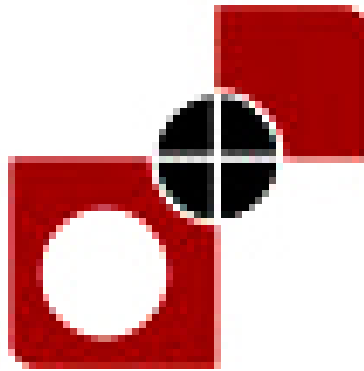


**Request for Proposal (RFP) for Engagement of  
Consultant for Advisory Support for Review  
and Validation of Corporate Plan, Operational  
Improvement and  
Organizational Restructuring**



**Security Printing and Minting Corporation of  
India Ltd.**

**15<sup>th</sup> September, 2010**

**Tender Document No: SPMCIL/S&C/21/10**

## Bid Data Sheet

<b>Date of Issue</b>	<b>16.09.2010</b>
<b>Pre requisite for purchasing the tender</b>	The company should be a Management Consultancy firm
<b>Last Date, time of Submission</b>	<b>22.10.2010</b>
<b>Place for Submission</b>	<b>Security Printing and Minting Corporation of India Ltd [Head Office]</b> 16th Floor, Jawahar Vyapar Bhavan, Janpath, New Delhi-110001
<b>Last Date for sending queries</b>	<b>Upto 1500 Hrs on 06.10.2010</b>
<b>Mail ID to which any query is to be sent</b>	ramakantdixit@spmcil.com
<b>Cost of RFP to be submitted with proposal</b>	Rs.5000/- by way of a Demand Draft drawn in favour of 'Security Printing and Minting Corporation of India Limited' and payable at New Delhi  The interested bidders who have participated earlier in Tender No. SPMCIL/S&C/21/09 dated 24 <sup>th</sup> Oct, 2009 need not to submit the cost of RFP.
<b>Amount of EMD to be submitted along with Bid</b>	Rs.1,00,000/- by way of a Demand Draft given in favour of 'Security Printing and Minting Corporation of India Limited' and payable at New Delhi
<b>Period of Bid validity</b>	<b>90 days</b>
<b>Name of contact person</b>	Ramakant Dixit, GM(IT)
<b>Contact Details</b>	011-43582200, 011-23701225-26 Fax: 011-23701223

## **Disclaimer**

This Tender Document is not an agreement and is not an offer or invitation by SPMCIL to any party other than the one that qualifies to submit the Bid. The purpose of this Tender Document is to provide information to the potential bidders to assist them in responding to this Tender Document. Though this Tender Document prepared with sufficient care to provide all required information to the potential bidders, they may need more information than what has been provided. In such cases, the potential bidder is solely responsible to seek the information required from SPMCIL. SPMCIL reserves the right to provide such additional information at its sole discretion. In order to respond to the tender, if required, and with the prior permission of SPMCIL, each bidder may conduct his own study and analysis, as may be necessary.

SPMCIL makes no representation or warranty and shall incur no liability under any law, statute, rules or regulations on any claim the potential bidder may make in case of failure to understand the requirement and respond to the Tender document. SPMCIL may, in its absolute discretion, but without being under any obligation to do so, update, amend or supplement the information in this Tender Document.

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## **Background**

Security Printing & Minting Corporation of India Ltd. (SPMCIL), a wholly owned company of Government of India, is engaged in the manufacture of security paper, printing of currency and bank notes, non-judicial stamps paper, postage stamps, travel documents, minting of coins, etc.

Security Printing & Minting Corporation of India Ltd. (SPMCIL) has nine units. Detail about the units is given in **Appendix 1**. Further details are available at [www.spmcil.com](http://www.spmcil.com). It has around 15,000 employees in its roll. The strategic vision of SPMCIL is to become a professional organization with appropriate oraganisation structure and well defined roles and responsibilities of the employees.

SPMCIL endeavors to have a focused business strategy and therefore desire to develop a corporate plan. The consultant is to review, proof check and validate a 10 year comprehensive plan for SPMCIL, which will then be adopted by SPMCIL.

SPMCIL is in the process of implementing ERP across the organization. ERP itself will bring best practices and the processes in ERP will be improved. However, there are few areas in operation which will require further intervention for improvement to streamline the production process and bring efficiency.

The scope of work, deliverables and other information about the assignment are described in this document.

