

**Inviting Limited Tender Enquiry for introduction of Performance Management System in Agricultural and Food Products Export Development Authority (APEDA),
Deptt. of Commerce, Govt. of India**

Sir,

APEDA intends to introduce Performance Management System (PMS) to evaluate performance of each official periodically and aims to encourage the following:

- Creation of high performance orientation at APEDA
- Stronger alignment of individual performance with organisational goals
- Higher degrees of transparency, uniformity and process efficiency
- Performance ownership at the employee level

Sealed quotations are invited for providing the following services:

- a. Study of the organization design
 - b. Enumeration of roles and documentation of role sheets for target group of staff and officers.
 - c. Design and documentation of a 'Bell-Curve' based Performance Management system with a competence based framework within government structure.
 - d. Design and documentation of all PMS related formats with the service rules framework.
 - e. Training to all staff and officers on the Performance Management System.
 - f. Suggest a method of linking annual increment sanction to achievements as per PMS.
2. Introduction about APEDA, eligibility criteria, terms & conditions and other information are attached herewith.
3. The interested firms may submit the sealed technical and financial bids alongwith earnest money on or before 05.06.2014.

Yours faithfully,

Dr. Tarun Bajaj
General Manager

The Agricultural and Processed Food Products Export Development Authority (APEDA) was established by the Government of India under the Agricultural and Processed Food Products Export Development Authority Act passed by the Parliament in December, 1985. The Act (2 of 1986) came into effect from 13th February, 1986 by a notification issued in the Gazette of India: Extraordinary: Part-II [Sec. 3(ii): 13.2.1986]. The Authority replaced the Processed Food Export Promotion Council (PFEPCC).

ASSIGNED FUNCTIONS

In accordance with the Agricultural and Processed Food Products Export Development Authority Act, 1985, (2 of 1986) the following functions have been assigned to the Authority.

- Development of industries relating to the scheduled products for export by way of providing financial assistance or otherwise for undertaking surveys and feasibility studies, participation in enquiry capital through joint ventures and other reliefs and subsidy schemes;
 - Registration of persons as exporters of the scheduled products on payment of such fees as may be prescribed;
 - Fixing of standards and specifications for the scheduled products for the purpose of exports;
 - Carrying out inspection of meat and meat products in slaughter houses, processing plants, storage premises, conveyances or other places where such products are kept or handled for the purpose of ensuring the quality of such products;
 - Improving of packaging of the Scheduled products;
 - Improving of marketing of the Scheduled products outside India;
 - Promotion of export oriented production and development of the Scheduled products;
 - Collection of statistics from the owners of factories or establishments engaged in the production, processing, packaging, marketing or export of the scheduled products or from such other persons as may be prescribed on any matter relating to the scheduled products and publication of the statistics so collected or of any portions thereof or extracts therefrom;
 - Training in various aspects of the industries connected with the scheduled products;
- Such other matters as may be prescribed.

PRODUCTS MONITORED

APEDA is mandated with the responsibility of export promotion and development of the following scheduled products:

- Fruits, Vegetables and their Products.
- Meat and Meat Products.
- Poultry and Poultry Products.
- Dairy Products.
- Confectionery, Biscuits and Bakery Products.
- Honey, Jaggery and Sugar Products.
- Cocoa and its products, chocolates of all kinds.
- Alcoholic and Non-Alcoholic Beverages.

- Cereal and Cereal Products.
- Groundnuts, Peanuts and Walnuts.
- Pickles, Papads and Chutneys.
- Guar Gum.
- Floriculture and Floriculture Products
- Herbal and Medicinal Plants

In addition to this, APEDA has been entrusted with the responsibility to monitor import of sugar.

APEDA'S PRESENCE

APEDA has marked its presence in almost all agro potential states of India and has been providing services to agri-export community through its head office, five Regional offices and 13 Virtual offices.

Head office

- New Delhi

Regional offices

- Mumbai,
- Kolkata,
- Bangalore,
- Hyderabad and
- Guwahati

Virtual offices

- Thiruvananthapuram (Kerala),
- Bhubaneshwar (Orissa),
- Srinagar (J&K),
- Chandigarh,
- Imphal (Manipur),
- Agartala (tripura),
- Kohima (Nagaland),
- Chennai (Tamil Nadu),
- Raipur (Chattisgarh),
- Ahmedabad (Gujarat),
- Bhopal (Madhya Pradesh),
- Lucknow (Uttar Pradesh) and
- Panaji (Goa)

The Virtual offices have been established in association with respective State Governments / agencies. Basic information about APEDA, its functions, registration and financial assistance schemes etc. is being made available to entrepreneurs / prospective exporters by these virtual offices.

SCOPE OF WORK

The number of staff and officers are approximately 90, deputed at the following offices:

- Head office at New Delhi.
- Regional offices at Mumbai, Bangalore, Hyderabad, Kolkata & Guwahati.

The scope of the assignment shall be as follows:

Stage 1: Design

- a. Study of the organization design.
- b. Enumeration of roles and documentation of role sheets for target group of staff and officers.
- c. Design and documentation of a 'Bell-Curve' based Performance Management system with a competence based framework within CCS Rules & DoPT structure.
- d. Design and documentation of all PMS related formats with the CCS service rules framework.
- e. Training to all staff and officers on the Performance Management System.
- f. Design the method of linking annual increment sanction to achievements as per PMS.

Stage 2: Implementation

- a. Evolve cascade diagrams for staff & officers from organizational goals for the current FY.
- b. Evolve influence matrices for all major tasks/functions.
- c. Formulate goals in the form of Key Result Areas (KRA's) & Key Performance Indicators (KPI's) for all staff and officers covered by the PMS. Assist in KRA sign-offs.
- d. Facilitate and hand-hold the first cycle of performance review.

