

**GOVERNMENT OF ASSAM  
PUBLIC ENTERPRISES DEPARTMENT  
ASSAM SECRETARIAT: A-BLOCK-DISPUR-781006**

No. PE/111/2010/

Dated Dispur the 9th September 2010

**Request for Expressions of Interest for**

A project involving two modules viz.,

- (i) Training Needs Analysis, Design of Training, Training Plan and Training Policy of State Level Public Enterprises (SLPEs); and
- (ii) Support and facilitation for introducing and institutionalizing Memorandum of Understanding (MoU) based performance-rating system among SLPEs of Assam State.

The Public Enterprises Department in Government of Assam is the nodal department to consult and liaison on policy matters relating to State Level Public Enterprises (SLPEs) in the state. With in its mandate, the Public Enterprises Department decided to strengthen the State Level Public Enterprises (Public Sector Undertakings) for improved performance through capacity building and by introducing Memorandum of Understanding based performance-rating system by availing the services of competent and reputed management / training institutions / universities of the country.

The eligible and interested institutions / University Departments are free to bid SLPEs of their choice or all depending upon their capability, expertise and experience. The details of minimum qualification criteria, mandatory submissions and formats can be accessed at the Public Enterprises Department website ([www.dpeasom.gov.in](http://www.dpeasom.gov.in)). The notice at the above-mentioned site will be considered as the Authorized Version and this advertisement is an abridged version meant to disseminate the opportunity widely to all interested parties.

Eligible and Interested institutions / university departments should submit their EOIs in prescribed formats before 7<sup>th</sup> October 2010 4.00 PM both by email ([pe.assam@gmail.com](mailto:pe.assam@gmail.com)) and by post to –The The Principal Secretary to the Government of Assam, Public Enterprises Department, Assam Secretariat, Dispur – 781 006, Guwahati, Assam.

The Principal Secretary to the Government of Assam  
Public Enterprises Department, Assam Secretariat,  
Dispur – 781 006, Guwahati, Assam  
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**I. Background:**

The Public Enterprises Department in Government of Assam is the nodal agency to consult and liaison on all matters relating to State Level Public Enterprises in the state. The Public Enterprises Department decided to strengthen the State Level Public Enterprises (Public Sector Undertakings) for improved performance through capacity building and by introducing Memorandum of Understanding based performance-rating system.

**II. Modules:**

In the current year, the Government introduced capacity-building programmes for both managerial and non-managerial staff. In order to organize and support need based capacity building programmes the Public Enterprises Department decided to have training needs assessment of 34 functional SLPEs of the state by availing the services of competent and reputed management / training institutions / universities of the country, besides suggesting the institutions appropriate. Individual development and organizational development are the two major components of Capacity Building. The focus of the initiative is to develop management skills, organizational abilities, leadership qualities, and decision making skills among different categories of functionaries.

Simultaneously it is decided to introduce Memorandum of Understanding based performance-rating system where in the SLPEs will undertake an agreement with the respective administrative department(s) on agreed performance targets. In order to introduce and institutionalize the system, the Public Enterprises Department decided to avail the services of competent and reputed management institutions / universities of the country to develop customized MOUs, appropriate guidelines, evaluation system and for handholding in order to introduce and institutionalise the same.

The scope of TNA etc. and MOU is for 35 functional SLPEs. Further details of PE Department and SLPEs may be perused at the Department website [www.dpeasom.gov.in](http://www.dpeasom.gov.in) and [http://www.cag.gov.in/html/cag\\_reports/assam/index.htm](http://www.cag.gov.in/html/cag_reports/assam/index.htm)

The details of minimum qualification criteria, mandatory submissions and formats are provided herewith in this EOI. The notice at the above-mentioned site will be considered as the Authorized Version and the advertisement is an abridged version meant to disseminate the opportunity widely to all interested parties.

**III. GOI MOU based performance-rating system:** Government of India, Department of Public Enterprises have already institutionalized the MOU based performance rating system among Central Public Sector Enterprises since 1987-88.