## **Terms of Reference (ToR)**

**The total scope of work can be divided into following modules:**

- A. Review, proof checking and validating corporate plan**
- B. Organisation Restructuring and setup**
- C. Operations**

### **A. Review, proof checking and validating corporate plan**

MDI Gurgaon has prepared a Corporate plan for 10 years for SPMCIL. The consultant shall review, proof check and validate corporate plan for SPMCIL with a ten year perspective. The corporate plan will include corporate and operational strategies for the period 2010-2020, with the objective of strengthening its existing businesses and exploring opportunities for new businesses. The review and validation of Corporate Plan shall present a coherent vision and a comprehensive strategy and road map in this regard.

The scope of the review and validation of Corporate Plan shall include interalia the following:

- Vision and Mission statement: To review and validate Vision and Mission statement for the organization.
- As-Is analysis: Review and validate detailed analysis of the existing business scenario, existing competencies and business infrastructure. This will include undertaking a strategic analysis of industry structure, operations resources, human resources, financial resources and preparing a SWOT analysis.
- Future Plans: Review and validate growth and expansion plans in the existing businesses as well as options for new business opportunities
- Performance objectives and targets: The consultant will prepare detailed performance objectives and targets for the organization and for key functional areas, based on the above.
- Financial Projections: Review and validate financial projections for the plan period and arrive at key financial targets therein.
- Risk analysis: Review and validate possible risk factors/ limiting factors, critical success factors, alternative scenarios and strategic responses for addressing the same.
- Framework for monitoring the corporate plan: This will include key indices, targets, time lines for monitoring, level of monitoring for implementing the recommendations of the corporate plan.

### **B. Organizational Restructuring and Setup**

The scope of work related to finalization of SPMCIL's Organisational Restructured setup and detailing the roles and responsibility is broadly divided into following groups,

1. Organisation Structure and Roles.
2. Manpower Plan and projection for all categories including Executives, Supervisors, Staff members and industrial workers in respect of Nine Units and Corporate Office.

3. Competency Mapping and Performance Management Systems for compensation & Benefit and Career progression.
4. Review and suggest an appropriate cadre structure keeping in mind the nature and extent of Business and future potential for business expansion by the Units and Corporate Office.
5. Alignment of various HR processes.

The activities under item 1 are to be completed within 3 months of start of the module and item 2 to 5 may be completed within 6 months of start of the module.

The Consultant's scope under each of the above mentioned group will be as follows,

### **1. Organization Structure and Roles**

NPC has already done a Manpower Study predominantly for technical operations in the Units and submitted a report on the same. The Consultant may refer the document, conduct further study about the recommendations of the NPC, make an independent assessment about recommendation of NPC and differentiate with their suggestions and recommendations which shall constitute the basis for the report of Consultant. Consultant shall submit the same after identifying the key areas and suggest the methodology and steps to carry forward the document. :

- Review & recommend a befitting.
  - i. Organization structure which supports effective decision making & reporting relationships across the Units.
  - ii. Recommend an Organization structure which supports effective decision making & reporting relationships at the Head Quarters and with the Units as well as Ministry and other offices. In case multiple roles share common responsibility, necessary accountability should be recommended for the concerned role.
- Roles and responsibilities, reporting relationships and key result areas, keeping in perspective the changes suggested above. Outline the reporting relationships between this position and other key positions including supervisors and positions supervised. It should also include the requirements for coordination with other positions or departments. Prepare desired behavioral & functional competencies required for various unique positions. If applicable, indicate the minimum requirements necessary to be able to fill the position. For example, this can include a description of the minimum years of experience or accomplishments in specific job categories or completion of degrees from colleges, technical or trade schools necessary to perform this job.
- The activities being carried out, likely to be carried out e.g. production planning, internal audit, marketing etc. and other activities pertaining to different compliances e.g. Taxation, PF etc. may also be studied and suggest institutions for the same.

The Consultant shall facilitate workshops to obtain feedback on draft recommendations and incorporate the suggestions in their report.

### **2. Manpower Plan and Projection in respect of all category including Executives, Supervisor and Workmen.**

The organization had engaged NPC to carry out extensive study at all units on staff requirement for various operations and NPC had submitted a report on the same. The Consultants are required to outline the implications of the Corporate Business on the

manpower plan. The plan should show the surplus/deficit manpower for various job roles and develop a road map for acquisition of manpower of various levels, Training & Retraining and redeployment to achieve an optimum manpower position over the 10 year period. The Consultant would be required to meet a sample population of role holders to validate assumptions made in the earlier manpower study and make requisite recommendations.

Prepare a detailed job description for each unique position (at Executive category). Job Descriptions will be prepared for all levels in the Company to serve as an organizational aid for identifying and delegating responsibilities, coordination and division of work and prevention of duplication of efforts. A Job Description should be used as a guide and are not intended to be all-inclusive of a person's abilities, the requirements for fulfilling their position, or as work limitations or restrictions on employee roles. Describe specific job tasks with details of the major duties and/or responsibilities for performing the job. Whenever possible use descriptive terms related to the objectives or action of a particular function rather than to indicate merely what is done. It is very important to note specific deliverables for a task. It is recommended that job descriptions contain no more than ten duties, ideally five or six duties is best in order to make the responsibilities description easier to understand.

