarantee:** The successful bidder required to submit 7% value of the cost finalised per program as a Performance Guarantee in the form of DD drawn in favour of the Director, IGNFA, Dehradun /FD mortgage with the Director, IGNFA. It is expected to organise one program per annum for each phase and the Performance Guarantee (PG) shall be worked out accordingly for one year per phase. However, the PG shall be released only after completion of the contract to the bidder.

6. AWARD CRITERIA

6.1 Final Evaluation for award of contract will be done under Combined Quality Cum Cost Based System (CQCCBS).

- a. Under CQCCBS, the technical proposals will be allotted Weightage of 70% while the financial proposals will be allotted weightages of 30%.
- b. Proposal with the lowest cost will be given a financial score of 100 and other proposals given financial scores that are inversely proportional to their prices.
- c. The total score, both technical and financial, shall be obtained by weighing the quality and cost scores and adding them up.
- d. Highest points basis: On the basis of the combined weighted score for quality and cost, the bidder shall be ranked in terms of the total score obtained. The proposal obtaining the highest total combined score in evaluation of quality and cost will be ranked as H-1 followed by the proposals securing lesser score as H-2, H-3 etc.

The proposal securing the highest combined score and ranked H-1 will be invited for negotiations, if required and shall be recommended for award of contract.

6.2 The selected institution is expected to commence implementation of the project as per time schedule to be indicated in the following format: -

1.	Submission of draft design of the programme	50 days prior to commencement of the program
2.	Discussion regarding the design of the programme submitted and fine tune	40 days prior to commencement of the program
3.	Submission of revised design based on discussions	30 days prior to commencement of the program
4.	Approval for the design of the programmes by IGNFA	20 days prior to commencement of the program
5.	Conduct of the programmes	As per the agreed date
	Phase – III	
	Phase – IV	
	Phase – V	

The initial term of the Contract will be for two years.

7. PROPOSED AWARD SCHEDULE

Release of RFP document	07 th August 2020.
Pre-bid meeting	17 th August 2020 at 1100 hrs
Due date for proposal submission	31 st August 2020, 1700 hrs
Opening of Technical Proposal	3 rd September 2020, 10:00 hrs onwards*
Opening of Financial Bids	4 th September 2020, 10:00 hrs onwards*
Proposed Award Date	To be notified
Commencement of Training Programme	Tentatively from October 2020 onward

*if the day happens to be holiday, the Opening of Technical & Financial Proposals will be held on next working day

8. NOTIFICATION OF AWARD

Prior to the expiry of the period of proposal validity, IGNFA/MoEF&CC on their behalf will notify the successful Bidder that their proposals have been accepted.

IGNFA/MoEF&CC may notify unsuccessful Bidder after completion of each phase of bidding or after all of the contracts are awarded and return the EMDs.

9. SIGNING OF CONTRACT

At the same time as IGNFA/MoEF&CC notifies the successful bidders that their proposal/s have been accepted, IGNFA/MoEF&CC will invite them to sign a contract, incorporating all agreements between the parties with required arbitration clause. The successful bidder should pay performance guarantee (PG) of 7% of the accepted contract value of the minimum number of program to be delivered by them on yearly basis. On receipt of the PG, the EMD submitted by the bidder shall be released. IGNFA expect atleast one program per Phase per annum to be conducted during the contract period. Accordingly, 7% of contract value per program shall be the performance Guarantee as elaborate in Para 5.17.

10. COPYRIGHTS

Copyright for all the intellectual property developed under this project will vest with Government of India (MoEF&CC).

11. COMMUNICATIONS

Effective with the release of this bid package, all communication must be directed to the Director, Indira Gandhi National Forest Academy, PO- New forest, FRI Campus, and Dehradun (India) Pin 248006. Except the formal submission of the bids, all such communication could be made via e-mail at **director@ignfa.gov.in**. Throughout the process, Bidder must not communicate with any other staff member of IGNFA/MoEF&CC regarding this RFP. Bidder in violation will be disqualified from the process. **Director, IGNFA reserves absolute right to cancel this RFP and related documents whole or in part of invitation of this offer at any time without any reason.**

**BROAD SCHEME AND PROPOSED CONTENTS OF MODULES FOR
PHASEWISE MID CAREER TRAINING OF IFS OFFICERS**

1. PHASE – III TRAINING (7-9 YEARS OF SERVICE)

A. Broad Objectives of Training

This Phase, intends to build upon the field exposure and experience gained by the officer in the initial years of his service following his elaborate and lengthy training programme and help him improve his personal performance levels. He would also get an opportunity to test the validity of his academic learning and to gather new skills and knowledge for applying at workplace for professional management skills in the context of the emerging scenario in the field of forestry and environment. His knowledge and skills must, therefore, be updated and enhanced to fully address the emerging trends in forestry.