- a. All CPSEs without exception are required to sign MOUs; while the Apex/Holding companies will sign MOUs with their respective Ministries / Departments, the Subsidiary companies will sign MOUs with their respective Apex / Holding Companies on the same lines as MOU is signed between a CPSE and Government of India. Those CPSEs which does not sign MOU will have their MOU performance rated as Poor and not eligible for consideration to awards / certificates.
- b. Further, the MOU rating of CPSEs was linked to Performance Related Pay (PRP) of executives and non-unionised supervisors of CPSEs necessitating finalisation of MOU scores and ratings of CPSEs.
- c. The administrative ministries / departments supervise CPSEs performance including Self Evaluation reports of MOU performance on the basis of audited data along with audited accounts, balance sheet and profit and loss accounts.

The details of MOU based performance rating system are available in the following webpages viz., <http://dpe.nic.in/newsite/MOU.htm> and <http://dpe.nic.in/newgl/glch5index.htm>

#### **IV. The background and deliverables of the two modules are provided in below.**

Module No.1: Training Needs Analysis, Design of Training, Training Plan and Training Policy
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Background: Human Resources play very crucial role in the organizations performance. Based on the statistical report of Public Sector Enterprises of Assam (2003-07), there are 42937 employees working in different SLPEs and there appears to be no systematic approach for developing the Human Resources for improved performance of the organization. Thus, Government of Assam decided to harness the manpower through capacity building by assessing their training and non-training needs.

#### Objective:

1. To identify areas of training for improving the performance of the organization.
2. To recommend strategies for addressing the training needs and there by to improve the performance of the organization.

#### Scope :

1. Adequate scientific sampling of personnel of each SLPE
2. Adopting standard TNA methodology including questionnaire preparation, validation, usage and interviews at SLPE
3. Analysis of each SLPE data

#### Deliverables: Time line: 3 months

1. TNA at three levels viz., organization, job/position and individual considering the mandate and performance problem of the organization.
2. Development of Job charts for key Functionaries
3. AS IS status report on the Training - Documentation of present training details viz., budget, institutions, programmes, training areas, target group, content, etc. and different institutions available in the state their training calendars.
4. Workshop with stakeholders on TNA, Job charts and AS IS report & feedback.
5. Draft training design, Draft Training Plan, draft Training plan and Draft Training Policy and validation with the stakeholders.
6. Final- Training Design for all the Functionaries of SLPE.
7. Final- Institutional Training and Development Plan with recommendations.
8. Final-Training Plan and calendar
9. Final- Training plan in time progression of the joining cadres.
10. Final- Training Policy / framework for each SLPE.

Module No.2: Facilitation of SLPEs for institutionalizing Memorandum of Understanding (MoU) based performance-rating system
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Background: On the lines of Government of India, Government of Assam introduced Memorandum of Understanding (MoU) based performance rating system vide Government of Assam O.M.No.PE.110/2004/29 Dated 19<sup>th</sup> January 2005. For its implementation, Government constituted two committees viz., (i) Task force under the chairmanship of the Commissioner and Secretary, Public Enterprises Deptt. and (ii) High Level Committee under the chairmanship of the Chief Secretary, Assam. During 2006-07 8 SLPEs undertook the MOUs and during 2007-08 –SLPEs adopted the MOUs. Government reviewed the present status and noted the need to undertake MOU system with all functional SLPEs and strengthen and harness the MOU intervention to the improve the performance of the SLPEs in the state. This requires the service providers to understand the MOU system of Government of India and study the present performance monitoring system of SLPEs in Assam state.

Objective:

1. To develop a time bound and measurable turn around performance plan for each SLPE, involving all stakeholders.
2. To measure and oversee the introduction and institutionalization of MOU based Performance rating system by each SLPE.
3. To improve the performance of the SLPE in agreed direction.

