Request for Proposal (RFP)

Skill Gap Assessment & Development of National Occupational Standards for Job Roles in Sports Sector

21/11/2019
Ref: SPEFL-SC/TM/RFP/05/2019

Issued by:

Sports, Physical Education, Fitness & Leisure Skills Council
FICCI, Federation House, Tansen Marg, New Delhi – 110001
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ADMINISTRATIVE DETAILS

Confidentiality

All information included in this RFP is confidential and only for the knowledge of the recipient. No information included in this document or in discussions connected to it may not be disclosed to any other party.

Contact Details

The RFP will be addressed and sent to

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Critical Information

Bidding agencies are advised to study this RFP document carefully before submitting their proposals. Submission of a proposal in response to this notice shall be deemed to have been done after careful study and examination of this document with full understanding of its terms, conditions and implications.

Contents of solicitation documents

Proposals must offer services for the total requirement. Proposals offering only part of the requirement will be rejected. The Bidder is expected to examine all corresponding instructions, forms, terms and specifications contained in the Solicitation Documents. Failure to comply with these documents will be at the Bidder’s risk and may affect the evaluation of the Proposal.
Abbreviations:

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>NSDC</td>
<td>National Skills Development Corporation</td>
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<td>SSC</td>
<td>Sector Skill Council</td>
</tr>
<tr>
<td>SPEFL-SC</td>
<td>Sports, Physical Education, Fitness &amp; Leisure Skills Council</td>
</tr>
<tr>
<td>NOS</td>
<td>National Occupational Standards</td>
</tr>
<tr>
<td>RFP</td>
<td>Request for Proposal</td>
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<tr>
<td>PPP</td>
<td>Public-Private Partnership</td>
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<tr>
<td>SLA</td>
<td>Service Level Agreement</td>
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Definitions

**SSC:** The Sector Skills Council (SSC) is a National Partnership Organization that brings together academia, industry, labour and the government to address human resource gaps in the Industry. SSCs are responsible to fulfil Industry Sector Talent Needs for Quality and Quantity.

**NOS:** National Occupational Standards (NOS) specify the standard of performance an individual must achieve when carrying out a function in the workplace, together with the knowledge and understanding they need to meet that standard consistently. Essentially NOS are benchmarks of good practice.
1. SPORTS, PHYSICAL EDUCATION, FITNESS & LEISURE SKILLS COUNCIL – AN INTRODUCTION

SPEFL-SC is Not-for-Profit Organization, registered under the Societies Registration Act, 1860. The Council has been promoted by the Federation of Indian Chambers of Commerce and Industry (FICCI) with financial support by National Skill Development Corporation (NSDC).

The purpose of establishing SPEFL-SC was to ensure that the Sports Sector & industry is able to grow with skilled manpower, increase productivity and profitability. SPEFL-SC will encourage the sector to employ skilled and certified manpower. In its endeavour to build capacity through Private sector participation, SPEFL-SC is expected to create a dynamic LMIS to keep track of labour market skill gaps, frame Occupational Standards, facilitate development of practical and high quality training content, ensure adequate availability of faculty through Train The Trainer initiatives, build accreditation and certification mechanisms and encourage capacity building through private sector participation with industries.

The key objective of the SPEFL-SC is to create a robust & vibrant eco-system for quality education and skill development in the sports sector in the country.

Mandate of SPEFL-SC

- To Carry out a Functional and Occupational Mapping and develop a Catalogue of Industry.
- Develop & Set National Occupational Standards for select Job Roles in the Sector.
- Develop & Put in place an Assessment & Certification mechanism for the Trainers, Assessors and Trainees.
- Develop and put out an Affiliation / Accreditation system for Training Institutes to deliver.
- Competency based training as per content and curriculum developed based on the NOS.
- Promote academies of Excellence.
- Put in Place an Effective Labour Market Information System.

2. REQUEST FOR PROPOSAL

SPEFL-SC seeks RFP from reputed consulting firms/ consortium which can undertake the job of development of “National Occupational Standards (NOS)” as per the scope given in this RFP.

Through this Request for Proposal (RFP), seeks to select competent consulting firms/consortiums with relevant experience and capabilities to develop NOS for job-roles within the certain processes in India.

3. PROJECT SCOPE & BRIEF
The fundamental objective behind the formation of the SPEFL-SC for the sports sector is to create a credible and effective mechanism with the support of relevant and interested stakeholders for managing the task of skill development across the country for meeting the current and future skill needs of the sector. SPEFL-SC will work towards creation of career paths whereby the workforce will be able to move towards progressively higher level of qualifications without having to necessarily go through the conventional academic route. While the SPEFL-SC will ultimately cover the entire pyramid of the workforce in the sports sector, from raw and unskilled workers to specialized and experienced job roles, to start with, it will focus its scope of operation from the bottom of the pyramid i.e. on the development of skills for unskilled workers / workers with some on site experience / apprentices etc. In tune with the national objective, the unorganized segment, i.e. the workforce that joins or may opt to join the sports sector with little or no qualification, would be strongly favored.

Towards realizing these objectives, SPEFL-SC will focus on development of relevant trade curriculum and other quality standards that will encompass the process of certification and accreditation with due regard to having a duly monitored and efficient implementation mechanism apart from initial training of trainers as required across the length and breadth of the country. This will also involve sustained interaction with the state governments, local bodies and other institutions. The SPEFL-SC will thus place equal emphasis on extending the coverage of its activities as required for achieving the ambitious targets in time.

4. SCOPE OF WORK

The scope of this project shall include but not necessarily be limited to the following tasks:

A. Research, Analysis and Assessment of Sector and Sub Sectors:

Demand Side:
- The market size and profile of the sector, growth trends and geographical location of the sports sector, (state-wise & city-wise) and workforce at various levels.
- Anticipated changes in employment patterns and future requirements. A study on the number of jobs available in key sub-sectors and verticals and emerging demands. This should include a broad profiling of next 5 years demand projection in the sector and sub sectors of the industry, and job role wise distribution of projections subsequently classified in sector/ sub sector/ region (state/city)/occupation/ function.