### **3. Competency Mapping and Performance Management Systems for determination of Compensation Benefit and Career Progression.**

Competency Mapping:

- a) Identify key attributes and skills required for each position. These attributes shall be elaborated in such a manner that occupant of the position is aware of his responsibilities and his superior also becomes aware of the expected outcomes of his subordinate.
- b) Conduct a job analysis by asking incumbents to complete a position information questionnaire (PIQ). This can be provided for incumbent to complete but Consultants shall conduct one-on-one interview (for each level or kind of posts) using the PIQ as a guide. Objective is to gather from incumbents what they feel are the key behaviors necessary to perform their respective jobs.
- c) Using the results of the job analysis, develop a competency based job description. A sample of a competency based job description generated from PIQ may be analyzed and discussed before finalizing the standard competencies.
- d) With a competency based job description, map the competencies throughout human resources processes. The competencies of the respective job description shall become the factors for assessment on the performance evaluation in an objective manner.
- e) Using the competency mapping identify in what competencies individual need additional development or training.

Performance Management System: The consultants will prepare a system which will provide for a systemic review of individual performance & identify development opportunities. The competencies identified in the earlier phase should also get integrated into the PMS. This performance management system and Competency mapping of the individual should be in line with the 2<sup>nd</sup> wage revision guidelines issued by Department of Public Enterprises (DPE) for implementation of the Performance Related Pay (PRP)

### **4. Review and suggest an appropriate cadre structure across the Company keeping future business expansion in mind.**

### **5. Alignment of various HR processes.**

- Rotation of Employee: Develop and suggest a road-map to facilitate seamless transfer between different business units for meeting both business requirements and people development needs.



- **Training & Development:** Make an independent assessment and identify key development requirements emerging from the growth & expansion plans and recommend training modules and plan to facilitate the same.
- **Retention Strategy:** Analyze the nature and extent of attrition of professionals from the company and suggest measures for retention of talent.

### **C. Operations**

To bring in more operational efficiency and to improve certain areas of operation the consultant is expected to engage a team having extensive experience in manufacturing process improvement. Following activities are to be completed within 8 months for all the units of SPMCIL.

i. **Improving FTR (First Time Right)**

-Rework Reduction

- Form a cross-functional team comprising of members from relevant areas of Production, Quality and Maintenance
- Measure and identify the various reasons for rework in printing of currency note
- Identify and validate the potential root causes.
- Identify and recommend corrective actions for the validated root causes. Corrective actions could be related to work practices, method of inspection, equipment setting and running, quality of input resources, skill of people, etc.

ii. **Production Planning & Scheduling**

- Map the current as-is process (from demand planning - allocation planning - production planning - procurement planning - production scheduling - dispatch planning)
- Identify metrics for measuring efficiency and effectiveness of the planning process
- Measure current state and set targets for improvement
- Conceptualize the to-be process
  - Revisit the Planning Philosophy at the organization level
  - Create a scheduling logic to minimize changeovers, etc.

iii. **Improving Asset Utilization**

-Reduction in Breakdown times

- Identify critical equipments for enhancing output
- Form cross-functional team for breakdown reduction comprising of members from Maintenance and Production
- Measure the history of breakdowns and minor stoppages for the past 6 to 12 months
- Analyze the reasons for breakdown and identify root causes
- Recommend the actions and measures for reduction in breakdowns
- Prepare /update the preventive maintenance checklist to ensure sustenance of benefits.

iv. **Reduction in changeover times**

- Identify critical equipment for reduction of set-up time and form cross functional team for the same.
  - Rework analyze and recommend manner of reducing setup time.
- v. Manpower assessment for full capacity utilization of all critical machines.
- Identification of all critical machines.
  - Details of jobs executed in the identified machines
  - Daily actual production from these machines
  - Assessment of manpower requirement for daily production from these machines.
  - Planned production viz-a-viz actual production for these machines for the last three years.
- vi. Manufacturing Architecture
- Plant re-layout for crashing manufacturing lead time & Create systems for material handling & movement
  - Recommend optimal location of equipments and workstations
  - Design material handling systems
  - Define process for material issue from warehouse and stores

## **Deliverables**

Deliverables from the bidder for the scope of work with time frame from the award of work are mentioned below:

### **Module 1: Corporate Planning**

- Reviewed and validated corporate plan- Draft – One month
- Reviewed and validated corporate plan- Final – Two months

### **Module 2: Organisation Restructuring**

- Review report on NPC's report on staff requirements and methodology to proceed further. – Three months
- Organisation structure report containing AS-IS and proposed organization structure. – Three months
- Manpower plan and role sheet for all identified positions. – Six months
- Report on competency mapping and operational PMS – Six months
- Report on cadre structure along with reasoning – Six months
- Report on strategy of Training and development, skill enhancement through multi-tasking, rotation etc. – Six months

### **Module 3: Operations**

- Report on FTR improvement – One month
- Production planning and scheduling – Two months
- Manpower assessment for full capacity utilization – Six months
- Asset utilization report – Four months
- Reduction in changeover times – Four months
- Report on plant re-layout – Eight months
- Report on improvement of material handling and movement. – Eight months

## **Instruction to Bidders**

The Bidder is required to submit Covering Letter in **Form No. 1**. Following are the guidelines for bidders to submit Eligibility, Technical and Commercial Bids under this Project.

### **Bid Format:**

The bid would consist of two parts,

1. Envelop No. 1 to contain the EMD in original and Money Receipt towards cost of Tender documents and original declaration/information with respect to compliance with Essential Criteria as per **Form No. 2**
2. Envelop No. 2 to contain the Technical Bid in original plus two photocopies as per **Form No. 3**.
3. Envelop No. 3 to contain the original Price Bid as per **Form no 4**.

These bids are required to be submitted in separate sealed covers duly marked to identify it e.g. “Technical Bid” should be written on the envelope containing Technical bid. These three envelopes in turn should be placed in an envelope duly sealed and marked in bold letters “Proposal for Engagement of Consultant for Advisory Support for Review and Validation of Corporate Plan, Operational Improvement and Organizational Restructuring ” NOT TO BE OPENED BEFORE **1600Hrs. ON 22.10.2010**. If the tender documents have been downloaded from the website then fee of tender document (Rs.5, 000=00 in the form of DD favouring “Security Printing and Minting Corporation of India Ltd.” should be enclosed along with the application for essential-qualification. However, the bidders who have participated earlier in the tender No SPMCIL/S&C/21/09 dated 24<sup>th</sup> Oct 2009 need not to submit the RFP cost. Technical bids of the firms meeting the essential-qualification criteria will only be opened. A demand draft of Rs.1,00,000=00 favouring “Security Printing and Minting Corporation of India Ltd.” as Earnest Money Deposit (EMD) should be submitted along with the covering letter and compliance to essential-qualification. Both should be placed in Envelop-1. At the time of bid opening it will be first seen whether both items are properly submitted or not. Application not accompanying Tender fee, if required and EMD would be summarily rejected and their Technical and Commercial bids will not be opened. No communication in this regard will be entertained in future.

**Note:** Documentary evidences are to be submitted towards compliance with Mandatory Eligibility Criteria.

### **Technical Bid:**

The technical bid document should include specific responses addressing the requirements described below:

1. Understanding of SPMCIL needs.
2. Implementation Methodology
  - a. Proposed Approach and Methodology.
  - b. Risk Identification and Mitigation Strategy.

3. The bidder's organization profile
4. Relevant Experience of the firm.
5. Project organization and details of the curriculum vitae of key members of the team
5. Curriculum vitae of other team members.
6. Strength of resources having implementation experience.

**Note:** Documentary evidences are to be submitted towards all the experiences claimed and clearly highlighting the relevant part in the document.

### Commercial Bid:

In the commercial bid, which shall be submitted separately, provide a single quotation for the fees to be charged by the bidder for the present assignment. Detailed break-up of charges should be submitted in Form-2.

### Important Milestones:

Last Date for Bid Submission	1500Hrs. ON 22.10.2010	
Bid Validity Period	90 Days	
Withdrawal of Bids	A bidder may request for withdrawal of the bid after submission by making a written representation to SPMCIL specifying the reasons for withdrawal. He may be allowed to do so before the deadline for submission of bid. Bids cannot be withdrawn during the bid validity period.	
Bid Opening	Stage 1	Within 1 hr of the bid closing time, the bids received from different parties shall be declared and envelop No 1 containing the Bid Security (Earnest Money Deposit), Money Receipt towards cost of Tender documents and essential criteria shall be opened in front of the bidders present there.
	Stage 2	SPMCIL will open the Technical bid only for those bidders who meet all the essential criteria through Stage-I evaluation at a later date.
	Stage 3	SPMCIL will open the Price Bids of only those Bidders who qualify in technical bid evaluation through Stage II evaluation. The date, time and place for opening the Price Bids will be communicated to the eligible bidders. The Bidders may send their representatives to attend the opening.