Scope:

1. Review of Performance monitoring of SLPEs in the state.- Study of SLPEs of the state including various statistical reports, CAG reports and discussion with Administrative Departments, Public Enterprise Department, Finance Department and Accountant General, Assam; Identifying areas of strengths and weakness and their impact on their performance.
2. Developing organizational vision and mandate; and a performance framework for each SLPE for turn around with in 5 years upon interaction with all concerned stakeholders viz., upon consulting SLPE management, Administrative Department, AG and Public Enterprises Department
3. Developing MOU format for each SLPE together weightages and cross comparison across the SLPEs of different sectors in consultation with the SLPE management and personnel, administrative departments, Finance Department, Public Enterprises Department and Accountant General. Every format should be accompanied with a vision for turn around, rationale and implications of suggestions.
4. To devise objective and quantitative system of measuring compliance to the MOU system, once the SLPE specific MOU system is approved and submit compliance examination reports by correlating the same with the annual reports, public document, interview of officials etc.
5. Rating procedure / method, Rating and Annual grading of the SLPEs.
6. To devise a system including evaluation for the recognition / award of SLPE in different categories.
7. Suggest a framework for professionalization of SLPE management

8. Developing criteria for assessing performance based on identified performance indicators.
9. Use of MOUs for recognition of performing SLPEs viz., Awards and Certificates.
10. Suggest various possibilities of linking MOU rating for introducing Performance Related Pay.
11. Suggest methodology for performance based classification of SLPEs.
12. Providing services in short listing the SLPEs for awards.
13. Developing MOU guidelines in the context of Assam SLPEs for 2011-12.
14. Capacity building / orientation of SLPEs for introducing MOU system.
15. Consultancy for institutionalising MOU system.
16. Categorisation of SLPEs based on sound and rational principles and implications of such categorization.
17. Handholding of SLPEs for introducing and institutionalizing the MOU based performance system.
18. Final deliverables will be finalized after consultation with the successful bidder.

**Deliverables:**

Project Implementation Phase: Time line: 3 months

1. Development of Organizational Vision and mandate in the current economic-technological-social-scenario.
2. A turnaround performance framework of 5 years, including the definition of performance for each SLPE with measurable (financial and non-financial) parameters.
3. SLPE wise -5 years Performance matrix- year wise mentioning interventions / strategies and performance targets.
4. Customized MOU format for each SLPE together weightages. Every format should be accompanied with a vision for turn around, rationale and implications of suggestions. The methodology should be scalable and manageable in the context of Assam.
5. An objective and quantitative system of measuring compliance to the MOU system (upon approval of SLPE specific MOU system) by correlating the same with the annual reports, public documents etc.
6. Rating of SLPEs based on the MOU formats and annual grading of the SLPEs.
7. Use of MOUs for recognition of performing SLPEs viz., Awards and Certificates and also for the 2010-11 based on the available data.
8. Linking MOU rating system with performance related pay with transparent and fair methodology.
9. Developing MOU guidelines in the context of Assam SLPEs for 2011-16.
10. Capacity building / orientation of SLPEs for introducing MOU system.
11. Guide and facilitate the National Informatics Centre in developing appropriate software for automated MOU based Performance rating system.
12. Any other final deliverable to be decided after consultation with the successful bidder.

Hand holding Phase: Time line: 12 months for a financial year

13. Handholding of Public Enterprises Department, Administrative Departments and SLPEs for introducing and institutionalizing the MOU based performance system and its further improvisation.
14. Guide and facilitate the National Informatics Centre in developing appropriate software for automated MOU based Performance rating system.
15. Revise the MOU guidelines and formats based on experience.
16. Any other final deliverable to be decided after consultation with the successful bidder.

V. The bid process is subject to budgetary provision of the Government of Assam.

**VI. Time line and address:** Interested parties / service providers should submit their EOI in prescribed formats before 7<sup>th</sup> October 2010 at 4.00 PM to the Principal Secretary to the Government of Assam, both by email [pe.assam@gmail.com](mailto:pe.assam@gmail.com) and by post to the following address

The Principal Secretary to the Government of Assam,  
Public Enterprises Department, A-Block, III floor,  
Assam Secretariat, Dispur-781 006, Guwahati.