B. Work Experience of Participants

Besides the induction training, at this stage the officers would have completed two or three divisions as Divisional Forest Officers, which is the first level key supervisory post in the forest administration. They would have, during this period, personally undertaken scientific management of forest through working plans, wildlife conservation, forest production, NTFP conservation and performed forest protection measures like fire management, patrolling, surveillance, maintenance of forest/wildlife offence records, controlling poaching, illegal extraction and trade in wild flora and fauna etc. Usually in one division, there are two or more Sub Divisions with supervisory charge over three to five forest ranges.

C. Methodology

The training course will follow various teaching methods, viz. theoretical lecture sessions, group working & workshops. The medium of instruction will be English language.

D. Duration and design of training

Management Module – (Duration 6 days)

Focus Area to be covered

1. Leadership Skills, HRD and motivation, creativity, Change management, Communication skills and Stress management with relevant case studies from government sector, political economy and public service requirements, technology enabled public delivery, values in governance, pre economy concept for management, lessons from failure- case study analysis, time management, negotiation skills, knowledge management, mock exercises and theoretical and practical frame works.

The program should be delivered by mix of in house faculty (30%), renowned management experts from government (20%) and corporate sectors (20%) and overseas expert faculties (30%).

The faculty ratio shall be decided by no. of sessions handled by each group. IGNFA normally conduct 5 sessions a day having a duration 1.15 minutes with tea break and lunch break at appropriate time. The Service Provider may design the program accordingly and indicate (the same ratio in their design of the program).

For the purpose of the bidding the overseas faculty is the one who is having full time placement with the foreign educational institutions and their presence in the programme shall be counted towards the faculty mix ratio. In case the faculty mix ratio falls in decimals and not meeting the prescribed ratio, the next higher number shall be counted to arrive at a whole figure.

The institution should submit the profile of tentative faculties/institutional linkages from which the proposed mix will be drawn along with the proposal.

2. PHASE – IV TRAINING (14-16 YEARS OF SERVICE)

A. Broad Objectives of Training

This training is intended to help the participants consolidate their field experiences and help them analyse the current management practices in the light of the changing forestry paradigm. Emphasis would also be on helping them on their skills in latest developments in forestry, human resources management, strategic planning, directing and team building.

B. Work Experience of Participants

Participants of the training programmes at this Phase would have put in over 14 years of actual service practicing forestry including scientific management of forests through working plans, forest utilization, Training, HRD, etc. Most of them would have had 4-5 tenures as Divisional Forest officer. Many of them would also have been posted as supervisory officers (Conservator of Forest/Chief Conservator of Forests) of Divisional Forest Officers in charge of divisions.

C. Methodology

The training course will follow various teaching methods, viz. theoretical lecture sessions, group working & workshops. The medium of instruction will be English language.

D. Duration and design of training

Management Module – (Duration 6 days)

Focus Area to be covered

1. Negotiation skills, conflict resolution skills, leadership strength and skills and creativity, Stress Management and Positive Thinking, Financial Management, Competency Based Personnel Management in HRD, creation of enabling environment in Policies, Legislations, Power Relations & Norms with relevant case studies from Government Sector, contemporary development in political economy of the Forestry Sector at national level and its relevance to global context, analysis and evaluation of public policies and process of public policy formulation, , interdepartmental coordination, appreciate centrality of values in good governance, accountability indicator for public and political classes, mock exercises and theoretical and practical frame works.

The program should be delivered by mix of in house faculty (30%), renowned management experts from government (20%) and corporate sectors (20%) and overseas expert faculties (30%).

The faculty ratio shall be decided by no. of sessions handled by each group. IGNFA normally conduct 5 sessions a day having a duration 1.15 minutes with tea break and lunch break at appropriate time. The Service Provider may design the program accordingly and indicate (the same ratio in their design of the program).

