

**CENTRAL BOARD OF SECONDARY EDUCATION
SHIKSHA SADAN, 17 ROUSE AVENUE
NEW DELHI 110002
www.cbse.nic.in**

REQUEST FOR PROPOSAL (RFP)

FOR

**EMPANELMENT OF AGENCIES TO CONDUCT
“EFFECTIVE SCHOOL MANAGEMENT AND
LEADERSHIP PROGRAMME” FOR CBSE**

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DISCLAIMER

Proposal for conduct of CBSE `Effective School Management and Leadership Programme`

The information contained in this Request for Proposal document (RFP) or subsequently provided to Bidder(s), whether verbally or in documentary or any other form by or on behalf of the Board or any of their employees or advisors, is provided to Bidder(s) on the terms and conditions set out in this RFP and such other terms and conditions subject to which such information is provided.

This RFP includes statements, which reflect various assumptions and assessments arrived at by the Board in relation to the Project. Such assumptions, assessments and statements do not purport to contain all the information that each Bidder may require.

This RFP may not be appropriate for all persons, and it is not possible for the Board, its employees or advisors to consider the investment objectives, financial situation and particular needs of each party who reads or uses this RFP. The assumptions, assessments, statements and information contained in this RFP, may not be complete, accurate, adequate or correct. Each Bidder should, therefore, conduct its own investigations and analysis and should check the accuracy, adequacy, correctness, reliability and completeness of the assumptions, assessments, statements and information contained in this RFP and obtain independent advice from appropriate sources.

Information provided in this RFP to the Bidder(s) is on a wide range of matters, some of which depends upon interpretation of law. The information given is not an exhaustive account of statutory requirements and should not be regarded as a complete or authoritative statement of law.

The Board accepts no responsibility for the accuracy or otherwise for any interpretation or opinion on law expressed herein. The Board, its employees and advisors make no representation or warranty and shall have no liability to any person, including any Applicant or Bidder under any law, statute, rules or regulations or tort, principles of restitution or unjust enrichment or otherwise for any loss, damages, cost or expense which may arise from or be incurred or suffered on account of anything contained in this RFP or otherwise, including the accuracy, adequacy, correctness, completeness or reliability of the RFP and any assessment, assumption, statement or information contained therein or deemed to form part of this RFP or arising in any way in this Bid Stage.

The Board also accepts no liability of any nature whether resulting from negligence or otherwise howsoever caused arising from reliance of any Bidder upon the statements contained in this RFP. The Board may in its absolute discretion, but without being under any obligation to do so, update, amend or supplement the information, assessment or assumptions contained in this RFP. The issue of this RFP does not imply that the Board is bound to select a Bidder or to appoint the Selected Bidder for the Project and the Board reserves the right to reject all or any of the Bidders or Bids without assigning any reason whatsoever.

The Bidder shall bear all its costs associated with or relating to the preparation and submission of its Bid including but not limited to preparation, copying, postage, delivery fees, expenses associated with any demonstrations or presentations which may be required by the Board or any other costs incurred in connection with or relating to its Bid. All such costs and expenses will remain with the Bidder and the Board shall not be liable in any manner whatsoever for the same or for any other costs or other expenses incurred by a Bidder in preparation or submission of the Bid, regardless of the conduct or outcome of the Bidding Process.

1. INTRODUCTION

1.1 Background

1.1.1 The Central Board of Secondary Education (CBSE- the “**Board**”), is a National Board established in 1929 by a Government Resolution for the conduct of Class X & XII examination. The Board, a registered society and an autonomous organization under Ministry of Human Resource Development, Government of India, has mandate for conduct of public examination at secondary and senior secondary level for its affiliated schools in India and abroad. The main objectives are to serve the educational Institutions more effectively and to be responsive to the educational needs of the students. The Board has approximately 12,300 schools affiliated with it including around 150 schools in twenty one countries. Thus, the outreach of the Board is at National as well as International level. There are nearly 1 crore students and approximately 2.60 lacs teachers in different grades in various private affiliated schools, schools of Kendriya Vidyalaya Sangathan, Navodaya Vidyalaya Samiti and Central Tibetan School Administration, Sainik Schools, Government schools etc.

1.1.2 The Board gives adequate thrust on quality education of students interspersed with value orientation and Life Skills. To achieve this, quality parameters are applicable to schools who seek affiliation with the Board. These are in areas of:

- Curriculum design and content
- Quality in Scholastic and Co-scholastic areas
- Delivery of Curriculum
- Teacher support system
- Infrastructure
- Student support and guidance
- Learning resources
- Monitoring of standards
- Assessment Practices
- Effective School Management
- Leadership Skills
- Human Resource Development

1.1.3 **Accreditation of Schools** - Soon, the Board is launching the process of accreditation of schools to establish acceptable levels of quality which the schools would be required to achieve on the basis of self study, peer review and follow up. All schools will have to get accredited within 3-5 years.

1.1.4 **Courses of Study** - At secondary level, a student has to study compulsorily five subjects with two languages, Mathematics, Science and Social Science. The student may offer any of the 32 languages including 11 foreign languages. The scheme of Continuous and Comprehensive Evaluation (CCE) introduced by the Board in all its affiliated schools also includes number of co-scholastic areas taking care of holistic personality of the learner.

1.2 Objectives of CBSE

The Board was primarily set up to achieve certain interlinked objectives such as:

- (i) to fulfill the educational requirements of those students whose parents were employed in transferable jobs
- (ii) to affiliate institutions for the purpose of examination
- (iii) to raise the academic standards of schools in the country
- (iv) to prescribe and update the course of instructions for examinations.
- (v) to prescribe conditions of examinations and conduct public examinations at the end of classes X and XII.
- (vi) to grant qualifying certificates to successful candidates studying in affiliated schools.

1.3 Examinations Conducted by the Board

- Senior School Certificate Examination (Grade 12) with approx 7.70 lacs candidates in 2011
- Secondary School Examination (Grade 10) with approx.4.62 lacs candidates in Board Based Assessment and approx. 6 lacs in School Based Assessment in 2011
- All India Pre-Medical/Pre-Dental Entrance Examination (AIPMT) with approx. 2.21 lacs candidates in 2011 under direction of Hon'ble Supreme Court of India
- All India Entrance Test Examination for Jawahar Navodaya Vidyalayas (catering quality education to academically bright students of economically weaker sections of rural background) with approx 15 lacs candidates in 2011 on behalf of Navodaya Vidyalaya Samiti.
- All India Engineering Entrance Examination (AIEEE) with approx 11.14 lacs candidates in 2011 on behalf of Ministry of Human Resource Development, Govt. of India.
- Central Teacher Eligibility Test (CTET) with approx.8.62 lacs candidates in 2012 on behalf of Ministry of Human Resource Development, Govt. of India

1.4 All schools affiliated with the Board are expected to follow Affiliation Bye laws, which are available on the Board's website. Under the said Bye laws, every school shall have student teacher ratio of 30:1 and a section teacher ratio of 1:1.5.

1.5 Conduct of Strategic Effective Management and Leadership Programme for Heads of Institutes in CBSE

1.5.1 The National Curriculum Framework (NCF) 2005 and the Right of Children to Free and Compulsory Education (RTE) Act 2009 both form the framework for the National Curriculum Framework for Teacher Education 2009.

The RTE Act, vide section 29(2), emphasizes the following areas :

- Conformity with the values enshrined in the Constitution.
- All round development of the child.
- Building up child's knowledge, potentiality and talent
- Development of physical and mental abilities to the fullest extent.
- Learning through activities, discovery and exploration in a child's mother tongue.
- Making the child free of fear, trauma and anxiety and helping the child to express views freely.
- Comprehensive and Continuous Evaluation of child's understanding of knowledge and his or her ability to apply the same.

These areas are of prime significance for the professional development of heads and principals at all stages with implications for both pre service and in-service teacher training.

The NCF also advocates a teacher to be a facilitator of children's learning in a manner that helps children to construct knowledge and meaning. The teacher in this process is a co-constructor of knowledge. It also opens up possibilities for the teacher to participate in the construction of syllabi, textbooks and teaching-learning materials. Such roles demand that teachers be equipped with an adequate understanding of curriculum, subject-content and pedagogy, on the one hand, and the community and school structures and management, on the other.

1.5.2 Accordingly the Board has decided to conduct '**Effective School Management and Leadership Programmes**' for schools with the **following objectives** :

- Introducing and managing change within the school system in the context of school reforms initiated by CBSE such as replacing marks with grades, Continuous and Comprehensive Evaluation (CCE), different modes of assessment - formative & summative assessment, incorporating multiple intelligence conceptual framework for assessment and innovative ways of transaction
- Contextualising the initiatives and flagship programmes of CBSE such as Comprehensive Schools Health Programmes, Life Skills Programmes, Adolescent Education Programmes and Introduction of CCE as well as other alternative modes of assessment in the programme
- Developing systemic strategies and processes for managing key functional areas in schools, such as financial management and resource mobilization, management of human resources and interpersonal relations and resolution of conflicts
- Identifying and implementing suitable systems of appraisal and evaluation of feedback for teachers and staff
- Place of value systems and culture in the present educational system: identifying options and evolving choices
- Achieving personal growth (intellectual, emotional and social) and organisational development
- Role of technology and e-learning in management of schools

1.5.3 **Effective School Management and Leadership Skills**

The following topics may be considered as a Common Minimum Course Content of Training Programme for a period of 5-days:

1. Administering a need based questionnaire/need based analysis as a pre-workshop module.
2. Introductory session may be based on the feedback of this questionnaire which will help in setting up the context.
3. Opportunities and challenges for CBSE schools
4. Change management / Managing change:
 - a. Various reforms initiated by CBSE
 - b. Right to Free and Compulsory Education Act
5. Leadership Styles
6. Vision Building
7. Goal Setting
8. Collaborative Management and Team Building
9. Team Building

10. Conflict Management
11. Time Management and Planning
12. Decision Making
13. School-based Assessment with a focus on Formative Assessment
14. Formative Assessment and Summative Assessment-Differences and Benefits
15. Implementing CCE – Challenges : Assessment of Scholastic and Co-Scholastic Areas
16. Mentoring of Schools for implementing CCE (Self Review Form)
17. Accreditation and Quality Enhancement of schools
18. Financial Management with reference to Budget and Accountancy
19. Use of IT in Record keeping and Documenting
20. Projects – Kinds of projects and the use of Different kinds of Projects for Assessment and Curriculum interaction
21. Action Research

The training programmes can also be done at two levels – a 3-day Beginners’ course and a 2-day Advanced/Accelerated course. The 3-day Beginners’ Course may include basics of Managing School, Team Building and Leadership Skills where as the Advanced / Accelerated course may include the handling of various Systems / Processes of School Management like Financial Accounting, Budgeting, Annual Planning, Instructional Management, etc.

It is proposed that all training programmes be residential for a group of 40-50 participants as it would greatly help with interactions amongst the Faculty and participants and also peer interactions. However day programs as well as On-line and distance mode could also be considered.

1.5.5 Approach

The Approach for conduct of these programmes should be Modular with a focus of independent study of online self learning through the interactive mode followed by self assessment. There also needs to be inbuilt a system of an action research project that should feed in to the classroom. Pre-reading materials as well as projects and group work can form the part of the 5-day course.

1.5.6 Delivery

Delivery may be through a

- a. 2+3 day programme
or
- b. a continuous five day programme
or
- c. a beginner’s program for 2 days and an advanced programme for 5 days
- d. distance and On-line variant

Accordingly, the Board has decided to invite prospective bidders who would be willing to undertake this task of offering the above programmes in an interactive and online or through distance mode. In addition to the above areas short programmes could also focus on preparing schools for excellence and accreditation, adapting and preparing assessment tools, developing materials, developing Heads as mentors and peer assessors for accreditation. The selected bidder will ideally be ‘**not for profit**’ organizations who are responsible for creating quality and excellence in their own area’.

- 1.5.7 The Board has decided to “Conduct Strategic Effective Management and Leadership Programme for Heads of Institutes in CBSE” (the **Project**) through empanelled agencies to develop international capabilities and resources for its schools and teachers. The effort is to establish best practices in School Based Assessment (SBA), teaching and learning styles and strengthen student learning. The programs might include wide range of functions including preparing assessment frameworks, adapting and preparing assessment tools, developing materials, teacher development as professional assessor and development of professional standards amongst others.
- 1.5.8 The Board had decided to carry out the bidding process for empanelment of the prospective institutions (the **Bidder**) to whom the project may be awarded.
- 1.5.9 The Board would adopt a two-stage process (collectively referred to as the **"Bidding Process"**) for selection of the Bidder for award of the Project. The first stage (the **"Qualification Stage"**) of the process involves qualification of interested parties in accordance with the provisions of RFP. At the end of this stage, the Board will short listed suitable pre-qualified bidders who would be eligible for participation in the second stage of the Bidding Process (the **"Bid Stage"**) i.e. opening of financial bids and final evaluation of Quality and Cost Basis system - all stages together comprising the Request for Proposal.
- 1.6** The statements and explanations contained in this RFP are intended to provide a proper understanding to the Bidders about the subject matter of this RFP and should not be construed or interpreted as limiting in any way or manner the scope of services and obligations or the Board’s rights to amend, alter, change, supplement or clarify the scope of work, to be awarded pursuant to this RFP or the terms thereof or herein contained. Consequently, any omissions, conflicts or contradictions in the Bidding Documents including this RFP are to be noted, interpreted and applied appropriately to give effect to this intent, and no claims on that account shall be entertained by Board.
- 1.7 The Board shall receive Bids pursuant to this RFP in accordance with the terms set forth in this RFP and other documents to be provided by the Board pursuant to this RFP (collectively the **"Bidding Documents"**), as modified, altered, amended and clarified from time to time by the Board, and all Bids shall be prepared and submitted in accordance with such terms.
- 1.8 During the Bid Stage, Bidders are invited to examine the Project in greater detail, and to carry out, at their cost, such studies as may be required for submitting their respective Bids for award of the Service Level.
- 1.9 Any queries or request for additional information concerning this RFP shall be submitted by fax to **011-23234324** and e-mail (**sadhanap.cbse@nic.in**). The envelopes/ communication shall clearly bear the following identification/ title “Queries/Request for Additional Information: RFP for empanelment of agencies to Conduct Strategic Effective Management and Leadership Programme for Heads of Institutes in CBSE”.

Schedule of Bidding Process

The Board shall endeavor to adhere to the following schedule:

Event Description Date

1. Last date for receiving queries	28.02.2012
2. Board’s response to queries latest by	01.03.2012
3. Pre-Bid meeting	02.03.2012
4. Bid Due Date	16.03.2012 up to 3:00 p.m.
5. Opening of Bids	16.03.2012 at 3.30 pm
6. Validity of Bids	120 days of Bid Due Date

2. INSTRUCTIONS TO BIDDERS

A. GENERAL

2.1. General terms of Bidding

- 2.1.1 A Bidder is eligible to submit only one Bid for the Project.
- 2.1.2 Notwithstanding anything to the contrary contained in this RFP, the detailed terms would be specified in the draft Service Level Agreement (SLA) and shall have overriding effect; provided, however, that any conditions or obligations imposed on the Bidder hereunder shall continue to have effect in addition to its obligations under the SLA.
- 2.1.3 The Bid should be furnished in the format at Appendix – I & II. and signed by the Bidder's authorized signatory. In the event of any difference between figures and words, the amount indicated in words shall be taken into account.
- 2.1.4 The Bid shall consist of a detailed project cost including indicative heads of expenditure as well basis of costing for justification of financial quotes.
- 2.1.5 The Bidder shall deposit Earnest Money Deposit (EMD) of Rs 1, 00,000/- (Rupees One lakh only) along with the technical document. The EMD shall be in form of Demand Draft drawn in favour of Secretary, CBSE and payable at Delhi. In case of individuals / teams, the amount of EMD is Rs. 50,000/- (Rupees fifty thousand only). The Bidder has the option to provide the Bid Security either as a Demand Draft or in the form of a Bank Guarantee in favour of Secretary, CBSE.

Note :

1. In case of individuals / teams, selection will be purely on the basis of their expertise in the relevant area and they shall be empanelled with the Board. They need to however document their ability to conduct the relevant training with teams appropriately.
 2. The individual / teams need to possess exceptional expertise and experience as teacher educators .
- 2.1.6 The validity period of the Bank Guarantee or Demand Draft, as the case may be, shall not be less than 120 days from the Bid Due Date, and may be extended by the Bidder from time to time. The Bid shall be summarily rejected if it is not accompanied by the Bid Security. The Bid Security shall be refundable not later than 60 days from the Bid Due Date except in the case of the selected Bidder without interest.
- 2.1.7 Any condition or qualification or any other stipulation contained in the Bid shall render the Bid liable to rejection as a non-responsive Bid
- 2.1.8 The Bid and all communications in relation to or concerning the Bidding Documents and the Bid shall be in English language
- 2.1.9 The Bidding Documents including this RFP and all attached documents are and shall remain the property of the Board and are transmitted to the Bidders solely for the purpose of preparation and the submission of a Bid in accordance herewith. Bidders are to treat all information as strictly confidential and shall not use it for any purpose other than for preparation and submission of their Bid. The Board will not return any Bid or any information provided along therewith.
- 2.1.10 A Bidder shall not have a conflict of interest (the “**Conflict of Interest**”) that affects the Bidding Process. Any Bidder found to have a Conflict of Interest shall be disqualified. In the event of disqualification, the Board shall forfeit and appropriate the Bid Security or Performance Security, as the case may be, as cost and effort of the Board, including consideration of such Bidder's

proposal, without prejudice to any other right or remedy that may be available to the Board hereunder or otherwise. Without limiting the generality of the above, a Bidder shall be considered to have a Conflict of Interest that affects the Bidding Process, if:

- (i) such Bidder (or any constituent thereof) have common controlling shareholders or other ownership interest, or
- (ii) a constituent of such Bidder is also a constituent of another Bidder; or
- (iii) such Bidder receives or has received any direct or indirect subsidy from any other Bidder, or has provided any such subsidy to any other Bidder; or
- (iv) such Bidder has the same legal representative for purposes of this Bid as any other Bidder; or
- (v) such Bidder has a relationship with another Bidder, directly or through common third parties, that puts them in a position to have access to each others' information about, or to influence the Bid of either or each of the other Bidder; or
- (vi) such Bidder has participated as a consultant to the Board in the preparation of any documents, design or technical specifications of the Project.

2.1.12 A Bidder shall be liable for **disqualification and forfeiture** of Bid Security if any legal, financial or technical adviser of the Board in relation to the Project is engaged by the Bidder in any manner for matters related to or incidental to such Project during the Bidding Process or subsequent to the (i) issue of the LOA or (ii) execution of the Service Level Agreement. In the event any such adviser is engaged by the Selected Bidder, as the case may be, after issue of the LOA or execution of the Service Level Agreement, then notwithstanding anything to the contrary contained herein or in the LOA or the Service Level Agreement and without prejudice to any other right or remedy of the Board, including the forfeiture and appropriation of the Bid Security or Performance Security, as the case may be, which the Board may have thereunder or otherwise, the LOA or the Service Level Agreement, as the case may be, shall be liable to be terminated without the Board being liable in any manner whatsoever to the Selected Bidder for the same.

2.1.13 This RFP is not transferable.

2.1.14 Any award of work pursuant to this RFP shall be subject to the terms of Bidding Documents

2.2 Cost of Bidding

The Bidders shall be responsible for all of the costs associated with the preparation of their Bids and their participation in the Bidding Process. The Board will not be responsible or in any way liable for such costs, regardless of the conduct or outcome of the Bidding Process. The complete RFP document can be obtained from Section Officer (Adm & A/C) or downloaded from Board's website (www.cbse.nic.in) on payment of Rs. 10,000/- as the cost of the document, to be remitted, in the form of a Cash/DD in favour of Secretary, CBSE payable at Delhi

2.3 Verification of information

2.3.1 It shall be deemed that by submitting a Bid, the Bidder has:

- (a) made a complete and careful examination of the Bidding Documents;
- (b) received all relevant information requested from the Board;
- (c) acknowledged and accepted the risk of inadequacy, error or mistake in the information provided in the Bidding Documents or furnished by or on behalf of the Board.
- (d) satisfied itself about all matters, things and information necessary and required for submitting an informed Bid, execution of the Project in accordance with the Bidding Documents and performance of all of its obligations thereunder;
- (e) acknowledged and agreed that inadequacy, lack of completeness or incorrectness of information provided in the Bidding Documents or ignorance of any of the matters shall not be a basis for any claim for compensation, damages, extension of time for performance of its obligations, loss etc. from the Board, or a ground for termination of the Service Level Agreement; and

(f) agreed to be bound by the undertakings provided by it under and in terms hereof.