**VII. Bid process:**

1.	Floating Expression of Interest.	9.9.10
2.	Last date and time for receiving the EOI	7.10.10 at 2.00 PM
3.	Evaluation of Institution applicants on the eligibility criterion and shortlisting of candidates by Bid evaluation Committee.	11.10.2010
4.	Supply of Request for Proposal (RFP) comprising technical and commercial bid to all the shortlisted eligible institution applicants/ service providers by email	12.10.2010
5.	Site visit of interested parties to SLPEs, Admin. Departments and PE Deptt. (During working hours preferably at 10 AM).	19 & 20 <sup>th</sup> Oct'2010
6.	Meeting with stakeholders	25.10.2010 11 AM
7.	Pre-bid conference to clarify the queries	25.10.2010 1 PM
8.	Last date for receipt of RFPs from the shortlisted eligible institution applicants/ service providers	4.11.2010 at 5.00 PM
9.	Presentation of the bidders	8.11.2010
10.	Evaluation of Technical and Financial Bid based on evaluation criteria	10.11.2010
11.	Final selection of the Institution applicant	11.11.2010
12.	Execution of Service agreement with the Institution applicant	20.11.2010

The Government of Assam reserves the right to modify the contents, terms, timelines and conditions of EOI, RFP at their discretion to the extent permitted by law.

### VIII. Screening criteria:

All the Institution applicants / service providers must satisfy the following criteria:

1. Post Graduate Management Institution / University / Training Institute recognized by the University Grants Commission or that of Government of India / State Government.
2. Should have adequate Business Administration / Business Management / Financial Management / Human Resource Management faculty having experience of undertaking Modules on Training Needs Assessment / analysis and performance of Industry.
3. Should have demonstrable experience of undertaking management / executive development programmes for the Industry executives.
4. Should have expertise in Company law, Co-operative Act, audit, standards etc. related affairs of Industry / enterprises.

The Institutional applicant / service provider may be a single entity or a group of entities of not more than three (the Consortium) coming together to provide services. In case of consortium, it will designate a lead member, which is required to meet at least points 1 and 2 of the criteria.

Consortium comprising -the Institute of Company Secretaries of India(ICSI) / Institute of Chartered Accountants of India (ICAI) / the Institute of Cost and Works Accountants of India (ICWAI) will be given due weightage in final bidding (RFP) evaluation.

Similarly Institutional applicants that submit bid for 3 or more SLPEs will also be given due weightage in the final bidding evaluation.

The composition of the Consortium may be changed in exceptional cases with the prior written consent of Government, subject to the condition that the designated Lead Member continues to be the Lead Member of the Consortium throughout the bidding process.

Any member of a **Consortium**, except the Lead Member can be a member of more than one **Consortium**. Each Consortium shall be solely responsible for the implementation of appropriate measures to avoid any conflicts of interests or risk of collusion that may arise between **Consortiums** on account of having common members.

The Public Enterprises Department may in its sole discretion place additional conditions on the ability of applicant(s) to affiliate or form consortia at the time of submission of proposals. The Department reserves the right to seek any additional clarification and/or information from the applicant(s).

### IX. Required Submissions:

Annexure	Information / Statement / record
I	Management details of the Institution applicant
II	Only in case of consortium: composition of consortium including letter of affiliation signed by all the members of the consortium or affiliates authorizing the lead member to submit the EOI, or alternatively, signatures and seals on the EOI Submission by each consortium member

III	Proposed Team composition for Module I
IV	Proposed Team composition for Module II.
V	Certificate / Record proving the association / completion of Modules on Training Needs Assessment / analysis and performance of Industry
VI	Certificate / Record proving the association / organization / completion of Modules viz., management / executive development programmes for the Industry executives
VII	Certificate / Record proving expertise in Company law, Co-operative Act, audit, standards etc. related affairs of Industry / enterprises.

**X. Decision of the Government:** Notwithstanding anything to the contrary contained herein, GoA reserves the right to accept or reject any application(s) and to annul the bidding process and reject all or any application(s), at any time without any liability or any obligation for such acceptance, rejection or annulment, and without assigning any reasons there for.

Further, Government in Public Enterprises Department reserves the right to reject any application(s) if:

- (a) At any time, a material misrepresentation is made or uncovered, or
- (b) The applicant(s) does not provide, within the time specified by Government, the supplemental information sought for evaluation of the application(s). Such misrepresentation/ improper response shall lead to the disqualification of the applicant(s). If the applicant(s) is a **Consortium**, then the entire **Consortium** shall be disqualified / rejected.

The decision of Government to accept or reject any or all of the application(s) shall be final and binding and shall not be subject to any review or revision by any judicial or quasi-judicial authority.

#### **XI. Governing Laws and Jurisdiction:-**

This Request for Expressions of Interest shall be interpreted, enforced and otherwise governed by the laws of India, without reference to its conflict of law principles and the courts at Guwahati, India shall have the exclusive jurisdiction in respect of matters arising in relation to this Request for Expressions of Interest.

**XII. Submission address Email : [pe.assam@gmail.com](mailto:pe.assam@gmail.com) and by post.  
Submission Dead line : 7<sup>th</sup> October 2010 at 4 PM.**

### XIII. List of functioning State Level Public Enterprises in the State

Admin. Department	S.N	STATE LEVEL PUBLIC ENTERPRISES
<b>I. Registered under Companies Act 1956</b>		
Industries & Commerce	1	Assam Small Industries Development Corporation Ltd
	2	Assam Tea Corporation Ltd
	3	Assam Gas Company Ltd
	4	Assam Industrial Development Corporation Ltd.
	5	Assam State Fertilizer & Chemicals Ltd
	6	Assam Petrochemicals Ltd
	7	Ashok Paper Mills (Assam) Ltd.
Information Technology	8	Assam Electronics Development Corporation Ltd.
Handlooms, Textiles and Sericulture	9	Assam Govt. Marketing Corporation Ltd.
Hill Areas	10	Assam Hills Small Industries Development Corporation Ltd.
Mines & Minerals	11	Assam Mineral Development Corporation Ltd
Animal Husbandry & Veterinary	12	Assam Livestock & Poultry Corporation Ltd.
Welfare Plain Tribes and Backward Classes (WPT&BC)	13	Assam Plains Tribes Development Corporation Ltd
	14	Assam State Development Corporation for Scheduled Castes Ltd.
	15	Assam State Development Corporation for Other Backward Classes Ltd.
Cultural Affairs	16	Assam State Film (Finance & Development) Corporation Ltd
Education (Elementary)	17	Assam State Textbook Production & Publication Corporation Ltd.
Soil Conservation	18	Assam Plantation Crop Development Corporation Ltd
Home	19	Assam Police Housing Corporation Ltd.
Tourism	20	Assam Tourism Development Corporation Ltd
Fisheries	21	Assam Fisheries Development Corporation Ltd.
Agriculture	22	Assam Seeds Corporation Ltd.
Minorities Welfare & Dev.	23	Assam Minorities Development & Finance Corporation Ltd.
<b>II. Registered under Co-operative Societies Act</b>		
Co-Operation	24	Assam Co-operative Jute Mills Ltd
	25	Nagaon Co-operative Sugar Mills Ltd
	26	Assam Co-operative Spinning Mills Ltd.
	27	Swahid Kushal Konwar Samabay Sutakal Ltd
	28	Assam Polyester Co-operative Society Ltd.
Handlooms, Textiles and Sericulture	29	ARTFED
<b>III.-Registered under Statutory Acts</b>		
Power	30	Assam State Electricity Board
Transport	31	Assam State Transport Corporation
Urban Development	32	Assam Urban Water Supply & Sewerage Board
	33	Assam State Housing Board
Co-Operation	34	Assam State Warehousing Corporation
Finance (EA)	35	Assam Financial Corporation

Format of covering letter for Expression of Interest  
(On the official letter head of the applicant / Main Member in case of consortium)

To The Principal Secretary to the Government of Assam,  
The Public Enterprises Department,  
A-Block, III floor, Assam Secretariat,  
Dispur, Guwahati- 781 006.

Sub : Submission of EOI for a project involving two modules viz.,

(i) Training Needs Analysis, Design of Training, Training Plan and Training Policy of State Level Public Enterprises (SLPEs); and

(ii) Support and facilitation for introducing and institutionalizing Memorandum of Understanding (MoU) based performance-rating system among SLPEs of Assam State.

Ref : Advertisement No. \_\_\_\_\_ Dated \_\_\_\_\_ published in \_\_\_\_\_ Newspaper.

Sir/Madam,

In response to the advertisement dated \_\_\_\_\_ issued by the Public Enterprises Department, Government of Assam we offer our Expression of Interest to participate the bidding process for the selection of Implementation Agency of the said project.

Having examined the EOI documents, we the undersigned offer to provide services of the said project under the subject.

In the capacity of the applicant for the project, we declare that we have technical and operational competence in providing services to the said project and are interested in the project, should the PE Department select us for the purpose.

We understand the eligibility norms stated for the project and agree to abide by terms. We declare that we have disclosed all material information, facts, and circumstances to the PE Department that have a bearing on the evaluation of our bid and subsequent process of bid.

We acknowledge and understand that in the event that the PE Deptt. discovers anything contrary to our above declarations, it is empowered to forthwith disqualify us and our EOI from further participation in the process.

Yours faithfully,

Name and Title of the Signatory.

**Management details in case of single Institutional Applicant**

1.	Institute Name		
2.	Nature of Institute	Government or Government aided educational institute / Private / Partnership/ Private Limited Company/ Public Limited Company etc. others_____	
3.	Institute Address		
	Official Website		
	Authorized representative		
	Address		
	Telephone		
	Mobile		
	Email		
4.	Director / Head of Institute		
5.	Contact Numbers		
6.	Email id		
7.	Courses / programmes offered by the institute		
8.	Recognition of UGC / Government institution		
9.	NAAC accreditation if any		
10.	List of various academic / research / training/ consultancy Departments in the institute	Department	Since (Date of start)
11.	Collaboration with other institutes / universities if any and their expertise area		
12.	Details of Training		
	Infrastructure		

**Consortium composition and details:****A. Lead (Institutional) Member details and composition**

1.	Institute Name		
2.	Nature of Institute	Government or Government aided educational institute / Private / Partnership/ Private Limited Company/ Public Limited Company etc. others _____	
3.	Institute Address		
	Official Website		
	Authorized representative		
	Address		
	Telephone		
	Mobile		
	Email		
4.	Director / Head of Institute		
5.	Contact Numbers		
6.	Email id		
7.	Courses / programmes offered by the institute		
8.	Recognition of UGC / Government institution		
9.	NAAC rating if any		
10.	List of various academic / research / training/ consultancy Departments in the institute	Department	Since (Date of start)
11.	Collaboration with other institutes / universities if any and their expertise area		

**B. Associated other firms:**

S.No.	Other firms with full address	Head of the organization with contact numbers and email id	Contact Person with No.	Nature of the organization	Expertise
1.					

**C. Encl: Letter of affiliation signed by all the members of Consortium or affiliates issuing a letter authorizing a lead member to EOI.**





Certificate / Record proving the association / completion of Modules on Training Needs Assessment / analysis and performance of Industry.

Certificate / Record proving the association / organization / completion of Modules viz., management / executive development programmes for the Industry executives.

Certificate / Record proving expertise in Company law, Co-operative Act, audit, standards etc. related affairs of Industry / enterprises.