For the purpose of the bidding the overseas faculty is the one who is having full time placement with the foreign educational institutions and their presence in the programme shall be counted towards the faculty mix ratio. In case the faculty mix ratio falls in decimals and not meeting the prescribed ratio, the next higher number shall be counted to arrive at a whole figure

2. The institution should submit the profile of tentative faculties / institutional linkages from which the proposed mix will be drawn along with the proposal.

3. PHASE – V TRAINING (26-28 YEARS OF SERVICE)

A. Broad Objectives of Training

The objective of training of this phase is to orient the participants to wide management exposure and invest them with conceptual management skills suitable for a world class organization head. It is also expected to provide an opportunity for study of new initiatives/best **practices in other states through experience sharing and discussions among participants.**

B. Work experience of Participants

Participants would be from rank of Chief Conservator of Forests, Additional PCCF/PCCF functioning as Head of Departments in respective discipline of forest governance.

C. Methodology

The training course will follow various teaching methods, viz. theoretical lecture sessions, group working & workshops. The medium of instruction will be English language.

D. Duration and design of training

Management Module – (Duration 6 days)

Focus Area to be covered

1. Change management, Strategic Management and Team building, Leadership and creating enabling environment through creativity, Power Relation and Norms, Policy making, Performance Management, Stress Management and Good Governance with relevant case studies from government sector, contemporary political economy and public service, evaluation and public policy formulation, central values of governance, accountability, team working in public sphere, mock exercises and theoretical and practical frame works.

The program should be delivered by mix of in house faculty (30%), renowned management experts from government (20%) and corporate sectors (20%) and overseas expert faculties (30%).

The faculty ratio shall be decided by no. of sessions handled by each group. IGNFA normally conduct 5 sessions a day having a duration 1.15 minutes with tea break and lunch break at appropriate time. The Service Provider may design the program accordingly and indicate (the same ratio in their design of the program).

For the purpose of the bidding the overseas faculty is the one who is having full time placement with the foreign educational institutions and their presence in the programme shall be counted towards the faculty mix ratio. In case the faculty mix ratio falls in decimals and not meeting the prescribed ratio, the next higher number shall be counted to arrive at a whole figure.

2. The institution should submit the profile of tentative faculties/institutional linkages from which the proposed mix will be drawn along with the proposal.

FORMAT FOR SUBMISSION OF TECHNICAL OFFER

In order to facilitate the preparation and review of the proposals, the offers should be submitted in the format specified below. The Bidders must respond to cells of the RFP in the adjacent cell (on the right side of the page) and all vital information should be contained in such adjacent cell. In most cases a descriptive response would be necessary and these may be given in separate annexure, with the annexure number being mentioned in the adjacent cell of the table. Where a statement of non-compliance is provided, the Bidders must indicate its reasons and explain its proposed alternative, if applicable, and the advantages to the MoEF&CC of such proposal. Please provide as much information as the bidder believes will help us.

S No.	Requirements	Bidders Response
B1	Indicate the proposed design of each phase of training that you have submitted your offer for covering the philosophy, structure of inputs and how they integrate with one another	
B2	Indicate how you propose to cover each phase of training for the IFS officers (Details given in TOR of RFP) that you have submitted your offer for.	
B3	Indicate the evaluation methodology you propose to adopt to assess the performance for each participant	
B4	Indicate your past experience and the expertise you have in the design and delivery of similar training programs for civil servants/public officials.	
B5	List the faculty you propose to use as your lead faculty and enclose their CVs. (the list should indicate if they are academic faculty or practitioner faculty)	
B6	Indicate how you propose to develop the learning and teaching resources that will be required for the program and your expertise in this regard. (This would include resource material such as case studies, games, exercise, etc.)	
B7	Indicate the reception of the participants, transport and logistics arrangements for the faculty members/MOEF&CC officials, their stay arrangements during design, formulation and overseeing the program (“if required”)	
B8	Indicate the arrangements you propose to make to evaluate the performance of the faculty resources that you use.	
B9	Indicate the arrangements you propose to make for regular interaction with the “IGNFA/MoEF&CC” and the monitoring group.	