Clarification:
In addition to using secondary data, SPEFL-SC is expecting the consulting firm/s to do the research and validation from minimum 45 industries (15 large, 15 mid-size, 15 small scale units with 80% of Face to Face meetings with the industry) for the sectors, across India, covering the major hubs and all the states of the country.
The objective is to ascertain:

i. Skill Gap Survey and analysis of Sports Sector;
ii. Size & Profile of the Sector;
iii. Expected growth of the sector;
iv. Existing workforce (categories+ numbers) and their work Specifications / Job Roles;
v. Anticipated Changes in the employment patterns and future requirements (categories + numbers);
vi. Validation of skill gaps identified in sports sector through in-depth analysis.

Supply Side:

i. Identify the existing supply sources (formal & non-formal education, training institutes, public and private) – How is the existing demand being met?
ii. Develop a database of training programs across academic levels, “Vocational”, “Under-graduate”, “Post Graduate”, intake, out turn, courses offered, duration of courses, fees, placement, trainer qualifications, industry linkage, Government support etc. in the Sports sector.
iii. The details of the task can be but not limited to:
   a. Profiling of the Sports Industry and geographical location of such industry, (state-wise & city wise) and workforce required at various levels.
   b. Jobs available in these sectors and emerging demand including anticipated changes in employment patterns and future requirements over next five years.
   c. This would also include growth charts in each sector.
   d. Identify the existing supply source (formal & non-formal education, training institutes, public and private).
   e. Understanding the objectives of performing supply-demand analysis at the national level.
   f. Age profile of the workforce at various levels from worker to senior management positions.
   g. Identify career paths in sports sector across all sub-sectors, commencing form the entry level.
   h. Defining opportunities for progression and typical career paths.
   i. Geographical location and the availability of workforce with aspiration motivation and interests to work in sports sector at various levels (State- Wise & City Wise) and Training providers therein.
   j. Learning opportunities which can enhance skills of the workers.

B. Occupational Mapping

- Identify & validate all the entry level occupations & job roles in different sub sectors within the sports industry.
- Profiling of Job Roles, including expected out come and competencies required to achieve the expected outcome, including the soft skill requirements.
- Career paths / Opportunity for progression, commencing from the unskilled worker...
level to the skilled worker level.

- Identification and Elucidation of skill deficiencies / gaps in Health, Safety, Environment, generic social and domain specific. To identify the quality and quantity of the existing workforce Employment opportunities for school drop outs/unemployable academically qualified youth. The validation of the given job roles have to be done as per the sector profile & requirement considering the geographical variations and location of Sports sector industries (state-wise) and workforce at various levels.
- Job role functions to be on modular basis with anticipated changes in employment patterns and future requirements.
- Employment opportunities for school drop outs/unemployable academically qualified youth.

C. Functional Analysis

- Functional analysis is the main tool used to develop National Occupational Standards for each Job Role.
- It involves analysing areas of work and identifying the outcomes that people should achieve.
- Functions mean the activities a person is expected to do as part of his/her job. They must have a clear purpose and outcome that are valuable to the employer.
- So, the functional analysis should follow the stages given below: -

a) **Identification of Functions (Tasks):** “What needs to happen to achieve the key purpose?” that is the key elements of performance.

b) **Identification of Possible NOS Title:** “What needs to happen to achieve each function?”

For each NOS, identify performance (Skill), Knowledge and Assessment criteria:

- **Performance / Skills:** What are the activities for each element in each NOS, which are to be performed?
- **Knowledge:** What are the underpinning knowledge attributes which are to be understood to perform each of the above activities.
- **Assessment:** What is the MUST, should & could criteria on which a candidate has to be assessed.

D. Development of National Occupational Standards

- Develop National Occupational Standards & Qualification Packs for various QP’s. The occupations are representation of the different levels of the sub-sectors and may be decided in consultation with SPEFL-SC.
- Validation through Key Stakeholders drawn from different regions, sizes, etc. to ensure a fully representative character (at least 30 companies as per NSDC/NSQC norms).
- Finalized version of NOS and Sustainability Plan to maintain the relevance and currency of NOS.
- While preparing occupational standards, all existing standards in the sports industry, including those in other countries, shall be studied and assessed and best practices be taken into consideration. International standards are particularly relevant for this sector, which is globally inter-connected.
- National Occupational Standards should categorically mention Function Description and Competencies – Knowledge (Generic and Domain Specific), Skills (Generic and Domain Specific) and Assessment Criteria.
- Participate in the process of presenting QPs & NOS to the QRC at NSDC/ NSQC or any other Appointed Agency.
- Include the Assessment Criteria as the entity in every QP.
- Completion of the Qualification Files/ Q Files for each QP and ensuring its entry into/acceptance by National Skill Register and/or such other identification marks compliances, approvals, etc. as may be required from time to time.
- Getting the clearance from NSQC/ any other approving body for finalising the QP&NOS.

E. Skill Development Plan

For developing the QP/NOS undertake end-to-end process/due-diligence compliance, which includes following: -

- Identify key industry players (employers) for each of the job role.
- Active engagement with the identified players for inputs on job description, qualifications, knowledge, skills, performance criteria’s etc.
- Capture progression chart and Horizontal/Vertical mobility for each job role/set of job roles.
- Record all interactions (e-mails & Minutes of Meetings).
- Capture & draft Functional Analysis and jointly review with SPEFL-SC and industry.
- Draft QPs and NOS and share with industry for feedback.
- Include the Assessment Criteria as the last entity in every QP.
- NSQF & NCO alignment of the QPs.
- Seek industry validation from 30 employers (10 each large, medium and small) for each job role. Geographical spread of the employers to be ensured for validation of standards.
- Participate in the process of presenting QPs & NOS to the QRC and NSQC/ at NSDC/Appointed Agency.
- Undertake amendment to QPs & NOS based on inputs received post QRC, NSQC and public viewing and submit final QPs & NOS for promulgation as National Standards.

F. Occupational Standards should also have

1. **Unique Reference Number:** A combination of 3 letter and 4 numbers code that identifies the standards has been set up by National Skill Development Council of India.
2. **Qualification Packs** to define the set of NOS which are aligned to one Job Role.
3. **Criteria for Assessment of those undergoing training** to be included in the Qualification pack.

*(Please refer to the attached “NOS Protocol”, prepared by NSDC, as may be applicable amended from time to time.)*

**Note:**
- Correspondence and communication with the industry at each step is to be recorded and maintained. This is to form part of deliverables and as a proof of due diligence.
- For skill gap analysis and validation, etc., the firm shall ensure to visit and conduct minimum 30 workshops in the area of Sports in different regions of the country covering Formal/ Informal sectors/Government as well as Private Sector.
- Similarly the firms shall ensure to visit and collect data and information from minimum 30 industries (with equal presence of industries of different sizes) to access the skill gaps.
- The firm shall also validate the QP&NOS from minimum 30 industries (with equal
presence of industries of different sizes) and inform SPEFL-SC the required changes.
- Firms will have to comply with any changes/amendments/modifications to the process above as and when communicated by NSDC/any higher body.
- The data collected and analysed, validations obtained, etc. from different organisations shall be such that they represent an overall national picture, job role wise and are in compliance with NSDC/NSDA requirement in terms of geographical diversity, ownership structure, size of companies, etc.

5. **KEY DELIVERABLES**
- A detailed report on skill gap research and analysis of all the states and validation by the sports industry.
- Report on Occupational Mapping (entry level, career path, employment opportunities, etc).
- Report on National Occupational Standards (NOS) and Qualification Packs (QPs) for 15 occupations.
- Involvement in the process of approval of QP&NOS by the appropriate committee.
- Report on Skill Development Plan for sports industry and downstream activities to be drawn up state-wise/utility-wise/company or organisation-wise.

6. **SCHEDULE OF EVENTS**
The following table provides a schedule of Events relating to this request.

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<th>Target Date</th>
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<td>1</td>
<td>RFP issued to the Vendors/ Published on the Website</td>
<td>06/01/2020</td>
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<tr>
<td>2</td>
<td>Submission of Queries &amp; clarification through mail / in hard copy</td>
<td>10/01/2020</td>
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<tr>
<td>3</td>
<td>Reply to Queries</td>
<td>14/01/2020</td>
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<tr>
<td>4</td>
<td>Last date of submission of Proposals</td>
<td>17/01/2020</td>
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<tr>
<td>5</td>
<td>Presentation by technically qualified Vendors</td>
<td>27/01/2020</td>
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<tr>
<td>6</td>
<td>Award of contract</td>
<td>07/02/2020</td>
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<td>7</td>
<td>Commencement of implementation of project</td>
<td>11/02/2020</td>
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</tbody>
</table>

* The dates furnished above are subject to revision by SPEFL-SC.

7. **PROJECT DELIVERABLES & TIMELINES**

Project Delivering & Timetable

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<tr>
<th>Sl No</th>
<th>Activity</th>
<th>Time Line</th>
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<td>1</td>
<td>Commencement of Implementation of Project</td>
<td>T (27th January 2020)</td>
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<td>2</td>
<td>Inception report</td>
<td>T+ 1 weeks</td>
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<tr>
<td>3</td>
<td>Presentation on research, analysis, skill gap survey, validation of skill gaps identified in Sports Sector</td>
<td>T+ 6 weeks</td>
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<td>4</td>
<td>Report on Occupational Mapping and functional Analysis Occupational analysis and development of occupational maps for selected job skills; 80% of the workforce needs to be covered by the NOS to be developed</td>
<td>T+ 8 weeks</td>
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<tr>
<td>5</td>
<td>Report and presentation on functional analysis and development of functional maps for the selected job roles</td>
<td>T + 10 weeks</td>
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<tr>
<td>6</td>
<td>Validation of NOS</td>
<td>T + 12 weeks</td>
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<tr>
<td>7</td>
<td>Presentation of the final report on QP &amp; NOS after taking into consideration the advice / views of SPEFL-SC and also after extensive consultation with stakeholders to ensure their validation and validation of final draft</td>
<td>T + 13 weeks</td>
</tr>
<tr>
<td>8</td>
<td>Presentation of QP, Assessment Criteria and Sustainability plan to maintain relevance of NOS and creating Qualification Files for getting QRC clearance after considering the advice / views of SPEFL-SC and also after extensive consultation with stakeholders to ensure their validation</td>
<td>T + 14 weeks</td>
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<td>9</td>
<td>Clearance from NSQC</td>
<td>T + 16 weeks</td>
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**Notes:**

1. Review Meeting with SPEFL-SC will be held within 2 Weeks of Start of the Project and every two weeks in the following weeks/as and when required.

2. Final Report will be validated by the team of experts and stakeholders.

3. The activities mentioned above are an indication for the bidder to understand the tasks to be covered under the assignment.

### 8. PROPOSAL OPENING AND EVALUATION CRITERIA

SPEFL-SC has constituted a National Committee on NOS (comprising industry members and COO of SPEFL-SC) to evaluate the responses of the bidders to the RFP. Each bidder would be required to make a presentation to the SPEFL-SC.

**Evaluation Process**

- The Proposal Evaluation Committee for NOS constituted by the SPEFL-SC shall evaluate
the responses to the RFP and all supporting documents / documentary evidence. Inability to submit requisite supporting documents / documentary evidence shall be rejected.

- The decision of the Committee in the evaluation of responses to the RFP shall be final. No correspondence will be entertained outside the process of negotiation/discussion with the Committee.
- Each of the bidders need to comply with the short listing/pre-qualification criteria as defined in the RFP to qualify for subsequent submission of proposal to the RFP for selection of the Bidding Agency.
- Each of the responses shall be evaluated to validate compliance of the bidders according to the following criteria as per format and supporting documents mentioned against each clause.

**Clarification of proposals**

- To assist in the examination, evaluation and comparison of Proposals, SPEFL-SC may at its discretion, ask the Bidder for clarification of its Proposal.
- SPEFL-SC will examine the Proposals to determine whether they are complete, whether any computational errors have been made, whether the documents have been properly signed, and whether the Proposals are in order.
- Arithmetical errors will be rectified on the following basis: If there is a discrepancy between the unit price and the total price that is obtained by multiplying the unit price and quantity, the unit price shall prevail and the total price shall be corrected. If the Bidder does not accept the correction of errors, its Proposal will be rejected.
- Prior to the detailed evaluation, SPEFL-SC will determine the substantial responsiveness of each Proposal to the Request for Proposals (RFP). For purposes of these Clauses, a substantially responsive Proposal is one which conforms to all the terms and conditions of the RFP without material deviations. SPEFL-SC’s determination of a Proposal’s responsiveness is based on the contents of the Proposal itself without recourse to extrinsic evidence.
- A Proposal determined as not substantially responsive will be rejected by SPEFL-SC and may not subsequently be made responsive by the Bidder by correction of the non-conformity.

**9. EVALUATION AND COMPARISON OF PROPOSAL**

**Evaluation of Bid**

A two-stage Evaluation Criteria will be adopted in evaluating the bids, with evaluation of the Technical proposal being completed prior to any commercial bid being opened and compared. The commercial bid of the Proposers will be opened only for submissions that passed the minimum technical score of 70% of the obtainable score of 100 points in the evaluation of the technical proposal. The technical proposal will be evaluated on the basis of its meeting the Evaluation parameters in the Table given below in “Evaluation Criteria for Technical Proposal”

In the second stage, the commercial bid of all bidders, who have attained 70% of the technical proposal evaluation criteria will be opened and compared.

The contract will be awarded to the proposer who scores highest marks aggregated for technical and financial bid (60% weightage to technical proposal and 40% to financial bid).

**Technical Bid**

Consortia / Consulting Firms / Individual Consultant must
A. Have Prior Experience with regard to Preparation of NOS, Curriculum, and Syllabus, Courses for Sector Skills Council / Govt. Department / Ministry either in India or Abroad, or have experience in sports organization(s) in developing products, etc.

B. Secure minimum technical score of 70% of the obtainable score of 100 points

The Consortia / Consulting Firm barring Individual Consultants must have

1. Having minimum 15 employees on its payroll.
2. Having minimum Rs. 05 Cr turnover per annum for the last 3 years.

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<tr>
<th>Sl No</th>
<th>Evaluation Criteria/ Definition</th>
<th>Marks</th>
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<tbody>
<tr>
<td>1</td>
<td><strong>Profile of the bidder/ lead bidder executing the project</strong></td>
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<td>Firm /lead bidder with prior relevant experience in QP/NOS development/ industry study etc.</td>
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<td>Firm/Lead Bidder with minimum 3 years relevant experience in Sports Sector (Skill Development / Institutional Strengthening/Capacity Building etc)</td>
<td>5</td>
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<td>Spread and reach of the firm/ consortium/ consultant – spread over at least 5 states/ metro cities/ presence of branch office / Associates</td>
<td>5</td>
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<td>2</td>
<td><strong>Qualification and Experience of Proposed Team</strong></td>
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<td>Profile of Team Leader/Individual Consultant – Post Graduate in Management with 10 years of experience in Institutional strengthening and capacity building / research / market study with at least 5 years in Sports Sector (preferable)</td>
<td>15</td>
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<td></td>
<td>Profile of Team Members/Associates of Individual Consultant (minimum 3 Resources) – Post Graduate with 5 years’ experience in research/ market study/ Institutional strengthening out of which a minimum of 3 years in Sports Sector and skill development on NSQF/NSDC framework (preferable)</td>
<td>15</td>
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<tr>
<td>3</td>
<td><strong>Approach and Methodology of execution of Project</strong></td>
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<td>Overall understanding of the project, knowledge of National Occupational Standards and Qualification Packs (NOS/QPs) and ability to meet the project objectives, detailed write-up.</td>
<td>15</td>
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<td></td>
<td>Approach and Methodology of Execution (Description of the methodology to be adopted to execute the project). This includes approach, processes, research, access to data, primary and secondary data collection, key activities, work plan with timelines, reporting and control mechanism to be used to efficiently manage the project etc. Detailed write-up.</td>
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<tr>
<td></td>
<td>Timelines for Execution and Resource Plan (Capacity to achieve milestones and complete the project timelines as defined in the RFP). Detailed write-up including time charts, etc.</td>
<td>10</td>
</tr>
</tbody>
</table>
Financial Bid:

The Bidder shall indicate the prices of services it proposes to supply under the contract. All costs shall be inclusive of all taxes, duties, charges and levies of State or Central Governments, as applicable, at the date of signing the Agreement and subject to deduction of all statutory deductions applicable, if any. In case of upward revision to duties and taxes the Bidder will be responsible to incur the additional cost.

<table>
<thead>
<tr>
<th>Services</th>
<th>Fee for Services (INR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research, Analysis and Assessment of the Sector / Sub Sector / occupations for which the bidding is being Done</td>
<td></td>
</tr>
<tr>
<td>Occupational Mapping</td>
<td></td>
</tr>
<tr>
<td>Functional Analysis</td>
<td></td>
</tr>
<tr>
<td>Creation of NOS of Job Roles</td>
<td></td>
</tr>
</tbody>
</table>

○ The contract will be awarded to the organization/consultant which qualifies the minimum score of technical bid and gets the highest score in overall evaluation based on weightage average method.

○ For the purpose of evaluation, the weightage given to technical bid score and financial bid score is 60%: 40% respectively.

○ The scores will be calculated up to one decimal place.

○ In case of a tie between two bidding organizations/consultants for overall evaluation score, the decision of the Committee will be considered as final.

10. PROPOSAL CONTENT GUIDELINES

In order to facilitate the evaluation by the SPEFL-SC National Committee on NOS and to ensure each proposal receives full consideration, proposals should be accompanied by the documents as listed below:

- Proposal Submission Letter along with Table of Contents, Executive Summary, Vendors Profile

- Technical Proposal along with:
  1. A Descriptive note on the Project and deliverables as per your understanding.
  2. Approach paper with details on methodology: This section should demonstrate the Bidder’s responsiveness to meet or exceed the specifications, given by SPEFL-SC. The description below briefly describes the proposed methodology.
  3. The selected vendor may suggest changes / additions / modifications for more effective
achievement of the objective by:

- Referring to the research studies which have already been conducted so as to have an overall understanding of the Human Resource structure in the Sports industry.
- Conducting the survey in all the states to the skill gap analysis.
- Industry Survey to determine the emerging demands for various Occupations / Job Roles in the sector
- Discussions with Industry stakeholders to carry out Occupational Analysis and develop Occupational Maps.
- Carry out functional analysis to identify all purposeful activities required to perform the function.
- Identification of existing NOS, if any available, and refer to the same for carrying out functional mapping and developing NOS for the Sports sector industry.
- Referring to NOS already in existence in other countries (US, UK, Canada, Australia, EU etc.) so as to ensure benchmarking.
- Development of NOS with the following characteristics:
  - Clear, concise and readable, in unambiguous language;
  - Flexible to accommodate changes in future;
  - Self-sufficient with minimum cross references.
- Matching the NOS required as per current skills and projected skills and incorporating potential education and training needs in the future to fill in the gap.
- The format of NOS and Qualification Pack would be exactly as laid down in NSDC NOS Protocol. (Refer: NSDC Website - www.nscindia.org)
- Prior Experience with regard to Preparation of NOS/ Courses/Curriculum & Syllabus – Details to be attached
- Profile of Consultants Executing the Project - Details to be attached
- Spread and Reach – Details of office / operations across States / regions
- Time-lines for Execution of the Project - Your estimates.

11. PROPOSAL PREPARATION COSTS

- The bidder is responsible for all costs incurred in connection with participation in this process, including, but not limited to, costs incurred in conduct of informative and other diligence activities, participation in meetings / discussions / presentations, preparation of proposal, in providing any additional information required by SPEFL-SC to facilitate the evaluation process and in negotiating a definitive Contract or all such activities related to the bid process. SPEFL-SC will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the bidding process.
- This RFP does not commit SPEFL-SC to award a contract or to engage in negotiations. Further, no reimbursable cost may be incurred in anticipation of award or for preparing this bid.
- All materials submitted by the bidder become the property of SPEFL-SC and may be returned completely at its sole discretion.

12. BIDDERS’ INQUIRIES AND SPEFL-SC’S RESPONSES

All enquiries / clarifications from the bidders related to this RFP must be directed in writing

To,
Mr. Tahsin Zahid
Chief Operating Officer

Sports Skill Council Email ID:
ceo@sportsskills.in

Ms. Priya Dwivedi
Email: priya.dwivedi@sportskills.in
13. VENUE AND DEADLINE FOR SUBMISSION

- Proposals must be received at the address specified, by 08\textsuperscript{th} January 2019 – 5.30 pm, by the authorized representative mentioned in the document.
- Any proposal received by the SPEFL-SC after the above deadline shall be rejected and returned unopened to the bidder.
- The bids submitted by fax / e-mail etc. shall not be considered. No correspondence will be entertained on this matter.
- SPEFL-SC shall not be responsible for any postal delay or non-receipt / non-delivery of the documents. No further correspondence on the subject will be entertained.
- SPEFL-SC reserve the right to modify and amend of the above stipulated condition/criterion depending upon project priorities vis-à-vis urgent commitments.

14. GENERAL INSTRUCTIONS

- Consulting Firms / Consortia submitting the proposal must be a legal entity duly incorporated under the law or in case of individual consultant, he must be a citizen of the Republic of India.
- Must have a Permanent Account Number (PAN) from Income Tax authorities.
- All the communications to SPEFL-SC including the proposal and the bid documents shall be signed on each page by the authorized representative of the bidder and authority letter should be attached with the bid.
- The bidders should submit their proposal in 2 sets of printed copies and a NRW CD as a single file in PDF Format.
- The Bid should be submitted in two separate envelopes.
- All pages of the proposal must be sequentially numbered and shall be initialled by the Authorized Representative of the bidder.
- The technical part of the Proposal should not contain any pricing information whatsoever on the services offered.
- Pricing information shall be separated and only contained in the Financial Bid.
- Information which the Bidder considers proprietary, if any, should be clearly marked “proprietary” next to the relevant part of the text and it will then be treated as such accordingly.
- All prices shall be quoted in Indian Rupees (INR).
- Proposals shall remain valid for Hundred and Twenty (120) days after the date of proposal submission prescribed by the SPEFL-SC. A Bidder granting the request will not be required nor permitted to modify its proposal.
- The Bidder shall seal the Proposal in one outer and two inner envelopes, as detailed.
The outer envelope shall be addressed to:

Mr. Tahsin Zahid  
Chief Operating Officer  
Sports, Physical Education, Fitness & Leisure Skills Council  
FICCI, Federation House  
Tansen Marg,  
New Delhi - 110001


- Both inner envelopes shall indicate the name and address of the Bidder.  
- The first inner envelope shall contain the technical information with 2 hard copies duly marked “Original” and “Copy” and one soft copy.  
- The second inner envelopes shall include one copy of the Financial Bid duly marked “Original”.  
- A third sealed envelope shall contain the non-rewritable CD with the soft copy of the proposal in pdf format.  
- The hardcopies of the Technical proposal and Financial Bid should be in separate sealed envelopes, clearly marked as “Response to RFP for Development of NOS for Job Roles in sports industry” (Technical proposal or Financial Bid – as the case may be)  
- The outer envelope shall indicate the name and address of the bidder to enable the proposal to be returned unopened in case it is declared “late”.  
- Both inner and outer envelopes shall be addressed to SPEFL-SC at the address specified above.  
- The Bidder may withdraw its Proposal after the Proposal’s submission, provided that written notice of the withdrawal is received by the SPEFL-SC prior to the deadline prescribed for submission of Proposals.

15. PAYMENT TERMS AND CONDITIONS

1. The contract(s) signed with the successful consultant(s) will be a fixed price contract.
2. In consideration of the contractor satisfactorily completing all of its obligations under this contract, the contractor shall be paid a firm price based on deliverables as per the point 7 hereinbelow.
3. The payment shall be made per QP basis.
4. Payments shall be made within 15 days by SPEFL-SC after submission of the invoice or claim by the Service Provider and upon verification and certification by the concerned official.
5. SPEFL-SC National Committee on NOS shall certify corresponding milestones agreed and achieved.
6. Payments shall be made in Indian Rupees / INR.
7. Amount payable to the Service Provider as stated in the Contract shall remain non-negotiable and fixed during the tenure of the Contract.
8. It is proposed to enter into a deliverables based payment with the Bidding Agency selected to conduct this exercise details of which are as under:
<table>
<thead>
<tr>
<th>Sl No</th>
<th>Activity</th>
<th>Payment Terms</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Subject to approval after the presentation on research, analysis and assessment of the job roles based on Sub-sector</td>
<td>10%</td>
</tr>
<tr>
<td>2</td>
<td>Subject to approval of report on occupational mapping covering 80% of the workforce requirement and approval on functional mapping</td>
<td>20%</td>
</tr>
<tr>
<td>3</td>
<td>Subject to approval from QRC after the presentation of the final report to QRC.</td>
<td>50%</td>
</tr>
<tr>
<td>4</td>
<td>Subject to approval of NSQC after the presentation of NOS, QP, Assessment Criteria &amp; Sustainability Plan to maintain relevance of NOS and final approval of NOS and completion of project</td>
<td>20%</td>
</tr>
</tbody>
</table>

16. AWARD OF CONTRACT

- To assist in the examination, evaluation and comparison of Proposals, SPEFL-SC may at its discretion, ask the Bidder for clarification / seek information on the Proposal.
- Arithmetical errors in the proposal will be rectified on the following basis. If there is a discrepancy between the unit price and the total price that is obtained by multiplying the unit price and quantity, the unit price shall prevail and the total price shall be corrected. If the Bidder does not accept the correction of errors, its Proposal will be rejected.
- Review meeting with SPEFL-SC will be held within 2 weeks of start of the Project and every two weeks in the following weeks or as and when required.
- The decision of the SPEFL-SC Committee on NOS in the evaluation of proposals shall be final. No correspondence will be entertained outside the process of negotiation / discussion with the Committee.
- SPEFL-SC reserves the right at the time of award of contract to vary the quantity of services and goods specified in the RFP without any change in price or other terms and conditions.
- The contract would clearly mention the Service Levels Agreement for all milestones with defined tasks and timelines.
- The Bidders performance to Service Levels will be assessed as per agreed Service Level Agreements (SLAs). Default will occur if Bidder fails to meet the target service levels, as measured on a monthly basis, for a particular Service Level.
- All delays, failures to adhere to the SLAs will attract a financial penalty. This will be mutually decided by the selected bidder and SPEFL-SC while signing the contract
- Within 3 days of receipt of the contract the successful Bidder shall sign the contract.
- Final Report will be validated by the SPEFL-SC National Committee on NOS & Governing Council of SPEFL-SC.
- SPEFL-SC reserves the right at the time of award of contract to vary the quantity of services and goods/ any terms specified in the RFP.
- The SPEFL-SC reserves the right to:
  o Reject any or all proposals received
  o Enter into negotiations with one or more Bidders on any aspects of the proposal
  o Accept any proposal in whole or in part
  o Award or negotiate one or more consultancy agreements
  o Verify any or all information provided in the proposal
  o Modify the scope of work/ any terms and conditions.

17. RIGHTS OF SPEFL-SC

Amendment of SPEFL-SC document
- At any time prior to the last date for receipt of bids, SPEFL-SC may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective Bidder, modify the RFP Document by an amendment.
- The amendment will be intimated to all proposers who confirm their intention to participate, by email.
- In order to afford prospective Bidders reasonable time in which to take the amendment into account in preparing their bids, SPEFL-SC may, at its discretion, extend the last date for the receipt of Bids.
- The bidders are allowed to resubmit their bid if required, after such amendments.

Supplemental information to the RFP
If SPEFL-SC deems it appropriate to revise any part of this RFP or to issue additional data to clarify an interpretation of provisions of this RFP, it may issue supplements to this RFP. Any such corrigendum shall be deemed to be incorporated by this reference into this RFP.

SPEFL-SC right to modify submission deadline
SPEFL-SC may, in exceptional circumstances and at its discretion, extend the deadline for submission of proposals by issuing a corrigendum through email to all confirmed proposers, in which case all rights and obligations of the project and the bidders previously subject to the original deadline will thereafter be subject to the deadline as extended.

SPEFL-SC right to terminate the process
- SPEFL-SC may terminate the RFP process at any time and without assigning any reason. SPEFL-SC makes no commitments, express or implied, that this process will result in a business transaction with anyone.
- This RFP does not constitute an offer by SPEFL-SC. The bidder’s participation in this process may result in SPEFL-SC short listing the bidder and awarding the contract.
SPEFL-SC’s Rights to Accept / Reject any or all Proposals
SPEFL-SC reserves the right to accept or reject any proposal, and to annul the short listing process and reject all responses at any time without thereby incurring any liability to the affected Bidder or Bidders or any obligation to inform the affected bidder or bidders of the grounds for SPEFL-SC’s action.

********************
FORM I
Proposal Submission Letter

(RFP for Developing National Occupational Standards for Select Job Roles in the Sports Sector)
(To be on Proposer’s letterhead)

To:

Mr. Tahsin Zahid
Chief Operating Officer
SPEFL-SC
FICCI, Federation House,
Tansen Marg, New Delhi- 110001

SUB: PROPOSAL SUBMISSION

Dear Sir,

1. We, the undersigned, as Proposer, having examined the complete RFP document do hereby offer to develop National Occupational Standards for selected Job Roles in the sports sector for SPEFL-SC in full conformity of your requirements as elaborated in RFP for the amounts mentioned by us in the Financial bid or such other sums as may be agreed to between us.

2. We attach our technical response and our financial quotation, the technical response and the financial response in a separate sealed cover as required by the RFP both of which together constitutes our proposal, in full conformity with the said RFP.

3. We undertake, if our proposal is accepted, to adhere and put the team in place as per contract.

4. We have read the provisions of RFP 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.

5. We undertake, if our proposal is accepted, to adhere to the scope of engagement or such modified plan as may subsequently be mutually agreed between us and SPEFL-SC or its appointed representative.

6. We affirm that the information contained in this proposal or any part thereof, including its exhibits, schedules, and other documents and instruments delivered or to be delivered to through this proposal is true, accurate, and complete.
7. This proposal includes all information necessary to ensure that the statements therein do not in whole or in part mislead the SPEFL-SC as to any material fact. We agree that SPEFL-SC is not bound to accept the lowest or any bid response you may receive. We also agree that you reserve the right in absolute sense to reject all or any of the products/ service specified in the bid response without assigning any reason whatsoever.

8. It is hereby confirmed that I/We are entitled to act on behalf of our corporation/company/ firm/organization and empowered to sign this document as well as such other documents, which may be required in this connection.

It is hereby confirmed that I/We are entitled to act on behalf of our corporation/company/ firm/organization and empowered to sign this document as well as such other documents, which may be required in this connection.

Yours faithfully,

(Authorised Signatory)

In the capacity of____________
Duly authorized to sign the proposal for and on behalf of Principal Proposer.
FORM II
Letter for Submission of Technical Bid

(To be on Proposer’s letterhead)

To
Mr. Tahsin Zahid
Chief Operating Officer
SPEFL-SC
FICCI, Federation House,
Tansen Marg, New Delhi- 110001

Date:

Dear Sir,


With reference to the above RFP, having examined and understood the instructions, terms and conditions, we hereby enclose our offer. We also hereunder submit the required information:

<table>
<thead>
<tr>
<th>SPEFL-SC Requirement</th>
<th>Purpose Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Profile, including date of establishment</td>
<td>Mention details along with Enclose proof details</td>
</tr>
<tr>
<td>Nature of business</td>
<td>Specify</td>
</tr>
<tr>
<td>Names and background of the main Promoters</td>
<td>Give details</td>
</tr>
<tr>
<td>Net worth, turnover and profit for the last three financial years</td>
<td>Mention figures in Rupees in lakh and enclose audited financial statements</td>
</tr>
<tr>
<td>A Descriptive Note on the Project &amp; Deliverables</td>
<td>Describe in details</td>
</tr>
<tr>
<td>Approach Paper with details on methodology</td>
<td>Describe in details</td>
</tr>
<tr>
<td>Details of Prior Experience with regard to Preparation of NOS</td>
<td>Specify along with supporting documents like work orders/ completion certificates</td>
</tr>
<tr>
<td>Profile of Consultants/ Resources Executing the Project</td>
<td>Attach CVs</td>
</tr>
</tbody>
</table>
We certify that all statements made for completing the work are accurate and factual, and we are aware that the SPEFL-SC reserves the right to verify any information provided in this regard and that untrue statements may result in the proposal being declared non-responsive or in other action which the SPEFL-SC may consider appropriate. We understand that SPEFL-SC is not bound to accept the offer and that SPEFL-SC has the right to reject the offer without assigning any reasons whatsoever.

Yours faithfully,

Authorised Proposer Signatory (Name & Designation, seal of the firm)
Encl.: As above
FORM- III
Details of Responding Organization

1. Details of the responding organisation
Name:___________________________________________
Address:_________________________________________
Telephone:_______________________________________
Email:___________________________________________
Fax:____________________________________________
Website:_________________________________________

2. Information about the responding organisation (attach relevant document)
Status of the Company (public ltd/ pvt ltd etc)_____________________
Details of Registration: ___________________________________________
Details of Service Tax Registration: ________________________________

3. Details of promoters:_________________________________________

4. Number of professionals/technically qualified personnel (on the rolls of the Company as March 31, 2019) providing consulting services (excluding temporary staffs): ________________________________

5. Company Profile (Operations in India):___________________________

6. Average turnover from Indian Operations from consulting services in last 3 years:(provide the balance sheet of last three years)

   a) Mention the turnover of last three years separately
   b) Mention the turnover of last three from consulting services

    ____________________________________________________________

7. Full-time professional staff engaged in consulting services:___________

8. Extent of operations in India (national spread) i.e. number of offices in India and their address (client specific/ project specific offices should not be taken into account):__________________________________________

9. Company Experience:__________________________________________

   Experience of working on research related projects in India/ outside India
   (Number of Projects and their brief description) Detailed project description to be provided in form IV for the projects listed above. The corresponding page number, where the project is described as per Form-IV may be indicated besides the brief description of the project)

   Experience of working on sports sector related projects in India/Outside India
   (Number of Projects and their brief description) Detailed project description to be provided in form IV for the projects listed above. The corresponding page number
Experience of Conducting Research and Analysis Projects in sports sector in India/Outside India
(Number of Projects and their brief description) Detailed project description to be provided in form IV for the projects listed above. The corresponding page number where the project is described as per Form IV may be indicated besides the brief description of the project.

Experience of providing services in Capacity Building and Training in the sports sector in India/Outside India and in other sectors
(Number of Projects and their brief description) Detailed project description to be provided in form IV for the projects listed above. The corresponding page number where the project is described as per Form-IV may be indicated besides the brief description of the project.

Experience of working on QP&NOS development
(Number of Projects and their brief description) Detailed project description to be provided in form IV for the projects listed above. The corresponding page number where the project is described as per Form-IV may be indicated besides the brief description of the project.
# FORM- IV
## Relevant Project Experience

### Part 1: Project Experience Summary

<table>
<thead>
<tr>
<th>Sr No</th>
<th>Name of the project/ Engagement</th>
<th>Client Name</th>
<th>Duration (Period)</th>
<th>Value (in Lakh)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

(please add more rows if required)

### Part 2: Project Profile Template

For each of the projects cited above, provide a brief project profile using the format given below. The profile for each project must be provided in less than 1 page. (Attach Work Order/ Completion Certificate/MoU)

<table>
<thead>
<tr>
<th>Sr No</th>
<th>Item</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Project title</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Name of the client</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Name of the contact person from the client organisation who can act as a reference with contact details</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Name</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Designation</td>
<td></td>
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<tr>
<td></td>
<td>- Address</td>
<td></td>
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<td></td>
<td>- Phone Number</td>
<td></td>
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<td></td>
<td>- Mobile Number</td>
<td></td>
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<td></td>
<td>- Email ID</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Duration (Start date and end date)</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Current Status</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Number of personnel deployed (Core team size)</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Value of engagement</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Narrative description of project: Highlight the components /services involved in the project that are of similar nature to the project for which the RFP is floated</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Description of actual services provided by the responding form within the project and their relevance to the envisaged components/services involved in the project for which this RFP is floated</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Description of the key areas where significant contributions are made for the success of the project</td>
<td></td>
</tr>
</tbody>
</table>
FORM – V  
Resources Profiles  

Using the format provided below, please provide summary information on the team you propose for the project.

**Resource Summary**

<table>
<thead>
<tr>
<th>Sr No</th>
<th>Proposed Role</th>
<th>Number of Resources</th>
<th>Area of Expertise</th>
<th>Key Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

(Please add more rows if required)

**Format for the Resume of the Professional Staff** (The CV should not exceed 2 pages)

<table>
<thead>
<tr>
<th>Sr No</th>
<th>Item</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Name</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Designation</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Role proposed for</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Current responsibilities in the responding firm</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Total years of experience with the responding firm</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Total years of relevant experiences</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Educational qualifications</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Degree</td>
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<tr>
<td></td>
<td></td>
<td>- Academic institution graduated from</td>
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<td></td>
<td></td>
<td>- Years of graduation</td>
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<td></td>
<td></td>
<td>- Specialisation (if any)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Professional certifications (if any)</td>
</tr>
<tr>
<td>8</td>
<td>Professional Experience details (project wise):</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Project name</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Client</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Key project features in brief</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Location of the project</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Designation</td>
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<tr>
<td></td>
<td></td>
<td>- Role</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Responsibilities and activities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Duration of the project</td>
</tr>
<tr>
<td>9</td>
<td>Summary of the individual’s experience which has direct relevance to the project</td>
<td></td>
</tr>
</tbody>
</table>
FORM VI
Approach, Methodology and Work Plan

1. Approach and Methodology

The Consulting firm needs to submit a step-by-step implementation methodology and project plan, which depicts the firm’s approach to fulfill the scope of the work envisaged in the assignment. This should, inter alia, cover the timelines for the various activities, clarity in meeting the objectives and methodology, objectivity in plans, quality of resources proposed to be deployed during implementation, the deliverables envisaged at various stages and the control and evaluation mechanism suggested.

Consulting firms must showcase any value addition, innovation or technology advancement/integration which it proposes and which it feels will help SPEFL-SC to have both tangible and intangible benefits from implementing the assignment.

2. Work Plan

In this section the responding Company should propose the main activities of the assignment, their content and duration, phasing and interrelations including resource planning to be deployed and delivery dates. The proposed work plan should be consistent with the approach and methodology, showing understanding of the scope of services, deliverables as given in scope of work and ability to translate them into a feasible working plan. The work plan should be consistent with the Work Schedule.

The responding form is to describe the work schedule for different tasks which the responding Company plans to start and accomplish as part of the project, using the following format:

<table>
<thead>
<tr>
<th>Sr No</th>
<th>Activity</th>
<th>Months</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The work schedule should reflect how and by when the responding Company is expected to complete the assignment for each of the component, as per the major deliverable in the scope of work of the consultant and the timelines of achieving the same as mentioned in the RFP.
FORM VII
Letter for Submission of Financial Bid

(To be on Proposer’s letterhead)

To
Mr. Tahsin Zahid
Chief Operating Officer
SPEFL-SC
FICCI, Federation House,
Tansen Marg, New Delhi- 110001

Date:

Dear Sir,


Having examined and understood the proposal documents and terms and conditions, the undersigned, offer to develop National Occupational Standards for selected Job Roles in the sports sector for SPEFL-SC for use by SPEFL-SC, inconformity of your requirements as elaborated in the above said RFP, with the said proposal documents for the sum of………………,(Rs. )........ (in words).

We undertake, if our proposal is accepted, to deliver in accordance with the delivery schedule specified in the RFP. Until a formal contract is prepared and executed, this proposal, together with your written acceptance thereof and your notification of award, shall constitute a binding Contract between us.

(Signature)
(Name) (In the capacity of)
Duly authorized to sign proposal for and on behalf of the Proposer.
Date: 
Place:
**FORM VIII**

**Financial Bid Format**

(To be submitted by the bidder as per the format given below in a separate sealed cover along with financial bid cover letter)

<table>
<thead>
<tr>
<th>Sr No</th>
<th>Item</th>
<th>Value in Rupees</th>
<th>Taxes and other charges</th>
<th>Total value in Rupees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Research, Analysis and Assessment of the Sector/Sub Sector/ Occupations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Occupational Mapping</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Functional Analysis</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Creation of NOS of Job Roles</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Any other</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total Amount (in words):**

**Total Amount (in numbers):**

(Signature)

(Name) (In the capacity of)

Duly authorized to sign proposal for and on behalf of the Proposer.

Date:

Place:
Disclaimer:

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