## **Mandatory Eligibility Criteria**

The following are essential qualifying criteria for the bidders:

1. Bidder must be management consultancy firm with more than INR Fifty Crore average per year revenue from management consulting practice in India during last three years ending on 31/03/2010.
2. Bidder must have completed organization restructuring assignment for at least one Government/PSU customers in the last five years ending on 31/03/2010.
3. Bidder must have completed manufacturing process improvement and production planning for at least one manufacturing organisation in India in the last five years ending on 31/03/2010.
4. Bidder must have prepared one corporate plan for PSU/Corporation/Other government agency in the last five years ending on 31/03/2010.
5. Net worth of the bidder shall not have eroded by more than 50% during last three years ending 31/03/2010
6. The bidder should be operating in India for at least 5 years ending 31/03/2010 and shall not have incurred losses in more than 2 years during this period.

## **Evaluation Criteria**

The evaluation of responsive bids shall be done in three stages. The three stages and weightages for the same as below:

### **Stage 1: Compliance to eligibility Criteria**

Stage 1 evaluation will be taken up for those bidders who has submitted required EMD and DD towards cost of Tender documents.

The bid will be scrutinized with respect to the mandatory eligibility requirements. Only those bids that meet all the eligibility requirements shall be considered for stage 2 evaluation. The details of these parameters are given in Form No - 2 Eligibility Bid.

### **Stage 2: Technical Evaluation**

Technical evaluation will be done on credentials of the consulting company on various parameters like experience, methodology etc. The details of these parameters are given in Form No- 3 Technical Bid

The scores for each parameter on Technical Evaluation Criteria will be added to arrive at total technical score of the bidder.

Commercial bid shall be opened for only those bidders whose Technical Score will be equal to or more than 50 in technical evaluation.

### **Stage 3: Commercial Evaluation**

Bidders who score 50 or more marks in stage 2, their commercial bids shall be opened. The lowest bid (L1) i.e. the sum of all three modules, shall be taken up further consideration. The details of these parameters are given in Form No- 4 Commercial Bid

## **General Terms and Conditions**

### **Contract Award Criteria**

The Contract shall be awarded after the evaluation of the commercial bids.

### **Partial Work Order**

SPMCIL, at its own discretion, may award the whole job (all the modules) or part of it (any one or two modules) to one or multiple vendors as found suitable. The bidders have to execute the whole or part of the job at the rate quoted for the awarded job.

### **SPMCIL's right to accept/ reject Bids**

Notwithstanding anything stated in the Tender Document or in any related correspondence, SPMCIL reserves the right to accept or reject any Bid. It also reserves the right to cancel/annul the bidding process and reject all Bids at any time before the award of the Contract, without assigning any reason and thereby without incurring any liability to the affected bidder or bidders or any obligation to inform the affected bidder or bidders of the grounds for SPMCIL's action/decision.

### **Signing of the Contract**

Issue of Letter of Intent (LOI)/ Fax of Intent (FOI) shall amount to award of the Contract and the bidder shall initiate execution of the work within the timeframe specified in the Contract.

Subsequent to the bidder acknowledging the Letter of Intent (LOI)/ Fax of Intent (FOI):

1. The bidder will be required to furnish security against Performance Guarantee as described in this document ,
2. The bidder and SPMCIL will sign the contract within Fifteen (15) working days from the date of the bidder receiving the LOI/ FOI, provided that the requisite security against Performance Guarantee has been furnished by the bidder,
3. SPMCIL retains the right and authority to negotiate certain terms with the bidder before signing the Contract,
4. The Contract will be prepared in English in two originals, one each for the bidder and SPMCIL. The bidder will be required to submit to SPMCIL six photocopies of the entire contract and supporting documents duly bound.
5. No deviation will be allowed in the contract from the terms and conditions as mentioned in this tender document
6. This tender document, the proposal submitted by the bidder and any other communication in relation to this tender will form a part of the contract document

The successful tenderer shall be required to execute an agreement with the SPMCIL on requisite non-judicial stamp paper, within 15 working days of the receipt by him of the notification of acceptance of the tender.

### **Performance Security**

The bidder is required to furnish, within Seven (7) working days of receipt of the LOI/ FOI/Start of Work letter, a Performance Guarantee for an amount equivalent to 10% of the module price/contract price as applicable.

### **Return of Bid Security**

On signing of agreement by the successful bidder, SPMCIL will notify the other bidders of award of the contract and shall discharge their Bid security. The Bid security submitted by the successful bidder may be released once a performance guarantee is submitted by the bidder for any of the modules or for the whole contract.



## **Failure to abide by the Contract**

The bidder is expected to strictly adhere to the terms specified in this Tender document as well as the Contract. Any violation of any of the terms could lead to immediate termination of the Contract at the risk and cost of such bidder without prejudice to the rights of SPMCIL with such penalties as specified in the Tender Document and the Contract.

## **Terms of Payment**

SPMCIL will release payments for execution of the contract based on milestones of work completion as indicated in **APPENDIX - 2**.

## **Mobilization of resources**

The contractor should mobilize resources within 21 days of issue of LOI/Start Work Letter as per terms of tender.

## **Conflict of Interest**

Neither the selected vendor nor any of the vendor's Personnel shall engage in any personal, business or professional activity which conflicts or could conflict with any of their obligations in relation to this project.

## **Extension Clause**

The scope of this tender may be extended in terms of time and effort and new scope of work may be added at the rate quoted by the bidder with maximum 10% year to year increase of fees. The extension may happen as and when required on multiple occasions. However, the extension will be limited to 25% of the total contract value.

## **Effective Date**

### **Start Date:**

The total work mentioned in the contract is divided into three modules. Each work module may have separate start date as desired by SPMCIL and start date of each module will be intimated by SPMCIL in writing. However, each module will start within 12 months of the contract signing.

### **End date:**

Shall mean completion of time period for each of the modules as mentioned below,

- i. Review, proof checking and validation of Preparation of Corporate Plan: 4 calendar months from its start date
- ii. Organisation restructuring: 6 calendar months from its start date
- iii. Operations: 8 calendar months from its start date

Consultant shall deploy appropriate number of personnel to conduct parallel studies for each of the modules to ensure compliance with the above mentioned timelines.

## **Expenses to be met by the CLIENT**

All the expenses in connection with the following items of work shall be met by SPMCIL on actuals:

- i. Expenses for holding the following events:
  - a) Meetings with the stakeholders
  - b) Workshops for the employees and others
  - c) Other meetings related to the project, if any\* However all such meeting/Workshops shall be organized with prior approval of SPMCIL
- ii. In respect of all outstation visits, guest house facility and local conveyance, if available, shall be provided by SPMCIL.
- iii. All expenses incurred on local conveyance, per-diem, Air/Train travel, lodging and food etc. for the purpose of the project work to SPMCIL's site/units visit out of Delhi/NCR will be paid on actual basis.

However, the total expenses of this nature will be capped at a maximum amount of 25% of the quoted price will be reimbursed by SPMCIL at actual.

**Price Validity**

The price quoted by the bidder should be valid for 90 days from the tender due date.

**Consortium or Sub-contracting**

Consortium or sub-contracting for this job mentioned in this tender is not allowed. The bidder must have the capacity to execute the work by themselves.

## **Form 1: Cover Letter**

To

Date:

The Chairman and Managing Director,  
Security Printing and Minting Corporation of India Limited  
16<sup>th</sup> Floor, Jawahar Vyapar Bhawan, Janpath,  
New Delhi-110001

Sub: Proposal for Engagement of Consultant for Advisory Support for Review and Validation of Corporate Planning, Operational Improvement and Organizational Restructuring.

Dear Sir,

1. Having examined the Terms of Reference, we, the undersigned, submit our techno-commercial proposal for the above tender, in full conformity with the said TOR.
2. We have read the provisions of TOR and confirm that these are acceptable to us. We further declare that additional conditions, variations, deviations, if any, found in our proposal shall not be given effect to.
3. If we are entrusted the consultancy assignment, we undertake to provide a Performance Bank Guarantee in the form and amount prescribed.
4. 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 and without prejudice to other remedies available to SPMCIL

Authorized Signatory (in full and initials):

Name and title of signatory:

Duly authorized to sign this Proposal for and on behalf of [Name of Consultants]

Name of Firm:

Address:

**Form 2: Eligibility Bid**

<b>Sl. No.</b>	<b>Mandatory Criteria</b>	<b>Yes/No (To be filled by Bidder)</b>	<b>Required Documentary Evidence</b>
1	Bidder must be management consultancy firm with more than INR Fifty Crore average per year revenue from management consulting practice in India during last three years ending on 31/03/2010.		<i>Documentary Proof to be certified by CA in practice.</i>
2	Bidder must have completed organization restructuring assignment for at least one Government/PSU customers in the last five years ending on 31/03/2010.		<i>Submit either of the following client concerned document 1. Work orders OR 2. Agreements OR 3. Completion Certificate</i>
3	Bidder must have completed manufacturing process improvement and production planning for at least one manufacturing organisation in India in the last five years ending on 31/03/2010.		<i>Submit either of the following client concerned document 1. Work orders OR 2. Agreements OR 3. Completion Certificate</i>
4	Bidder must have prepared one corporate plan for PSU/Corporation/Other government agency in the last five years ending on 31/03/2010.		<i>Submit either of the following client concerned document 1. Work orders OR 2. Agreements OR 3. Completion Certificate</i>
5	Net worth of the bidder shall not have eroded by more than 50% during last three years ending 31/03/2010		<i>Documentary Proof to be certified by CA in practice.</i>
6	The bidder should be operating in India for at least 5 years ending 31/03/2010 and shall not have incurred losses in more than 2 years during this period.		<i>Documentary Proof to be certified by CA in practice.</i>
7	Bidder must be management consultancy firm with more than INR Fifty Crore average per year revenue from management consulting practice in India during last three years ending on 31/03/2010.		<i>Documentary Proof to be certified by CA in practice.</i>

## **Form - 3 : Technical Bid**

The criteria for evaluation of technical bids and the details are as follows:

Sr No.	Criteria	Maximum Marks	Rating Scale																																																																		
1	Approach and Methodology	25	<p>The bidders will be evaluated in following parameters</p> <table border="1"> <thead> <tr> <th>Parameters</th> <th>Score</th> <th>Score Obtained*</th> </tr> </thead> <tbody> <tr> <td>Approach for this project</td> <td>5</td> <td></td> </tr> <tr> <td>Understanding of scope</td> <td>5</td> <td></td> </tr> <tr> <td>Project scheduling</td> <td>5</td> <td></td> </tr> <tr> <td>Staffing plan and collaborative implementation methodology</td> <td>10</td> <td></td> </tr> </tbody> </table> <p><i>For Sl. No. 1 Bidder should submit a write-up/schedules covering the above parameters &amp; the following:</i></p> <ul style="list-style-type: none"> <li>• <i>Understanding of SPMCIL needs</i></li> <li>• <i>Implementation Methodology</i></li> <li>• <i>Proposed Approach &amp;, Methodology.</i></li> <li>• <i>Risk Identification and Mitigation Strategy</i></li> </ul>	Parameters	Score	Score Obtained*	Approach for this project	5		Understanding of scope	5		Project scheduling	5		Staffing plan and collaborative implementation methodology	10																																																				
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<p><i>For Sl.No.4 Bidders should submit the copies of either the following documents</i></p> <p><b>1. Work orders OR</b></p> <p><b>2. Agreements OR</b></p> <p><b>3. Completion Certificate</b></p> <p><i>whichever clearly shows the relevant Scope of work</i></p> <p><b>* Bidder may indicate appropriate score</b></p>																		

## **Form 4: Commercial Bid**

For the Scope of Work mentioned in this RFP fee to be charged for the deployment of experts and support staff. The bidder should calculate the manpower requirement as per their understanding of resource requirement for the scope of work and quote accordingly.

### **Module 1: Review, proof checking and Validation of Corporate Plan**

<b>Position</b>	<b>No of resource person</b>	<b>Total Man Months</b>	<b>Man-month rate</b>	<b>Total</b>
HR Expert				
Business Planning Expert				
Financial Expert				
Support Staff				
Team Leader				
<b>Total Fees for Module 1</b>				

(Amount in words for Module -1 Rs.....)

### **Module 2: Organization restructuring**

<b>Position</b>	<b>No of resource person</b>	<b>Total Man Months</b>	<b>Man-month rate</b>	<b>Total</b>
Public Sector Expert				
Finance Expert				
Security & Safety Expert				
Manufacturing Process Expert				
HR expert				
Support Staff				
Team Leader				
<b>Total Fees for Module 2</b>				

(Amount in words for Module -2 Rs.....)



**Module 3: Operations**

<b>Position</b>	<b>No of resource person</b>	<b>Total Man Months</b>	<b>Man-month rate</b>	<b>Total</b>
Public Sector Expert				
Finance Expert				
Material Management Expert				
Quality Control Expert				
Manufacturing Process Expert				
Manufacturing process consultant Security Printing/minting				
Support Staff				
Team Leader				
<b>Total Fees for Module 3</b>				

(Amount in words for Module-3 Rs.....)

**Total of Module 1, 2 & 3 : Rs..... (In words .....**)

**Authorized Signatory (in full and initials):**

**Name and title of signatory:**

**Duly authorized to sign this Proposal for and on behalf of [Name of Consultants]**

**Name of Firm: Address:**

## **Appendix - 1: Units of SPMCIL**

i. **India Government Mint, Mumbai (Maharashtra)**

This Mint was established in the year 1829 and is one of the oldest mints of the country. It has got the capacity of minting coins, medals and refining of Gold and Silver.

ii. **India Government Mint, Kolkata (West Bengal)**

This mint was established in 1952 at Kolkata. Originally different minting facilities were created in and around Kolkatta in the 18th Century. One of the mints was modernised in the year 1952 and it was known as Alipore Mint. Later-on Government of India, renamed it as India Government Mint, Kolkatta.

iii. **India Government Mint, Hyderabad (Andhra Pradesh)**

India Government Mint, Hyderabad was originally started in the year 1903 in Hyderabad however, after modernization, it was re-located to a place – Cheralapalli, near Hyderabad in the year 1997. This is the most modern minting unit in the country having refining facility as well as facility to mint coins, medals and medallion.

iv. **India Government Mint, NOIDA (Uttar Pradesh)**

This Mint was established in the year 1988. This is one of the modern mints in the Country.

v. **Currency Note Press, Nasik (Maharashtra)**

Currency Note Press, Nashik Road, was established in the year 1928 with the objective of printing currency/bank notes of denominations as per the requirements and indents placed by Reserve Bank of India from time to time.

vi. **Bank Note Press, Dewas (Madhya Pradesh)**

Bank Note Press, Dewas, was established in 1973 and is notified as commercial Undertaking under Ministry of Finance. It prints Bank Notes of Rs.20, Rs.50/-, Rs.100/- and Rs.500/- denominations. This Press also manufactures high quality security inks for various security printing organizations.

vii. **India Security Press, Nashik Road (Maharashtra)**

India Security Press, Nashik Road was established in the year 1925 and is notified as commercial industrial unit under the administrative control of Govt. of India, Ministry of Finance. It prints & supply Judicial/non-judicial stamp papers all types of postal & non postal stamps & stationery, passports, visa & other travel documents, MICR & Non-MICR Cheques in continuous Stationery form, Identity Cards, Railway Warrants, Income Tax Return Order Forms, Saving Instruments (IPOs & KVP, IVP Certificates.) etc.

viii. **Security Printing Press, Hyderabad (Andhra Pradesh)**

This organization was established in the year 1967 and is notified as commercial industrial unit under the administrative control of Govt. of India, Ministry of Finance. It is responsible for printing & supply of low Denomination Judicial & Non-Judicial Stamp papers being supplied to Southern States, Postal Stamps & Postal Stationery to Department of Post.

ix. **Security Paper Mill, Hoshangabad (Madhya Pradesh)**

Security Paper Mill (SPM), Hoshangabad was established in 1968 and is notified as non-commercial undertaking under the administrative control of Government of India, Ministry of Finance. This unit is responsible for manufacturing of various kinds of security paper. For further details visit [www.spmcil.com](http://www.spmcil.com)

## **Appendix - 2: Schedule of Payments**

The following schedule will be adopted for the payment of fees:

### **Module 1: Corporate Plan**

Payment of fees as mentioned in commercial bid for module 1 will be done as per following milestone

<b>Milestone</b>	<b>Frequency</b>	<b>% Payment for Module 1 Fees</b>
On Acceptance of Inception Report for the module	One Time	10%
On Acceptance of draft Corporate Plan	One Time	30%
On Acceptance of final Corporate Plan	One Time	60%

### **Module 2: Organisation Restructuring**

Payment of fees as mentioned in commercial bid for module 2 will be done as per following milestone

<b>Milestone</b>	<b>Frequency</b>	<b>% Payment for Module 2 Fees</b>
On Acceptance of Inception Report for the module consisting of review report on NPS's report.	One Time	10%
On Acceptance of the report on Final Organisation structure.	One Time	10%
On Acceptance of manpower plan and final role sheet for identified positions.	One Time	20%
On Acceptance of report on competency mapping and goal setting.	One Time	20%
On Acceptance of the Design of Performance Management framework.	One Time	20%
Report on training and development.	One Time	20%

### **Module 3: Operations**

Payment of fees as mentioned in commercial bid for module 3 will be done as per following milestone

<b>Milestone</b>	<b>Frequency</b>	<b>% Payment for Module 3 Fees</b>
On Acceptance of Inception Report for the module	One Time	10%
On Acceptance of machine capacity assessment	One Time	10%
On Acceptance of final Report on FTR improvement	One Time	10%
On Acceptance of Report on Asset utilization	One Time	10%
On Acceptance of final report on production planning and scheduling	One Time	10%
On Acceptance of final report on plant re-layout	One Time	20%
On Acceptance of final report on improvement of material handling and movement	One Time	30%