It may be noted that bidders may be required to make a presentation of their proposals, at their cost, before the Expert Committee. It may also be noted that the copyright for all the intellectual property developed under this projects will vest with the Government of India (MoEF&CC).

FORMAT FOR SUBMISSION OF FINANCIAL OFFER

(Name of the Program: Phase – III, IV & V)

S N	Item	Price in Indian Rupees
C1	Cost of delivery for 60 participants per program including taxes for a period of 2 years. (this cost is inclusive of design, development of study materials, IT arrangements for conducting the program, hosting the event, providing pre-reading material, sharing of training documents, delivery etc.)	
C2	Cost of each additional participants beyond 60 persons inclusive of taxes	

The rate quoted for C1 for online mode will be taken as financial quote for calculation of financial weightage of the proposal.

Bidders may note that domestic Consultants/Personnel and foreign personnel, who are residents in India (as per provisions of the tax laws), will be required to pay Indian taxes directly and this component has to be included in their price bids.

For foreign Consultants/Personnel the client shall pay and bear on behalf of such Consultants any taxes, duties, fees, levies and other impositions imposed, under the Applicable Law in India.

The cost per additional participants beyond 60 persons should be proportional to various costs involved for each participant in terms of IT related costs and delivery.

In addition to that the bidders are required to furnish following additional information, which shall be used for cost negotiation and final cost comparison by the Committee.

S.No.	Item	Price in Rs.
1.	Cost of the design of the program & Cost for the development of teaching and learning materials	
2.	Cost of delivery of the programme for 60 participants per program. The cost should be inclusive of a) IT related costs of delivery, backup and support for follow up. b) Cost of pre-reading material, study material to participants	
3.	The cost of transport and lodging charges (on single occupancy basis) of maximum two (2) faculty members/MoEF&CC officials for finalizing, overseeing the preparation before and during the program (“if required”).	

FORMAT OF RESUME OF PROPOSED FACULTY

Name of the Faculty:

Current Title:

Date of Birth:

Years with Institute:

Nationality:

Certifications:

Education/Qualification: (Summarize College/ university and other specialized education of faculty member, giving names of graduate schools, years attended and degrees professional qualifications obtained)

Employment Record/ Experience

(Starting with present position, list in reverse order, every employment held, giving dated, names of employing organization, title of positions held and location of employment. For experience in last five years, detail the types of activities performed degree of responsibilities, location of assignments and any other information of professional experience pertinent for this assignment)

I, the undersigned certify to the best of my knowledge and belief, that this bio data is accurate.

Signature

Date (Day/ month/year)

CERTIFICATE OF AUTHORITY TO SIGN PROPOSAL

I _____, certify that I am _____ (designation) of _____ (Institution) and that the signing of this Proposal is within the scope of my powers.

The proposal prepared and submitted by _____ (the Vendor) includes all of the labelled Appendices attached to and made part thereof.

<u>Submission checklist</u>	Vendors initials
Bidder is to complete and submit this checklist with their proposal	
Completed proposal submission checklist and certificate of authority (Appendix E)	
Completed format for technical proposal (Appendix B)	
Completed format for financial proposal (Appendix C)	
Completed Resume Forms (Appendix D)	

(BIDDER NAME)

Authorized Signature

Name and title:

Date:

LETTER OF PROPOSAL SUBMISSION

[Location, Date]

To,

The Director, Indira Gandhi National Forest Academy
PO- New forest, FRI Campus, Dehradun (India)
Pin 248006

Dear Sir,

We, the undersigned, offer to organise management module for Phase – III / Phase – IV/ Phase – V of the **Mid-Career Training of IFS Officers** in accordance with your Request for Proposal dated _____. We are hereby submitting our proposal, which includes technical Proposal, financial Proposal sealed under separate envelopes for each management module phase and requisite EMD.

We are submitting our Proposal in association with: [Insert a list with full name and address of each associated partner institution]

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

If negotiations are held during the period of validity of the proposal, i.e., as per the details indicated in “**Paragraphs 5.13**” of the RFP document, we undertake to negotiate on the basis of the proposal submitted by us. Our proposal is binding upon us and subject to the modifications resulting from contract negotiations.

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

We remain,

Yours Sincerely,

Encl: As above

Authorized Signature [In full and initials]:

Name and Title of Signatory:

Name of Institution:

Address: