



Request for Proposal

**“Reorganizing Faculty & Staff Structure at IGNFA
to meet the Training Objectives of *Amrit Kaal*”**

ORIGINAL

FOREWORD

The Indira Gandhi National Forest Academy (IGNFA) has undertaken a forward-looking initiative to reassess and reorganize its faculty and staff structure to better align with the dynamic training objectives of the *Amrit Kaal*.

A Request for Proposal (RFP) has been prepared to select a competent organization to conduct a comprehensive work study.

This study aims to evaluate current roles, responsibilities, and organizational design to ensure an agile and future-ready institutional framework that supports IGNFA's mission of excellence in forestry training.

This effort reflects IGNFA's commitment to strengthening its institutional capacity and enhancing the effectiveness of its training programs, thereby supporting India's vision of environmentally responsible and professionally competent forest management.

Request for Proposal

SUMMARY

Section 1: Request for Proposals (REF) Letter

This section is a letter for a Request for Proposals for inviting Consultants to submit a proposal for a consulting assignment of Work Study.

Section 2: Instructions to Organisations

This Section provides information to help shortlisted consultants prepare their proposals. Information is also provided on the submission, opening and evaluation of proposals, contract negotiation and award of contract.

Section 3: Eligibility Criteria

This section outlines the qualifications required for shortlisted consulting firms to prepare and submit their proposals. It details the necessary conditions that firms must meet to be considered eligible for participation in the selection process.

Section 4: Technical Proposal- Standard Forms

This Section includes the standard forms to be completed by the consultants and submitted in accordance with the requirements of Section 2.

Section 5: Financial Proposal- Standard Forms

This section includes the financial forms that are to be completed by the consultants, including the consultants' costing of their technical proposals, which are to be submitted in accordance with the requirements of section 2.

Section 6: Terms of Reference (ToRs)

This Section describes the scope of services, objectives, goals, specific tasks required to implement the assignment, and relevant background information; details on the required qualifications of the key experts; and expected deliverables.

Section 7: Statement of Work

This section includes all scope of work and key deliverables in the assignment

Section 8: Standard forms of Contract

This section includes standard contract form(s).

SELECTION OF ORGANISATIONS

Request for Proposals

Work Study by Organisations: “Reorganizing Faculty & Staff Structure at IGNFA to meet the Training Objectives of Amrit Kaal”

Services for: Work study on Reorganizing Faculty & Staff Structure at IGNFA to meet the Training Objectives of *Amrit Kaal*

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ORIGINAL

Section 1: Request for Proposal Letter

Name of Work Study: Re-organizing Faculty & Staff Structure at IGNFA to meet the Training Objectives of *Amrit Kaal*

RFP Reference No.:

Date: DD/MM/YYYY

1. The Indira Gandhi National Forest Academy invites proposals from Organisations to provide the following work study on Re-organizing Faculty & Staff Structure at IGNFA to meet the Training Objectives of *Amrit Kaal*. More details on the services are provided in the Terms of Reference (Section 5).
2. The Origination will be selected under **CQCCBS** procedures and in a format a described in this RFP,

The RFP includes the following documents:

Section 1 - Request for Proposal Letter

Section 2 - Instructions to Organisations

Section 3 - Technical Proposal- Forms

Section 4 - Financial proposal

Section 5 - Terms of references

Section 6 - Standard form of contract

3. Details on the proposal submission date, time and address are provided in the RFP.
4. Mailing Address shall be “AP Admin, Indira Gandhi National Forest Academy, PO: New Forest, Dist: Dehradun, Uttarakhand -248006”.

AP Admin

Indira Gandhi National Forest Academy
PO: New Forest, Dist.: Dehradun, Uttarakhand- 248006

Section 2: Instructions to Organisations

1. Introduction:

- 1.1 IGNFA intends to select a company/ firm/ partnership firm/ party/organisations, hereinafter referred to as 'Consultant' from those received in response to the Request for Proposals (RFP), in accordance with the **CQCCBS** method of selection.
- 1.2 The interested consultants are invited to submit a Technical Proposal and a Financial Proposal for consulting services required for the Work Study. The Proposal will be the basis for awarding the Contract to the selected Consultant.
- 1.3 The Consultants should familiarize themselves with the local conditions and take them into account in preparing their Proposals.
- 1.4 IGNFA will share, at no cost to the Client/ Consultant/ Party B, the inputs, relevant data, information required for the preparation of their Proposal readily available with IGNFA.

2. Conflict of Interest

- 2.1 The Consultant is required to provide professional, objective and impartial advice and other services listed below, at all-time holding the IGNFA interest paramount, strictly avoiding conflicts with other assignments or its own corporate interests and acting without any consideration for future work.
- 2.2 The Consultant has an obligation to disclose to IGNFA any situation of actual or potential conflict that impacts its capacity to serve the best interest of its IGNFA. Failure to disclose such situations may lead to the disqualification of the consultant or termination of its Contract.

3. Preparation of Proposals

- 3.1 In preparing the Proposal, the Consultant is expected to examine the RFP in detail. Material deficiencies in providing the information requested in the RFP may result in rejection of the Proposals.
- 3.2 The Consultant shall bear all costs associated with the preparation and submission of its proposal and IGNFA shall not be responsible or liable for those costs, regardless of the conduct or outcome of the selection process. The IGNFA is not bound to accept any proposal and reserves the right to annul the selection process at any time prior to Contract award, without thereby incurring any liability of IGNFA to the Consultant.
- 3.3 Proposals shall remain valid until three months (90 days) or any extended date as decided by IGNFA.
- 3.4 During this period, the Consultant shall maintain its original Proposal without any change, the proposed rates and the total price.
- 3.5 The Consultant shall not subcontract part or the whole of the Services.

4. Submission of Proposal- Timeline

Particulars	Timeline
Publishing RFP to Consultants	
Queries/Clarification to be sought by Consultants	
Response/Amendments by IGNFA	
Last Date for Submission of Response by Consultant/Firm	
Opening of Technical Proposals	
Opening of Financial Proposals	
Award of Contract	
Commencement of Services	

5. Clarification and Amendment of RFP

- 5.1 The Consultant may request a clarification of any part of the RFP until **23/09/2025** before the Proposals 'submission deadline. Any request for clarification must be sent in writing, or by standard electronic means (apadmn@ignfa.gov.in) and shall publish the same on and Academy website.
- 5.2 At any time before the proposal submission deadline, IGFNA may amend the RFP by issuing an amendment in writing or by standard electronic means.
- 5.3 If the amendment is substantial, IGNFA may extend the proposal submission deadline to give the interested Consultants reasonable time to take an amendment into account in their Proposals.
- 5.4 The Consultant may submit a modified Proposal or a modification to any part of it at any time prior to the proposal submission deadline. No modifications to the Technical or Financial Proposal shall be accepted after the deadline.

6. Technical Proposal Format and Content

The Technical Proposal shall be prepared using the Standard Forms provided in Section 4 of the RFP and shall comprise the required documents listed in Section 4. The Technical Proposal shall not include any financial information. A Technical Proposal containing material financial information shall be declared non-responsive.

7. Financial Proposal

The Financial Proposal shall be prepared using the Standard Forms provided in Section 5 of the RFP.

8. Submission of Proposal:

- 8.1 The Technical Proposal shall be placed inside a sealed envelope clearly marked 'TECHNICAL PROPOSAL', "[Request for Proposals (RFP), for selection of consultants to provide Consultancy Services, for Work Study on Re-organizing Faculty & Staff Structure at IGNFA to meet the Training Objectives of *Amrit Kaal.*,"] and with a warning "DO NOT OPEN UNTIL **30/09/2025**".

- 8.2 Similarly, the Financial Proposal shall be placed inside of a separate sealed envelope clearly marked “FINANCIAL PROPOSAL”, “[NAME of Work Study]”, [File No.], [Name and Address of the Consultant]”, and with a warning ‘DO NOT OPEN WITH THE TECHNICAL PROPOSAL”.
- 8.3 The sealed envelopes containing the Technical and Financial Proposals shall be placed into one outer envelope and sealed. This outer envelope shall be addressed to the Director, IGNFA and bear the submission address, RFP reference/file number, the name of the work study, the Consultant’s name and the address, and shall be clearly marked Do Not Open Before insert the time and date of the submission deadline].
- 8.4 If the envelopes and packages with the Proposal are not sealed and marked as required, the Client will assume no responsibility for the misplacement, loss or premature opening of the Proposal.
- 8.5 The Proposal must be sent through Speed post, or Courier or submitted by hand at the administration.

AP Admin, Indira Gandhi National Forest Academy
P.O.: New Forest, Dist.: Dehradun, Uttarakhand- 248006
Email- apadm@ignfa.gov.in

The last date for submission of proposal is 30.09.2025

- 8.6 The proposal shall be received by IGNFA no later than the deadline indicated in the timeline details above, or any extension to this deadline. Any Proposal or its modification received by IGNFA after the deadline shall be declared late and rejected, and promptly returned unopened.

9. Proposals Evaluation

- 9.1 The evaluation committee shall conduct the opening of the Technical Proposals in the presence of the shortlisted Consultants ‘authorized representatives who choose to attend (in person, or online). The envelopes with the Financial Proposal shall remain sealed and shall be securely stored with IGNFA until they are opened in accordance with subsequent provisions of RFP.
- 9.2 At the opening of the Technical Proposals the following shall be read out: (i) the name of the Consultant /organization (ii) the presence or absence of a duly sealed envelope with the Financial Proposal; (iii) any modifications to the Proposal submitted prior to proposal submission deadline; and (iv) any other information deemed appropriate.
- 9.3 IGNFA evaluation committee shall evaluate the Technical Proposals on the basis of their responsiveness to the Terms of References and the RFP, applying the evaluation criteria, sub-criteria, and point system specified in the **TOR**. Each responsive Proposal will be given a technical score. A Proposal shall be rejected at this stage if it does not respond to specifications given in this RFP or if it fails to achieve the minimum technical score indicated in the **TOR**.
- 9.4 In RFP for bids, the Bidders receiving at least 80 points will continue to the stage of opening financial bids. However, the expert committee constituted by IGNFA shall

reserve the right to consider those with less than 80 points but not below 70 points if at least 3 Bidders do not cross this minimum score.

10. Public Opening of Financial Proposals

- 10.1 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
- 10.2 After the technical evaluation is completed, IGNFA shall notify those Consultants whose Proposals were considered or which did not meet the minimum qualifying technical score.
- 10.3 IGNFA shall simultaneously notify in writing those Consultants whose Proposals were considered responsive to the RFP and TOR, and that have achieved the minimum qualifying technical score and notify that their Financial Proposal will be opened at the public opening of Financial Proposals; and notify them of the date, time and location of the public opening and invite them for the opening of the Financial Proposals.
- 10.4 The Consultant's attendance at the opening of the Financial Proposals (in person, or online) is optional and is at the Consultant's choice.
- 10.5 The Financial Proposals will then be inspected to confirm that they have remained sealed and unopened. These Financial Proposals shall be then opened, and the total prices read aloud and recorded.
- 10.6 IGNFA's evaluation of the Consultant's Financial Proposal shall be inclusive of all taxes & duties
- 10.7 In the case of **CQCCBS**, the total score is calculated by weighting the technical and financial scores and adding them as per the formula and instructions in the **TOR**. The Consultant with the Most Appropriate Proposal, which is the Proposal that achieves the highest combined technical and financial scores, will be selected for awarding the contract.

11. 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.

- a) Technical: 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 binding on both parties and shall become the part of agreement; without any cost escalation on the rate quoted by the bidder.
- b) 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.

12. 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 direct and indirect taxes, duties, fees and other impositions levied under the applicable laws, beyond the contractual amount quotes by the bidder at any stage of operation of the contract.

13. Award of Contract:

13.1 The invited Consultant shall confirm the availability as mentioned in the Proposal, Failure to confirm the availability may result in the rejection of the Consultant's Proposal and IGNFA proceeding to appoint the Contract with the next-ranked Consultant.

13.2 The Contract shall be signed prior to the expiry date of the Proposal validity or any extension thereof.

13.3 The Consultant/firm is expected to commence the Work Study from **01.11.2025**.

14. Performance Bank Guarantee

The successful bidder required to submit 5% 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 mortgaged with the Director, IGNFA. 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.

Section 3: Eligibility Criteria

The Bidder shall have to give an undertaking to accept all the conditions of the RFP. In addition, the list of the pre-qualification/qualification/eligibility requirements and the supportive documents that need to be submitted are given in table below:

Sr.No	Parameters	Details	Supporting Documents to be submitted
1	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	Certificate of Incorporation/ Constitutional Documents
2	Bidder	The Bidder should have a functional office in India. The Consultant should be a Government Organization/ Public Sector Unit/ Partnership Firm / Private Limited Company/ Limited Liability Partnership Firm/ MNC / Public Limited Company registered or incorporated in India. It should NOT BE an Individual/ Proprietary Firm/ HUF etc.	Address Proof/ Certificate of Incorporation
3.	Experience	The Bidder must have a minimum of 3 years 'experience in providing HR Capacity Building and Management Consulting services to Organisations	Relevant details of the engagement for past 3 years with client certificates
4.	Experience in HR Consulting	The Bidder, in the last 10 years, should have undertaken at least THREE Management Consultancy Project for organizational restructuring of an organization with more than 200 resources. The assignment should have covered organizational restructuring, planning, HR policies and Branding	Relevant details of engagement undertaken in the last three years with Client Certificates
5.	Experience in Government Processes	The Bidder should have successfully completed at least 3 projects in the last 3 years (from the date of publication of bid) in process transformation in Government Clients or Public Sector Unit	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
6	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

Section 4: Technical Proposal- Forms

Checklist of Required Forms

FORM	DESCRIPTION
TECH-1	Technical Proposal Submission Form
TECH-2	Consultant Experience
TECH-3	Description of the Approach, Methodology, and Work Plan for Performing the Work Study

All pages of the original Technical Proposal shall be initialed by the Consultant who signs the Proposal

ORIGINAL

TECHNICAL PROPOSAL SUBMISSION FORM

[Location, Date]

To: *[Name and address of Client]*

Dear Sirs:

We are hereby submitting our Proposal, which includes this Technical Proposal and a Financial Proposal sealed in a separate envelope.

We hereby declare that:

- a) All the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification by the Client.
- b) Our Proposal shall be valid and remain binding upon us until *[insert date]*
- c) We have no conflict of interest.
- d) We meet the eligibility requirement as stated in TOR.
- e) Our Proposal is binding upon and subject to any modifications resulting from the Contract negotiations.

We undertake, if our Proposal is accepted and the contract is signed, to initiate the Services related to the assignment no later than the date indicated in RFP.

We understand that the IGNFA is not bound to accept any Proposal that it receives.

We remain,
Yours sincerely,

Signature of Consultant {In full and initials}:

Name of Consultant

Address: {insert the authorized representative's address}

Phone/fax: {insert the authorized representative's phone and fax number, if applicable}

Email: {insert the authorized representative's email address} _____

TECHNICAL PROPOSAL SUBMISSION FORM
Consultant's Experience

S.No	Particulars (Attach relevant proof in support)	Response
1	Date of Incorporation/registration	
2	Particulars of your organization (Brief description of the activities undertaken by your organization)	
3	Experience in Organizational Restructuring and HR Studies (no. of years)	
4	Annual turnover (supported with documentary proof of CA certificate)	
5	Work experience in consulting with other institutions (give details and number of institutions, nature and subject of consultancy supported with documentary proof to substantiate)	
6	Experience in Conducting Work Studies for Government, Academic, or Training Institutions during last 5 years (give no. of assignments executed successfully supported with documentary proof to substantiate)	
7	Awards/Honours for exemplary work in the Domain (supported with documentary proof to substantiate)	
8	No. of eligible key experts on panel/onboard with the consultant (HR, Organizational Design, Training, Change Management)	
9	No. of collaborations with research platforms and institutions	
10	GST & PAN number	

TECHNICAL PROPOSAL SUBMISSION FORM

Description of Approach, Methodology, and Work Plan for Performing the Work Study

Form TECH-3: a description of approach, methodology, and workplan for performing the assignment, including a detailed description of the proposed methodology.

a) Technical Approach, Methodology, and Organization of the consultant's team.

{Please explain your understanding of the objectives of the assignment as outlined in the Terms of Reference (TOR), the technical approach, and the methodology you would adopt for implementing the tasks to deliver the expected output (s); the degree of detail of such output.

b) Work plan and documentation {For evaluation purposes only}

{Please outline the plan for the implementation and. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan.

The Consultant will be required to make a presentation of 20 minutes duration on the work plan for the Work study before a Committee constituted by IGNEFA as a part of technical evaluation as mentioned in the Terms of Reference.

Section 5: Financial proposal

Financial Proposal Standard Forms shall be used for the preparation of the Financial Proposal for study according to the instructions provided in Section 3

FORM	DESCRIPTION
FIN-1	Financial Proposal Submission Form
FIN-2	Summary of Costs

All pages of the original Technical and Financial Proposal shall be initialed by the Consultant who signs the Proposal

ORIGINAL

FORM FIN-1

FINANCIAL PROPOSAL SUBMISSION FORM

To: [Name and address of client]

{Location, Date}

Dear Sir:

We, the undersigned, offer to provide the consulting services for [Insert title of Work Study] in accordance with your Request for Proposal dated [Insert Date] and our Technical Proposal.

Our Financial Proposal shall be valid and remain binding upon us for the period of time specified in the RFP.

We understand that you are not bound to accept any Proposal you receive.

Yours sincerely,

Signature of Consultant {In full and initials}:

Name of Consultant

Address: {insert the authorized representative's address}

Phone: fax: {insert the authorized representative's phone and fax number, if applicable}

Email: {insert the authorized representative's email address}

FORM FIN-2

SUMMARY OF COSTS

S.No.	ITEM	Description	Cost (in Rupees) *
1	Project Management & Coordination	Overall project oversight, planning, team coordination, quality assurance	
2	Inception Report Preparation	Detailing methodology, timelines, deliverables, and stakeholder engagement plan	
3	Data Collection & Analysis	Collection of qualitative and quantitative data, surveys, HR audits	
4	Policy & Regulatory Review	Examination of existing MoEFCC/DoPT rules, service structures, and training mandates	
5	Stakeholder Consultations & Workshops	Engagement with faculty, alumni, MoEFCC officials, and trainees	
6	HR Structure Assessment & Redesign	Detailed analysis of current vs. proposed organizational structure	
7	Faculty Role & Competency Mapping	Skill-gap analysis, ideal faculty profiles, training needs	
8	Draft Report Preparation	Interim report with findings, draft organizational models	
9	Final Report & Presentation to IGNFA	Finalized recommendations, PPT, infographics	
10	Development of Implementation Roadmap	Action plan with timelines, resource mapping, and change management strategy	
11	Communication & Change Management Strategy	Designing strategy to manage transition, internal communications, capacity building	
12	Contingency / Miscellaneous	Unforeseen expenses (5–10%)	
	Total Cost		

*THE QUOTED COST OF FINANCIAL PROPOSAL SHOULD INCLUDE GST AND OTHER TAXES/ DUTIES/ CESS ETC.

Section 6: Terms of references

- 1. Description of Assignment:** The assignment requires the selected consultant to conduct a comprehensive work study to assess and recommend strategies for reorganizing the faculty and staff structure at the Indira Gandhi National Forest Academy (IGNFA). The goal is to align the organizational structure with the training objectives set for *Amrit Kaal*, particularly focusing on enhancing efficiency, effectiveness, and addressing the diverse training needs in administration, research, physical training, support services, technical, and IT departments. The study should propose a reorganization plan that accommodates permanent, contractual, and outsourced employees.
- 2. Procuring Entity's Organization Background:** The Indira Gandhi National Forest Academy (IGNFA) is an apex training institution for the Indian Forest Service (IFS) and various other forestry and other stakeholders. It is responsible for conducting training programs aimed at building the capacity of forest officers and other stakeholders to address contemporary forestry and environmental challenges. The Academy's staff consists of a mix of permanent, contractual, and outsourced employees working in various domains, including administration, research, physical training, technical, etc.
- 3. Assignment Background:** With the evolving role of the IGNFA in the context of the *Amrit Kaal*, the Academy seeks to align its faculty and staff structure with the goals of the **National Development Agenda** for a *Viksit Bharat* by 2047. The existing staff structure needs to be reviewed and restructured to better support the growing training requirements. The Academy is exploring a more dynamic and efficient workforce model that can meet the enhanced training needs, incorporating innovative approaches in administration, research, physical training, and technology.
- 4. Overall Evaluation Methodology and Award Criteria**

The Consultant will be selected through CQCCBS method. The selection will follow the **Combined Quality-Cum-Cost Based System (CQCCBS)** method, which balances both technical expertise and cost efficiency. The consultants will be evaluated based on their technical proposal (methodology, expertise, work experience, and approach) and financial proposal. The final selection will be made by considering both criteria in a predefined ratio.

 - Under CQCCBS, the technical proposals will be allotted Weightage of 70% while the financial proposals will be allotted weightages of 30%.
 - 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.
 - The total score, both technical and financial, shall be obtained by weighing the quality and cost scores and adding them up.

(A) The Technical Qualification Criteria and the marks assigned are as under:

S.No.	Criteria	Weightage
1	Experience in Organizational restructuring and HR studies (no. of years)	15

2	Experience in conducting Work studies during last 7 years for government, academic, or training Institutions (give no. of assignments executed successfully supported with documentary proof to substantiate)	20
3	Awards/ Honors for exemplary work in the Domain	5
4	No. of eligible key experts on panel/onboard with the consultant (HR), Organizational Design, Training, Change management	20
5	No. of collaborations with research platforms and institutions during last 7 years	15
6	Presentation of 20 min duration on the work plan for Work Study on “Reorganizing faculty & Staff Structure at IGNFA to meet the Training objectives of <i>Amrit Kaal</i> ”	25
	TOTAL	100

5. Statement of Purpose/Objectives: The consultant shall be required to-

- a) Conduct a thorough analysis of the current faculty and staff structure at IGNFA.
- b) Identify the gaps in the current organizational structure in meeting the training objectives for 2030 & for *Amrit Kaal*.
- c) Assess the requirements for faculty and staff in administration, research, physical training, support services, technical, IT, logistics, and other departments.
- d) Recommend an optimized organizational structure that aligns with future training goals and enhances operational efficiency.
- e) Propose strategies for integrating both permanent, contractual, and outsourced employees in a cohesive work environment that meets the academy's training objectives.

6. Timelines: The list and tentative dates of submissions of work study objectives to be conducted in the contract period will be shared with the consultant, which may be amended from time to time.

7. Length and Duration of assignment: 3 months

The consultant is expected to:

- a) Conduct initial assessments and data collection in the first two months.
- b) Analyse findings and propose interim recommendations by the end of the third month.
- c) Present a draft organizational restructuring plan by the fourth month.
- d) Finalize the report and submit it by the end of the sixth month.

**** *The duration of the assignment may be extended up to six months at the discretion of the competent authority, based on performance and institutional requirements.***

8. Procedure for review of the work of consultant after award of contract:

The work of the consultant shall be reviewed by the Academy on the basis of status of work done as per the given deadlines

Section 7: Standard form of contract

Consultancy Agreement

THIS AGREEMENT made thisday of20..... between Indira Gandhi National Forest Academy (IGNFA) having its Office at Dehradun(hereinafter referred to as 'IGNFA') of the ONE PART and Messrs., with its registered address at which expression shall unless it be repugnant to the context or meaning thereof, mean and include its successors and assignees (hereinafter referred to as 'the Consultant') of the OTHER PART:

WHEREAS the other, which is engaged in the Training related activities for IFS Officers, civil servants and stakeholders; / AND WHEREAS the IGNFA, as part of its activity, has decided to hire a Client/Consultant/Party B for providing inputs on Reorganizing Faculty & Staff Structure at IGNFA to Meet the Training Objectives of *Amrit Kaal*.

AND WHEREAS the IGNFA requires the expert services of a firm having the experience in curating and conducting such work study, IGNFA has invited proposals from Consulting firms vide RFP no. _____ dated _____ from firms and has shortlisted _____ based on criteria prescribed in RFP.

AND WHEREAS the Consultant has the requisite expertise and experience in this area of conducting work study on reorganizing Faculty & Staff Structure at IGNFA to Meet the Training Objectives of *Amrit Kaal*, it has offered its services to IGNFA on a 'principal-to-principal' basis;

NOW IT IS HEREBY AGREED BY AND BETWEEN THE PARTIES HERETO AS FOLLOWS:

ENGAGEMENT

The IGNFA hereby engages the Client/Consultant/Party B to render Services and the Client/Consultant/Party B hereby accepts the same upon the terms and conditions hereinafter set forth.

1. CONSULTANCY SERVICES

- 1.1. The Client/Consultant/Party B shall provide necessary services to IGNFA in conducting the work study on reorganizing Faculty & Staff Structure at IGNFA to Meet the Training Objectives of *Amrit Kaal*.
- 1.2. This power of supervision shall include the right to make suggestions or recommendations. In addition, IGNFA shall be entitled to exercise a broad general power of supervision and control over the results of the work performed by the Consultant, make recommendations as to the content, and other details in the execution of the work study.

2. TERM

The services to be provided under this Agreement shall be for a period of 3 months. Work study will commence with effect from and shall continue till unless a notice of termination is given by either party as per clause 5 hereunder.

The parties may extend the Consulting Period by Mutual Agreement.

3. FEES/ EXPENSES

- 3.1. In consideration of the services to be rendered, the Consultant shall receive consultation fees of (Rupees) as per the submission of deliverables, subject to satisfactory completion as per timelines by IGNFA for the term of the Agreement from to.....
- 3.2. No request for making advance payment on any ground shall be entertained by IGNFA.
- 3.3. All payments shall be subject to deduction of tax at source and any other taxes as in accordance with Indian law. Consultant must submit details of PAN (Permanent Account Number) and GST number/ GSTIN/ TAN(as applicable).

4. TERMINATION

- 4.1. Either party shall have the right to terminate this Agreement by giving written notice of termination to the other by registered post on the address given hereinabove. The Agreement shall terminate on the 21st day from receipt of such notice of termination.
- 4.2. The Consultant shall return all documents including any electronic record containing any business and technical information disclosed to the Consultant by IGNFA or in any manner procured, received by the Consultant during the term of appointment with IGNFA.
- 4.3. Upon the termination of this Agreement for any reason whatsoever all amounts due and payable to the Consultant/ firm shall be paid within 30 days from the date of termination of this Agreement.

5. CONFLICT OF INTEREST

IGNFA requires the Client/ Consultant/ Party B to deliver professional, objective, and impartial services, always prioritizing the interests of IGNFA while strictly avoiding any conflicts arising from other assignments, employment, or personal corporate interests. The Client/ Consultant/ Party B must ensure that their obligations remain uncompromised by external influences and uphold the highest standards of integrity and dedication.

IGNFA reserves the right to acuminate its oversight and evaluation mechanisms to ensure strict compliance with these principles. Any deviation or conflict of interest identified may lead to corrective actions, contractual revisions, or termination, as deemed necessary by IGNFA.

6. CONFIDENTIALITY

- 6.1. The Consultant shall maintain the strictest confidentiality regarding all information, materials, photographs, documents, or any other data provided by IGNFA or acquired during the performance of its obligations.
- 6.2. The Consultant shall not, under any circumstances, disclose, reproduce, share, or utilize any such information for any purpose other than the execution of the assigned work, without the prior written consent of IGNFA. This obligation shall remain in effect both during and after the completion of the contract.
- 6.3. Exceptions shall only be made for information that is already publicly available or disclosure mandated by a court order or legal requirement. In such cases, the Consultant shall immediately notify IGNFA in writing before any disclosure is made.
- 6.4. Any disclosure to third parties, including subcontractors, shall be strictly limited to those directly involved in the execution of the project and only to the extent necessary for fulfilling contractual obligations.

6.5. The Consultant shall ensure that all personnel and associates adhere to these confidentiality terms and shall be held fully liable for any breach by them.

Any unauthorized disclosure or misuse of confidential information shall result in legal action, termination of the contract, and potential financial liabilities as deemed appropriate by IGNFA.

7. APPROVAL

7.1. The Client/Consultant/Party B shall seek advance approval of all discussions, surveys, regarding material etc. from the nodal officer appointed by IGNFA. and shall not proceed further with any work until approval from such nodal officer is received.

7.2. The consultant should not use/reproduce/advertise/etc. any of the content, activities, photos, videos, logos of IGNFA and /or its associated centers/bodies/institutions except with prior permission and approval from the nodal officer mentioned in clause 8.1.

7.3. Both IGNFA and the Consultant shall communicate to each other the names of the officials authorized to grant approvals/represent them.

8. INTELLECTUAL PROPERTY RIGHTS

8.1. IGNFA shall have the exclusive rights to record and reproduce the activities undertaken as a part of any discussion/workshop/survey etc.as per the statement of work Section 8, for subsequent purposes.

8.2. No service covered under this Contract shall be sold or used by the Consultant in violation of any right whatsoever to or of third party, and in particular, but without prejudice to the generality of the foregoing, of any patent right, trademark or similar right, or any charge mortgage or lien.

8.3. The Consultant shall indemnify IGNFA from all actions, cost claims, demands, expenses and liabilities, whatsoever, resulting from any actual or alleged infringement as aforesaid and/or of actual or alleged infringement of intellectual property rights of any other party. IGNFA shall be defended in the defense of any proceedings which may be brought in such correction at the expenses of the Consultant.

9. WAIVER

The failure of either party at anytime to enforce any provisions of this Agreement, shall in no way affect its right thereafter to require complete performance by the other party. Further, waiver of any breach of any provision shall not be held to be a waiver for any subsequent breaches.

10. NOTICES

Any notice or notices under this agreement shall be deemed to be properly served, if they are sent to the addresses mentioned hereinabove by courier service or registered mail.

11. SEVERABILITY

If for any reason, whatsoever, any provisions of this Agreement is or becomes invalid, illegal or unenforceable or is so declared by any court of competent jurisdiction, 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 to one or more provisions which may be substituted for such invalid unenforceable or illegal provisions, as nearly as is practicable.

12. INDEMNITY

The Consultant shall indemnify and keep IGNFA indemnified from and against all claims, suits and demands due to injury to or death of any person and/or loss or damage caused or suffered to property under or belonging to IGNFA, its agents or employees or third party as a result of any act done or omitted to be done by the Consultant or as a result on the part of Consultant to perform any of its obligations under this agreement or on the failure of the Consultant to perform any of its duties and/ or obligations including good industry practices.

13. ASSIGNMENTS

The Consultant shall not assign the project to any other agency, in whole or in part to perform its obligation under the Contract, without IGNFA's authorized representative's prior written consent.

14. RELATIONSHIP BETWEEN IGNFA AND THE CONSULTANT

The Consultant is an independent contractor and is not an agent or employee of IGNFA and is not authorized to act on behalf of IGNFA. The relationship between the IGNFA and the Consultant shall constitute only a fee for service basis, and not a legal partnership.

15. DISPUTE RESOLUTION

"Suit Clause": All disputes arising from this Request for Proposal (RFP), including interpretation, execution, or breach, shall fall under the exclusive jurisdiction of the courts in **Dehradun, Uttarakhand**.

Recognizing IGNFA's legacy in forestry training and national interests, any legal proceedings must uphold its institutional integrity. Before litigation, parties shall seek amicable resolution through mutual discussion and further through arbitration under the **Arbitration and Conciliation Act, 1996**, or through any other mutually agreed mechanism.

In case of non-compliance, misrepresentation, or breach, IGNFA reserves the right to seek damages, terminate the contract, or pursue legal action as per applicable laws.

16. JURISDICTION AND APPLICABLE LAW

This Agreement and any services rendered hereunder are subject to all the applicable laws and regulations of India and the rights and obligations of the parties hereto under or in connection with this Agreement shall be determined in accordance with the laws of India.

17. PERFORMANCE BANK GUARANTEE

Performance Bank Guarantee equivalent to 5% of the discovered price, which will be calculated on the basis of rate quoted by vendor, to be provided in the contractual year, shall be deposited with IGNFA which shall be held for a period of 60days after completion of work. The Performance Bank Guarantee should be in the form of Banker's Cheque/Demand Draft/ Bank Guarantee from any scheduled commercial bank within 7 days after issue of Letter of Acceptance.

18. FORCE MAJEURE

18.1. For purposes of this clause "Force Majeure" means an event beyond the control of IGNFA & the Consultant and not involving either party's fault or negligence and which

was not foreseeable. Such events may include wars or revolutions, fires, floods, epidemics, quarantine restrictions, freight embargoes and any emergency due to which any of the planned programmes have to be rescheduled. The decision of IGNFA, regarding Force Majeure, shall be final and binding on the Consultant.

18.2. Provided it has complied with clause 19.3 below, if a party is prevented, hindered or delayed in or from performing any of its obligations under this Agreement by a Force Majeure event (“Affected Party”), the Affected Party shall not be in breach of this contract or otherwise liable for any such failure or delay in the performance of such obligations. The time for performance of such obligations shall be extended accordingly.

18.3. The Affected Party shall

- (a) as soon as reasonably practicable after the start of the Force Majeure Event but no later than five (5) days from its start, notify the other party in writing of the Force Majeure event, the date on which it started, its likely or potential duration and the effect of the Force Majeure Event on its ability to perform any of its obligations under the contract; and
- (b) use all reasonable endeavors to mitigate the effect of the Force Majeure Event in the performance of its obligations.

18.4. If the Force Majeure Event delays, hinders, and prevents the Affected Party’s performance of its obligation for a continuous period of more than eight (8) weeks, the party not affected by the Force Majeure event may terminate the contract by giving 21 days written notice to the Affected Party.

IN WITNESS WHEREOF the respective parties have caused this instrument to be executed in duplicate, each of which shall be considered as original.

(Designation)

For, Indira Gandhi National Forest Academy

By CONSULTANT
Name & Designation

Witness by:

- 1. _____
- 2. _____

Section 8: Statement of Work

Scope of Work for Reorganizing Faculty and Staff Structure at IGNFA to Meet the Training Objectives of *Amrit Kaal*

A. Aim of the Work Study:

The primary aim of this work study is to assess and reorganize the faculty and staff structure of the Indira Gandhi National Forest Academy (IGNFA) to align with the training objectives of *Amrit Kaal* keeping Mission Karmayogi objectives in view. The goal is to optimize the Academy's workforce across permanent, contractual, and outsourced employees to meet the Academy's evolving training needs in administration, research, physical training, support services, technical, and IT fields. The consultant will develop a comprehensive plan that includes recommendations for restructuring, articulating new roles and responsibilities, calculating associated financial costs and creating a smooth transition process for implementation.

B. Restructuring the Organization:

1. Role Diagnostic Interactions (~20 Meetings):

- i. Conduct approximately 20 one-on-one or **group meetings** with key stakeholders across various departments (administration, research, physical training, technical, IT, support staff) to understand their current roles, challenges, and opportunities for improvement.
- ii. Engage with senior faculty, staff, and management to assess existing workflows and job responsibilities.
- iii. Gather feedback on current organizational effectiveness and identify areas for streamlining and improvement.
- iv. Analyse the role of different employees (permanent, contractual, outsourced) in contributing to the Academy's training and functioning goals.
- v. Study the Organizational Structures, Work Allocation Documents, etc. of different training academies/CTIs/ATIs to get a reference to prepare the same.

2. 'As-Is' vs. 'Shadow' Structure Presentation:

- i. Review the existing structure (as-is) and compare it with an idealized, proposed structure (shadow structure).
- ii. Present a detailed "as-is" analysis, highlighting existing gaps, redundancies, and inefficiencies in the current organization.
- iii. Develop and present a "shadow structure" based on best practices and the Academy's needs, which includes suggestions for role clarification, competencies, reporting lines, and staff responsibilities.
- iv. Include visual representations of the current structure versus the proposed structure for better understanding by stakeholders.

3. 'To-Be' Structure Options Presentation Based on Roles:

- i. Based on the role diagnostic and "shadow structure," develop and present **at least three** different "to-be" structural options.
- ii. Each option will focus on optimizing the workforce to meet the training objectives of *Amrit Kaal*, aligning roles and responsibilities to future demands and Mission Karmayogi objectives.
- iii. Present these options with a focus on enhancing the Academy's overall operational efficiency and ability to deliver quality training programs.
- iv. Provide clear justifications for each option, supported by the findings from the role diagnostic phase.

4. Transition Structure Articulation and Timeframe Mapping:

- i. Develop a detailed **transition plan** that outlines the steps for implementing the new organizational structure.
- ii. Create a timeline with key milestones and action items, mapping out the transition from the "as-is" structure to the "to-be" structure.
- iii. Provide guidance on managing change during the transition, including timelines for phasing in new roles and responsibilities.
- iv. Offer strategies for overcoming challenges related to employee adaptation, resource allocation, and any potential disruptions during the restructuring.

C. Creating Job Descriptions and Communicating the New Structure:

1. Job Descriptions for 30-40 Positions/ Roles:

- i. Develop job descriptions for roles within the restructured organization.
- ii. Each job description will clearly define key responsibilities, required qualifications, expected outcomes, and reporting relationships.
- iii. Ensure that the job descriptions align with the Academy's goals for *Amrit Kaal* and include specifications for both existing and new roles.
- iv. Provide an emphasis on defining roles for permanent, contractual, and outsourced staff where applicable.

2. Communication Plan Design for the New Structure:

- i. Design a comprehensive communication plan to effectively announce and explain the new organizational structure to all stakeholders, including faculty, staff, and Ministry. To develop Power Point Presentation in this regard & make presentation at different forums
- ii. Ensure that the communication plan clearly articulates the reasons for the reorganization, the expected outcomes, and how the changes will enhance the Academy's training objectives.
- iii. Include channels for receiving feedback and addressing concerns throughout the process.

3. Change Management Plan for the New Structure:

- i. Develop a detailed change management plan to support the smooth implementation of the new structure.
- ii. Identify potential barriers to successful implementation, including resistance to change, and provide strategies to address these challenges.
- iii. Propose methods for engaging employees in the transition process, providing training, and offering support during the shift to the new structure.
- iv. Outline a process for monitoring progress, collecting feedback, and adjusting as necessary.

4. Document Mapping the Current Workforce to Finalized Organization Structure:

- i. Create a detailed document that maps the current workforce (permanent, contractual, and outsourced employees) to the finalized organizational structure.
- ii. The document will include an overview of how each staff member's role fits into the new structure, outlining any changes in responsibilities, reporting lines, and job functions.
- iii. Prepare the base version of the **Registry of Positions, Registry of Roles and Registry of Activities**. These base Registries will be the foundation on which the detailed Registries of Positions, Roles and Activities will be compiled at the Academy.
- iv. Provide recommendations for reassigning staff as needed and propose a plan for reskilling or upskilling employees to meet the new role requirements.

D. Deliverables:

S.no	Item	Description	Timeline
1	Organisational Structure Diagnostic Report	Summary of findings from meetings with key stakeholders.	6 weeks
2	Development of proposed structure and 'As-Is' vs. 'Shadow' Structure Presentation	Visuals and analysis comparing current and proposed structures.	4 weeks
3	'To-Be' Structure Options Presentation & the cost associated with them	Detailed options with supporting justifications.	2 weeks
4	Transition Plan	Articulation of the transition process with clear milestones and timeframes.	2 weeks
5	Job Descriptions	Detailed job descriptions for roles.	1 week
6	Communication Plan	Strategy for internal communication regarding the new structure.	1 week
7	Change Management Plan	Detailed plan for managing the restructuring process.	1 week
8	Workforce Mapping Document	Documentation of staff assignments in the new structure.	1 week
9	Registry: of Positions, Roles, and of Activities	Documentation of all positions, their roles and activities	1 week
10	Draft final report submission & presentation	Highlighting key findings and recommendations for review.	1 week
11	Corrections & finalization	Feedback & necessary corrections	4 weeks