2.3.2 The Board shall not be liable for any omission, mistake or error on the part of the Bidder in respect of any of the above or on account of any matter or thing arising out of or concerning or relating to RFP, the Bidding Documents or the Bidding Process, including any error or mistake therein or in any information or data given by the Board.

2.4 Right to accept and to reject any or all Bids

2.4.1 Notwithstanding anything contained in this RFP, the Board reserves the right to accept or reject any Bid and to annul the Bidding Process and reject all Bids at any time without any liability or any obligation for such acceptance, rejection or annulment, and without assigning any reasons therefore.

2.4.2 The Board reserves the right to reject any Bid and appropriate the Bid Security if:

- a) at any time, a material misrepresentation is made or uncovered, or
- b) the Bidder does not provide, within the time specified by the Board, the supplemental information sought by the Board for evaluation of the Bid.

Such misrepresentation/ improper response shall lead to the disqualification of the Bidder. If such disqualification / rejection occurs after the Bids have been opened and the selected Bidder gets disqualified / rejected, then the Board reserves the right to:

- (i) invite the remaining Bidders in accordance with Clause 4.3.1 and 4.3.2; or
- (ii) take any such measure as may be deemed fit in the sole discretion of the Board, including annulment of the Bidding Process.

2.4.3 In case it is found during the evaluation or at any time before signing of the Service Level Agreement or after its execution and during the period of subsistence thereof, including the Service Level thereby granted by the Board, that one or more of the pre-qualification conditions have not been met by the Bidder or the Bidder has made material misrepresentation or has given any materially incorrect or false information, the Bidder shall be disqualified forthwith if not yet appointed as the awardee either by issue of the LOA or entering into of the Service Level Agreement, and if the Bidder has already been issued the LOA or has entered into the Service Level Agreement, as the case may be, the same shall, notwithstanding anything to the contrary contained therein or in this RFP, be liable to be terminated, by a communication in writing by the Board to the Bidder, without the Board being liable in any manner whatsoever to the Bidder . In such an event, the Board shall forfeit and appropriate the Bid Security or Performance Security, as the case may be, as compensation and damages payable to the Board for, inter alia, time, cost and effort of the Board, without prejudice to any other right or remedy that may be available to the Board.

2.4.4 The Board reserves the right to verify all statements, information and documents submitted by the Bidder in response to the RFP or the Bidding Documents. Failure of the Board to undertake such verification shall not relieve the Bidder of its obligations or liabilities hereunder nor will it affect any rights of the Board thereunder.

B. DOCUMENTS

2.5 Contents of the RFP for empanelment of agencies

2.5.1 This RFP comprises the Disclaimer set forth hereinabove, the contents as listed below, and will additionally include any Addenda issued in accordance with Clause 2.7.

Invitation for Bids

Section 1.	Introduction - General
Section 2.	Instructions to Bidders
Section 3.	Conduct of 'Effective School Management and Leadership Programme'
Section 4.	Evaluation of Bids
Section 5.	Fraud and Corrupt Practices
Section 6	Pre-Bid Conference
Section 7.	Miscellaneous

Appendices

	Letter from the Bidder
I.	Technical Compliance Sheet
II.	Financial Bid

2.5.2 The draft Service Level Agreement to be provided by the Board later shall be deemed to be part of this RFP.

2.6 Clarifications

2.6.1 Bidders requiring any clarification on the RFP may notify the Board by fax and e-mail in accordance with Clause 1.9. They should send in their queries before the date mentioned in the Schedule of Bidding Process. The Board shall endeavor to respond to the queries expeditiously. The responses will be sent by fax or e-mail. The Board will notify all the queries and its responses thereto, on Board's website only without identifying the source of queries after pre bid conference, if required.

2.6.2 The Board shall endeavor to respond to the questions raised or clarifications sought by the Bidders. However, the Board reserves the right not to respond to any question or provide any clarification, in its sole discretion, and nothing in this Clause shall be taken or read as compelling or requiring the Board to respond to any question or to provide any clarification.

2.6.3 The Board may also on its own motion, if deemed necessary, issue interpretations and clarifications to all Bidders. All clarifications and interpretations issued by the Board shall be deemed to be part of the Bidding Documents. Verbal clarifications and information given by Board or its employees or representatives shall not in any way or manner be binding on the Board.

2.7 Amendment of RFP

2.7.1 At any time prior to the deadline for submission of Bids, the Board may, for any reason, whether at its own initiative or in response to clarifications requested by a Bidder, modify the RFP by the issuance of Addenda.

2.7.2 Any Addendum thus issued will be notified on Board's website only.

2.7.3 In order to afford the Bidders a reasonable time for taking an Addendum into account, or for any other reason, the Board may, at its own discretion, extend the Bid Due Date.

C. PREPARATION AND SUBMISSION OF BIDS

2.8 Format and Signing of Bid

- 2.8.1 The Bidder shall provide all the information sought under this RFP. The Board will evaluate only those Bids that are received in the required formats and complete in all respects.
- 2.8.2 The Bid shall be typed or written in indelible ink and signed by the authorised signatory of the Bidder who shall also initial each page. All the alterations, omissions, additions or any other amendments made to the Bid shall be initialled by the person(s) signing the Bid.

2.9 Sealing and Marking of Bids

- 2.9.1 The Bidder shall submit the Bid in the format specified at Appendix-I and seal it in an envelope and mark the envelope as “TECHNICAL BID of CONDUCT OF CBSE EFFECTIVE MANAGEMENT AND LEADERSHIP PROGRAMME”.
- 2.9.2 The documents accompanying the Bid shall be placed in a separate envelope and marked as “Enclosures of the Bid”. The documents shall include:
- a) Bid Security;
 - b) Supporting documents; and
- 2.9.3 The Bidder shall submit the Bid in the format specified at Appendix-II, and seal it in an envelope and mark the envelope as “FINANCIAL BID of CONDUCT OF CBSE EFFECTIVE MANAGEMENT AND LEADERSHIP PROGRAMME”.
- 2.9.4 The envelope specified in Clauses 2.9.1 and clause 2.9.2 (both placed in one envelope) and another envelope for clause 2.9.3 shall be placed in an outer envelope, which shall be sealed. Each of the three envelopes shall clearly bear the following identification: “Bid for the Conduct of Strategic Effective Management and Leadership Programme for Heads of Institutes in CBSE” and shall clearly indicate the name and address of the Bidder. In addition, the Bid Due Date should be indicated on the right hand top corner of each of the envelopes.
- 2.9.5 Each of the envelopes shall be addressed to so as to reach latest by 16.03.2012 by 3:00 p.m.:

Mr. Ajay Mishra
Deputy Secretary (A&F)
Central Board of Secondary Education
Shiksha Sadan
17 Rouse Avenue
Delhi 110002

- 2.9.6 If the envelopes are not sealed and marked as instructed above, the Board assumes no responsibility for the misplacement or premature opening of the contents of the Bid submitted.
- 2.9.7 Bids submitted by fax, telex, telegram or e-mail shall not be entertained and shall be rejected.

2.10 Bid Due Date

- 2.10.1 Bids should be submitted up to 3:00 pm IST on the Bid Due Date at the address provided in Clause 2.9.5 in the manner and form as detailed in this RFP.
- 2.10.2 The Board may, in its sole discretion, extend the Bid Due Date by issuing an Addendum in accordance with Clause 2.7 uniformly for all Bidders.

2.11 Late Bids

Bids received by the Board after the specified time on the Bid Due Date shall not be eligible for consideration and shall be summarily rejected.

2.12 Contents of the Bid

- 2.12.1 The Bid shall be furnished in the format at Appendix – I & II. The Appendix II shall consist of a financial bid only.
- 2.12.2 The Project will be awarded to the Bidder getting highest points in the final evaluation on the basis of QCBS as enumerated in clause 4.3 of the RFP
- 2.12.3 The opening of Bids and acceptance thereof shall be substantially in accordance with this RFP.
- 2.12.4 The proposed Service Level Agreement shall be deemed to be part of the Bid.

2.13 Modifications/ Substitution/ Withdrawal of Bids

- 2.13.1 The Bidder may modify, substitute or withdraw its Bid after submission, provided that written notice of the modification, substitution or withdrawal is received by the Board prior to Bid Due Date. No Bid shall be modified, substituted or withdrawn by the Bidder on or after the Bid Due Date.
- 2.13.2 The modification, substitution or withdrawal notice shall be prepared, sealed, marked, and delivered in accordance with Clause 2.9, with the envelopes being additionally marked “MODIFICATION”, “SUBSTITUTION” or “WITHDRAWAL”, as appropriate.
- 2.13.3 Any alteration/ modification in the Bid or additional information supplied subsequent to the Bid Due Date, unless the same has been expressly sought for by the Board, shall be disregarded.

2.14 Rejection of Bids

- 2.14.1 The Board reserves the right to accept or reject all or any of the Bids without assigning any reason whatsoever. It is not obligatory for the Board to accept any Bid or to give any reasons for their decision.
- 2.14.2 The Board reserves the right not to proceed with the Bidding Process at any time, without notice or liability, and to reject any Bid without assigning any reasons.

2.15 Validity of Bids

The Bids shall be valid for a period of not less than 120 (one hundred and twenty) days from the Bid Due Date. The validity of Bids may be extended by mutual consent of the respective Bidders and the Board.

2.16 Confidentiality

Information relating to the examination, clarification, evaluation and recommendation for the Bidders shall not be disclosed to any person who is not officially concerned with the process or is not a retained professional advisor advising the Board in relation to or matters arising out of, or concerning the Bidding Process. The Board will treat all information, submitted as part of the Bid, in confidence and will require all those who have access to such material to treat the same in confidence. The Board may not divulge any such information unless it is directed to do so by any statutory entity that has the power under law to require its disclosure or is to enforce or assert any right or privilege of the statutory entity and/ or the Board.

2.17 Correspondence with the Bidder

The Board shall not entertain any correspondence with any Bidder in relation to acceptance or rejection of any Bid.

D. BID SECURITY

2.18 Bid Security

- 2.18.1 The Bidder shall furnish as part of its Bid, a Bid Security referred to in Clauses 2.1.5 hereinabove in the form of a bank guarantee issued by a nationalised bank, or a Scheduled Bank in India having a substantial net worth, in favour of the Secretary, Central Board of Secondary Education payable at Delhi and having a validity period of not less than 120 days from the Bid Due Date, as may be extended by the Bidder from time to time. For the avoidance of doubt, Scheduled Bank shall mean a bank as defined under Section 2(e) of the Reserve Bank of India Act, 1934.
- 2.18.2 Bid Security can also be in the form of a demand draft issued by a Scheduled commercial Bank in India, drawn in favour of the Secretary, CBSE and payable at Delhi (the “**Demand Draft**”). The Board shall not be liable to pay any interest on the Bid Security deposit so made and the same shall be interest free.
- 2.18.3 Any Bid not accompanied by the Bid Security shall be rejected by the Board as non-responsive.
- 2.18.4 The Bid Security of unsuccessful Bidders will be returned by the Board, without any interest, as promptly as possible on acceptance of the Bid of the Selected Bidder or when the Bidding process is cancelled by the Board. Where Bid Security has been paid by deposit, the refund thereof shall be in the form of an account payee demand draft in favour of the unsuccessful Bidder(s). Bidders may by specific instructions in writing to the Board give the name and address of the person in whose favour the said demand draft shall be drawn by the Board for refund, failing which it shall be drawn in the name of the Bidder and shall be mailed to the address given on the Bid.
- 2.18.5 The Selected Bidder’s Bid Security will be returned, without any interest, upon the Bidder signing the Service Level Agreement and furnishing the Performance Security in accordance with the provisions thereof. The Board may, at the Selected Bidder’s option, adjust the amount of Bid Security in the amount of Performance Security to be provided by him in accordance with the provisions of the Service Level Agreement.
- 2.18.6 The Board shall be entitled to forfeit and appropriate the Bid Security as compensation / damages to the Board in any of the events specified in Clause 2.18.7 herein below. The Bidder, by submitting its Bid pursuant to this RFP, shall be deemed to have acknowledged and confirmed that the Board will suffer loss and damage on account of withdrawal of its Bid or for any other default by the Bidder during the Bid validity period. No relaxation of any kind on Bid Security shall be given to any Bidder.
- 2.18.7 The Bid Security shall be forfeited and appropriated by the Board compensation and damages payable to the Board for, inter alia, time, cost and effort of the Board without prejudice to any other right or remedy that may be available to the Board hereunder or otherwise, under the following conditions:
- a) If a Bidder submits a non-responsive Bid;
 - b) If a Bidder engages in a corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice as specified in section 5 of this RFP;
 - c) If a Bidder withdraws its Bid during the period of Bid validity as specified in this RFP and as extended by the Bidder from time to time;
 - d) In the case of Selected Bidder, if it fails within the specified time limit -

- i) to sign the Service Level Agreement and/or
 - ii) to furnish the Performance Security within the period prescribed therefor in the Service Level Agreement.
- e) In case the Selected Bidder, having signed the Service Level Agreement, commits any breach thereof prior to furnishing the Performance Security.

3. Conduct of `Effective School Management and Leadership Programme`

The `Effective School Management and Leadership Programme` aims to build a sustainable empowerment programme through capacity building of Principals / Vice Principals / Head teachers and administrators of schools. The specific objectives are to prepare key persons in schools for leadership roles. These change agents will further disseminate skills through cascade to other teachers.

3.1 Scope

The programme involves delivering the empowerment programmes for over 4000 principals / (vice- principals / academic co-ordinators / head teachers / school administrators) through direct participation and further cascade to 40,000 teachers from schools affiliated to CBSE. The programme will integrate direct face to face training with online modules and will be delivered by multiple agencies finalised through due process.

3.2 To achieve the above, the agency will need to

- Have a clear and deep understanding of the reforms initiated by the Board.
- To develop a programme at the Beginners and Advanced level ranging from two to five days.
- To develop a Trainer's Toolkit and Manual with appropriate reading lists.
- To devise strategies for delivering the cascade through modules developed for teachers where leaders have been empowered through this program.
- Finalise all training material, Manuals and Modules for cascading in consultation with CBSE.
- Provide an online platform/module to link the participants and provide opportunities for them to learn and develop. Links will be hyperlinked to the CBSE website.
- Document success stories and share with the Board for wider dissemination.
- To deliver trainings including arrangements for venue, logistics, collaterals and other resources required for successful implementation of programmes.
- Provide certification at the successful completion of the programme.

3.3 CBSE Effective School Management and Leadership Programme : Specific requirements

The programme envisages close collaboration between the agencies and the CBSE to work together to develop a sustainable Leadership programme that meets the needs of school leaders at all levels. The programme would lead towards development of a formal system.

The programme would be developed and delivered to include the following

- Pre training support
- Direct face to face training workshops
- Online training /modules
- Cascading workshops
- Certification
- Post training support

3.4 Application for the Programme

- Principal and Heads of schools/ Vice principals/ Administrators/ Academics Coordinators / Coordinators who have leadership role in the school.
- Administrators and key officials of schools which are Government or Government aided or Institutions such as KVS, JNV, Government Schools.

3.5 Monitoring and Evaluation

- The programme will be reviewed based on the reports received from Observers appointed by the CBSE.
- Each agency will also submit a detailed report after completion of each program.
- The report generated should include
 - Database of participants
 - Progress as per objective and outcomes
 - Evidence of successful program as per success criteria based on impact received from the participants in the form of feedback and comments.
 - Problem faced
 - Coping Strategies used
 - Lessons learned for further improvement
 - Future recommendations

3.6 Evaluation process and time schedule

An evaluation panel comprising of a committee will review all evidence presented with in RFP based on the criteria placed herein.

Criteria	Points
Has a proven track record as an institution as individuals in delivering similar programmes on 'Effective School Management and Leadership'.	12
Has professional specialisation within faculty, programme Director, resource persons (Ph.D) research and publication, training experience.	12
Understands and has expertise in dealing with the diversity of school / school systems affiliated to CBSE	10
Has worked to quality standards involving working in teams with appropriate roles and IT support, dealing with contacts and meeting deadlines	10
Institutional capability man days of training of people at leadership position (number of mandays/ days per year)	8
Quality of programme design and resources, instructional design not collection of speakers, relevant case studies, activities and simulation exercises, training material	10
Assimilate the requirements easily or restructure the programme content based on changing needs	10
Provides good value for money as shown through clear realistic breakdown in budget	10
Provides data on participation satisfaction survey and programme evaluation report	10
Audited accounts for last three years	8

4. EVALUATION OF BIDS

4.1 Opening and Evaluation of Bids

- 4.1.1 The Board shall open the Bids at 03:30 p.m. on IST on the Bid Due Date, at the place specified in Clause 2.9.5 and in the presence of the Bidders who choose to attend.
- 4.1.2 The Board will subsequently examine and evaluate the Bids in accordance with the provisions set out in this Section 4 and clause 3.6.
- 4.1.3 To facilitate evaluation of Bids, the Board may, at its sole discretion, seek clarifications in writing from any Bidder regarding its Bid.

4.2 Tests of responsiveness

- 4.2.1 Prior to evaluation of Bids, the Board shall determine whether each Bid is responsive to the requirements of the RFP. A Bid shall be considered responsive only if:
 - (a) it is received as per the format at Appendix – I & II ;
 - (b) it is received by the Bid Due Date including any extension thereof pursuant to Clause 2.10.2;
 - (c) it is signed, sealed, hard bound and marked as stipulated in Clauses 2.8 and 2.9;
 - (d) it is accompanied by the Bid Security as specified in Clause 2.1.5;
 - (e) it contains all the information (complete in all respects) as requested in this RFP and/or Bidding Documents (in formats same as those specified);
 - (f) it does not contain any condition or qualification; and
 - (g) it is not non-responsive in terms hereof.
- 4.2.2 The Board reserves the right to reject any Bid which is non-responsive and no request for alteration, modification, substitution or withdrawal shall be entertained by the Board in respect of such Bid.

4.3 Selection of Bidder

- 4.3.1 The technical proposal of each bidder shall be evaluated as per criterion set forth in the RFP and each proposal shall be given Technical Score (TS) out of maximum 100 points as per evaluation mentioned in clause 3.6. The bidder getting technical score of 70 points and above shall be eligible for next stage i.e opening of financial bids. The financial proposal of technically qualified bidder shall be assigned Commercial Score (CS) out of maximum 100 points with lowest financial bid getting 100 points and other bids being normalised accordingly.

The individual bidder's commercial scores (CS) are normalized as per the formula below:

$F_n = F_{min}/F_b * 100\%$ (rounded off to 2 decimal places) Where,
F_n= Normalized commercial score for the bidder under consideration
F_b= Absolute financial quote for the bidder under consideration
F_{min}= Minimum absolute financial quote

The technical score shall have 70% weightage and Commercial Score shall have 30% weightage. The bidder getting highest score shall be declared as the selected Bidder (the “**Selected Bidder**”). The other technically qualified bidders shall also be eligible for empanelment.

Method of calculation of final scores-

Composite Score (S) = TS * 0.7 + CS * 0.3

The Bidder with the highest Composite Score(S) would be awarded the contract.

- 4.3.2 In the event two or more Bidders getting same highest score (the "**Tie Bidders**"), the Board shall identify the Selected Bidder as one who has higher technical score.
- 4.3.3 After selection, a Letter of Award (the "**LOA**") shall be issued, in duplicate, by the Board to the Selected Bidder and the Selected Bidder shall, within 7 (seven) days of the receipt of the LOA, sign and return the duplicate copy of the LOA in acknowledgement thereof. In the event the duplicate copy of the LOA duly signed by the Selected Bidder is not received by the stipulated date, the Board may, unless it consents to extension of time for submission thereof, appropriate the Bid Security of such Bidder as loss and damage suffered by the Board on account of failure of the Selected Bidder to acknowledge the LOA, and the next eligible Bidder may be considered.
- 4.3.4 After acknowledgement of the LOA as aforesaid by the Selected Bidder, it shall execute the Service Level Agreement within the prescribed period. The Selected Bidder shall not be entitled to seek any deviation in the Service Level Agreement.

4.4 Contacts during Bid Evaluation

Bids shall be deemed to be under consideration immediately after they are opened and until such time the Board makes official intimation of award/ rejection to the Bidders. While the Bids are under consideration, Bidders and/ or their representatives or other interested parties are advised to refrain from contacting by any means, the Board and/ or their employees/ representatives on matters related to the Bids under consideration.

5. FRAUD AND CORRUPT PRACTICES

- 5.1 The Bidders and their respective officers, employees, agents and advisers shall observe the highest standard of ethics during the Bidding Process and subsequent to the issue of the LOA and during the subsistence of the Service Level Agreement. Notwithstanding anything to the contrary contained herein, or in the LOA or the Service Level Agreement, the Board shall reject a Bid, withdraw the LOA, or terminate the Service Level Agreement, as the case may be, without being liable in any manner whatsoever to the Bidder, if it determines that the Bidder has, directly or indirectly or through an agent, engaged in corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice in the Bidding Process. In such an event, the Board shall forfeit and appropriate the Bid Security or Performance Security, as the case may be, as compensation and damages payable to the Board towards, inter alia, time, cost and effort of the Board, without prejudice to any other right or remedy that may be available to the Board hereunder or otherwise.
- 5.2 Without prejudice to the rights of the Board under Clause 5.1 hereinabove and the rights and remedies which the Board may have under the LOA or the Service Level Agreement, if a Bidder is found by the Board to have directly or indirectly or through an agent, engaged or indulged in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice during the Bidding Process, or after the issue of the LOA or the execution of the Service Level Agreement, such Bidder shall not be eligible to participate in any tender or RFP issued by the Board during a period of 2 (two) years from the date such Bidder is found by the Board to have directly or indirectly or through an agent, engaged or indulged in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practices, as the case may be.
- 5.3 For the purposes of this Section 5, the following terms shall have the meaning hereinafter respectively assigned to them:
- (a) "**corrupt practice**" means (i) the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence the actions of any person connected with the Bidding

Process (for avoidance of doubt, offering of employment to or employing or engaging in any manner whatsoever, directly or indirectly, any official of the Board who is or has been associated in any manner, directly or indirectly with the Bidding Process or the LOA or has dealt with matters concerning the Service Level Agreement or arising therefrom, before or after the execution thereof, at any time prior to the expiry of one year from the date such official resigns or retires from or otherwise ceases to be in the service of the Board, shall be deemed to constitute influencing the actions of a person connected with the Bidding Process); or (ii) engaging in any manner whatsoever, whether during the Bidding Process or after the issue of the LOA or after the execution of the Service Level Agreement, as the case may be, any person in respect of any matter relating to the Project or the LOA or the Service Level Agreement, who at any time has been or is a legal, financial or technical adviser of the Board in relation to any matter concerning the Project;

(b) “**fraudulent practice**” means a misrepresentation or omission of facts or suppression of facts or disclosure of incomplete facts, in order to influence the Bidding Process ;

(c) “**coercive practice**” means impairing or harming, or threatening to impair or harm, directly or indirectly, any person or property to influence any person’s participation or action in the Bidding Process;

(d) “**undesirable practice**” means (i) establishing contact with any person connected with or employed or engaged by the Board with the objective of canvassing, lobbying or in any manner influencing or attempting to influence the Bidding Process; or (ii) having a Conflict of Interest; and

(e) “**restrictive practice**” means forming a cartel or arriving at any understanding or arrangement among Bidders with the objective of restricting or manipulating a full and fair competition in the Bidding Process.

6. PRE-BID CONFERENCE

- 6.1 Pre-Bid conferences of the Bidders shall be convened at the designated date. The time and place shall be notified on Board’s website. A maximum of two representatives of each Bidder shall be allowed to participate in the pre bid conference.
- 6.2 During the course of Pre-Bid conferences, the Bidders will be free to seek clarifications and make suggestions for consideration of the Board. The Board shall endeavor to provide clarifications and such further information as it may, in its sole discretion, consider appropriate for facilitating a fair, transparent and competitive Bidding Process.

7. MISCELLANEOUS

- 7.1 The Bidding Process shall be governed by, and construed in accordance with, the laws of India and the Courts at Delhi shall have exclusive jurisdiction over all disputes arising under, pursuant to and/ or in connection with the Bidding Process.
- 7.2 The Board, in its sole discretion and without incurring any obligation or liability, reserves the right, at any time, to;
- (a) suspend and/ or cancel the Bidding Process and/ or amend and/ or supplement the Bidding Process or modify the dates or other terms and conditions relating thereto;
 - (b) consult with any Bidder in order to receive clarification or further information;
 - (c) retain any information and/ or evidence submitted to the Board by, on behalf of, and/ or in relation to any Bidder; and/ or

(d) independently verify, disqualify, reject and/ or accept any and all submissions or other information and/ or evidence submitted by or on behalf of any Bidder.

- 7.3 It shall be deemed that by submitting the Bid, the Bidder agrees and releases the Board, its employees, agents and advisers, irrevocably, unconditionally, fully and finally from any and all liability for claims, losses, damages, costs, expenses or liabilities in any way related to or arising from the exercise of any rights and/ or performance of any obligations hereunder, pursuant hereto and/ or in connection herewith and waives any and all rights and/ or claims it may have in this respect, whether actual or contingent, whether present or future.

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Letter from the Bidder

Dated:

The Director Training,
Central Board of Secondary Education
17 Rouse Avenue
Delhi -110002

Sub: Bid for empanlement to Conduct “Strategic Effective Management and Leadership Programme for Heads of Institutes in CBSE”- reg

Dear Madam,

With reference to your RFP document dated -----, I/we, having examined the Bidding Documents and understood their contents, hereby submit my/our Bid for the aforesaid Project.

1. The Bid is unconditional and unqualified.
2. All information provided in the Bid and in the Appendices is true and correct.
3. This statement is made for the express purpose of qualifying as a Bidder for Conduct of Strategic Effective Management and Leadership Programme for Heads of Institutes in CBSE.
4. I/ We shall make available to the Board any additional information it may find necessary or require to supplement or authenticate the Bid.
5. I/ We acknowledge the right of the Board to reject our Bid without assigning any reason or otherwise and hereby waive our right to challenge the same on any account whatsoever.
6. We certify that in the last three years, we have neither failed to perform on any contract, as evidenced by imposition of a penalty or a judicial pronouncement or arbitration award, nor been expelled from any project or contract nor have had any contract terminated for breach on our part.
7. I/ We declare that:
 - (a) I/ We have examined and have no reservations to the Bidding Documents, including any Addendum issued by the Board.
 - (b) I/ We do not have any conflict of interest in accordance with Clauses 2.1.11 and 2.1.12 of the RFP document;
 - (c) I/We have not directly or indirectly or through an agent engaged or indulged in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice, as defined in Clause 5.3 of the RFP document, in respect of any tender or request for proposal issued by or any agreement entered into with the Board or any other public sector enterprise or any government, Central or State; and
 - (d) I/ We hereby certify that we have taken steps to ensure that in conformity with the provisions of section 5 of the RFP, no person acting for us or on our behalf has engaged or will engage in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice.
8. I/ We understand that you may cancel the Bidding Process at any time and that you are neither bound to accept any Bid that you may receive nor to invite the Bidders to Bid for the Project, without incurring any liability to the Bidders, in accordance with Clause 2.4 of the RFP document.
9. I/ We believe that we meet the requirements as specified in the RFP document and are/ is qualified to submit a Bid.
10. I/ We declare that we are/ is not a Member of a/ any other Consortium submitting a Bid for the Project.
11. I/ We certify that in regard to matters other than security and integrity of the country, we have not been convicted by a Court of Law or indicted or adverse orders passed by a regulatory Board which could cast a doubt on our ability to undertake the Project or which relates to a grave offence that outrages the moral sense of the community.

12. I/ We further certify that in regard to matters relating to security and integrity of the country, we have not been charge-sheeted by any agency of the Government or convicted by a Court of Law for any offence committed by us or by any of our Associates.
13. I/ We further certify that no investigation by a regulatory Board is pending either against us or against our Associates or against our CEO or any of our Directors/ Managers/ employees.
14. I/ We further certify that we are not disqualified in terms of the criteria specified in the RFP.
15. I/ We undertake that in case due to any change in facts or circumstances during the Bidding Process, we are attracted by the provisions of disqualification in terms of the guidelines referred to above, we shall intimate the Board of the same immediately.
16. I/We acknowledge and agree that in the event of a change in control of an Associate whose Technical Capacity and/ or Financial Capacity was taken into consideration for the purposes of short-listing and pre-qualification under and in accordance with the RFP, I/We shall inform the Board forthwith along with all relevant particulars and the Board may, in its sole discretion, disqualify us or withdraw the Letter of Award, as the case may be. I/We further acknowledge and agree that in the event such change in control occurs after signing of the Service Level Agreement but prior to Financial Close of the Project, it would, notwithstanding anything to the contrary contained in the Agreement, be deemed a breach thereof, and the Service Level Agreement shall be liable to be terminated without the Board being liable to us in any manner whatsoever.
17. I/We hereby irrevocably waive any right which we may have at any stage at law or howsoever otherwise arising to challenge or question any decision taken by the Board in connection with the selection of the Bidder, or in connection with the Bidding Process itself, in respect of the above mentioned Project and the terms and implementation thereof.
18. In the event of my/ our being declared as the Selected Bidder, I/We agree to enter into a Service Level Agreement in accordance with the draft that has to be provided to me/us after selection. We agree not to seek any changes in the aforesaid draft and agree to abide by the same.
19. I/We have studied all the Bidding Documents carefully. We understand that except to the extent as expressly set forth in the Service Level Agreement, we shall have no claim, right or title arising out of any documents or information provided to us by the Board or in respect of any matter arising out of or concerning or relating to the Bidding Process including the award of project.
20. The commercial cost has been quoted by me/us after taking into consideration all the terms and conditions stated in the RFP our own estimates of costs and after a careful assessment of the proposed programme and all the conditions that may affect the Bid.
21. I/We offer a Bid Security of Rs 50,000/- (Rupees Fifty Thousand only) or Rs1,00,000/- (Rupees One Lac) (strike out whichever is not applicable) to the Board in accordance with the RFP Document.
22. The Bid Security in the form of a Demand Draft/ Bank Guarantee (strike out whichever is not applicable) is attached.
23. I/We agree and understand that the Bid is subject to the provisions of the Bidding Documents. In no case, I/We shall have any claim or right of whatsoever nature if the Project is not awarded to me/us or our Bid is not opened.
24. I/We agree to keep this offer valid for 120 (one hundred and twenty) days from the Bid Due Date specified in the RFP.
25. I/We agree and undertake to abide by all the terms and conditions of the RFP document. In witness thereof, I/we submit this Bid under and in accordance with the terms of the RFP document.

Date:
Place:

Yours faithfully,
(Signature of the Authorised signatory)
(Name and designation of the of the Authorised signatory)
Name and seal of Bidder/Lead Firm

(A) TECHNICAL COMPLIANCE SHEET

S.No.	Criteria	Details of Enclosures (documentary evidence)
1	RFP processing fee (Rs 10,000/-)	
2	Bid Security (Rs 50,000/- or Rs 1,00,000/-)	
3	‘Not for Profit Organization’ (refer to clause 1.5.6 of this RFP)	
4	Has a proven track record as an institution as individuals in delivering similar programmes on ‘Effective School Management and Leadership’.	
5	Has professional specialisation within faculty, programme Director, resource persons (Ph.D) research and publication, training experience.	
6	Understands and has expertise in dealing with the diversity of school / school systems affiliated to CBSE	
7	Has worked to quality standards involving working in teams with appropriate roles and IT support, dealing with contacts and meeting deadlines	
8	Institutional capability in terms of man days of training of people at leadership position (number of days per year)	
9	Quality of programme design and resources, instructional design not collection of speakers, relevant case studies, activities and simulation exercises, training material	
10	Assimilate the requirements easily or restructure the programme content based on changing needs	
11	Provides good value for money as shown through clear realistic breakdown in budget	
12	Provides data on participation satisfaction survey and programme evaluation report	
13	Audited accounts for last three years	
14	Prototype and concept note summarizing programme	

(B) OTHER DETAILS OF THE ORGANISATION

Section 1. Organizational details :		
1.1	Name of the Agency/ Organization/Firm/Consortium	
1.2	Full Address (Representative Office in India)	
1.3	Full Address (Registered)	
1.4	Phone No.	
1.5	Fax No.	

1.6	E-Mail ID	
1.7	Authorized Contact Person	
1.8	Year of Establishment	
1.9	Year of Commencement of of work in Education Sector	
1.10	Area of Expertise :	
Section 2. Firm Registration & Financial Details :		
2.1	Registration No. of the Agency along with details of the Authority (attach copies)	
2.2	Sources of funding	

Date:
Place:

(Signature of the Authorised signatory)
(Name and designation of the of the Authorised signatory)
Name and seal of Bidder/Lead Firm

FINANCIAL BID: (in INR)

I/We hereby submit our detailed project cost estimates for the conduct of training program (inclusive of all except service tax)-

- (i) cost per participant**

NOTE:

- (i) Out of the total cost per participant charged by the Bidder, the Bidder shall have to share 10% of the proceeds with the Board as '**administrative and empanelment fees**'. The Board may call for records/ book of account to verify the number of participants trained to ensure correctness of 'administrative and empanelment fees' paid to the Board.
- (ii) The rate analysis for break down of budget and costing along with indicative heads of expenditure may be enclosed for evaluation.

Date:
Place:

(Signature of the Authorised signatory)
(Name and designation of the of the Authorised signatory)
Name and seal of Bidder/Lead Firm