The deliverables of the assignment shall be:

Stage 1:

- a. Documented role sheets for target group of staff & officers.
- b. Performance Management System Design Report along with associated formats & worked out examples.
- c. Training to staff and officers.

Stage 2:

- a. Signed off goal sheets in the form of KRA's/KPI's.
- b. Signed off first performance review results on a bell-curve distribution.
- c. Any facilitation/ trouble-shooting required during stage 2 implementation stage on need basis.

Accepted on behalf of (Firm Name)

Signature and seal of authorized signatory of the agency

Date:

Eligibility Conditions:

1. Consultant/ Agency will have to submit mandatory EMD in the form of Demand Draft amounting to Rs, 20,000 (Rupees twenty thousand only) in favor of "APEDA" payable at New Delhi along with the Technical proposal.
2. Consultant/ Agency should have executed at least 1 or more similar assignments in the last 2 years with any CPSE (as per new DPE guidelines) or government clients in services sector.
3. Consultant/ Agency should have minimum total experience in HR Consultancy services of 5 years.
4. Consultant/ Agency should have an average turnover of Rs. 30 lacs in the last 3 years from consulting services.
5. Consultant/ Agency shall submit its Company Profile including list of similar assignments along with Technical Bid.
6. CV's of consultants to be assigned to the project have to be submitted.
7. Details of PAN number, Service tax number, ITR, Service Tax Returns for last 3 years to be attached.
8. Undertaking of not being black listed from any organization as per Annexure III.
9. The applicant must submit acceptance of scope of work mentioned at Annexure I.
10. The agency should have adequate infrastructure and required manpower for the successful completion of the assignment as per the above mentioned scope of work. Self-certification in this regard may be submitted.
11. The cut-off date for evaluating above shall be 06.06.2014.
12. The Consultant/ Agency shall submit a covering letter along-with Technical proposal mentioning the list of documents being attached serial wise and in above order in its technical proposal in order to certify its eligibility (mentioned above) for undertaking the said task.
13. Financial bid has to be submitted in separate sealed cover.

ANNEXURE III

Undertaking (On agency's letterhead)

This is to confirm that we M/s. _____ (give full address), as on date, is not been blacklisted in/by any of the Government Department and Public Sector Undertaking/enterprise in India and Central Vigilance Commission.

If the above information found false at any stage after the placement of Order, APEDA, Delhi will have full right to cancel the Order and forfeit the Performance guarantee. All the direct and indirect cost related to the cancellation of the order will be borne by us besides any cost of legal action which APEDA may be deem fit under the circumstances & admissible within the applicable law.

(Name, signature and seal of the authorized signatory of the agency)

Date:

ANNEXURE IV

GENERAL CONDITIONS:

Miscellaneous conditions

1. The proposal shall be submitted in two separate envelopes, one with Technical Proposal containing EMD, Documents mentioned at Annexure II and III and second with Financial Proposal as per Annexure V super scribing on both envelopes the contents inside. The sealed proposals are to be submitted to General Manager (P&A), APEDA on or before 05.06.2014 by 3.00 pm.
2. The agency who will not deposit the EMD in accepted form, the quotation of the agency will be summarily rejected.
3. The management reserves the right to select or reject any application without assigning any reasons thereof.
4. All disputes or differences, whatsoever, arising between the parties out of or relating to the interpretation, meaning and operation or effect or this contract or the breach thereof, shall be resolved through mutual consultation and negotiation. In case the matter is not resolved through such mutual consultation and negotiation then the dispute shall be referred to sole arbitrator appointed by Chairman, APEDA. For dispute, the place of arbitration shall be Delhi. The arbitration procedure will be carried on with accordance with the Indian Council of Arbitration Act, 1996. All disputes shall be subject to the jurisdiction of courts in Delhi only.
5. Incomplete / late applications shall not be entertained.
6. Since it is an important project, agency shall give proper attention for successful completion of project and available for any assistance relating to the assignment.
7. Agency shall maintain strict secrecy and confidentiality and shall not divulge any information relating to assignment to any third party.
8. At the time of evaluation or finalization of selection, committee may ask applicant(s) to give a presentation of its profile and competency level.
9. During the process of evaluation of applications, APEDA reserves the right to relax the eligibility criteria. APEDA reserves the right to award full or part of work as per its urgency and requirement.
10. The applicant is expected to strictly adhere to the terms specified in this application document as well as subsequent communication in regard to the said assignment. Any violation could lead to reduction in payments or termination of agreement between both parties.

11. The self-attested copies of documents as proof towards the eligibility conditions mentioned shall be submitted.

Completion of assignment

12. The duration of the project/ completion shall be 3 months from the date of award letter for stage 1 of the assignment. The duration for stage 2 of the assignment shall be mutually agreed between the agency & APEDA after successful completion of stage 1. The agency shall submit a week-wise schedule of work for stage 1, post-award of contract.

The Evaluation Criteria

13. The Evaluation Criteria - Evaluation shall be done in the following steps:
 - a. Eligibility check. Qualified agencies shall move to step b.
 - b. Technical evaluation by the constituted committee of eligible agencies. Qualifying agencies shall move to step c.
 - c. Evaluation of financial bids.

EMD

14. The EMD submitted by applicants is refundable. The EMD amount submitted by the selected Consultant/ Agency shall automatically be retained as performance guarantee and refunded on completion of assignment/ paid along-with final payment.

Schedule of payment and payment terms

15. Schedule of payment:-

- 30% on acceptance of stage 1 deliverables.
- 50% on successful sign-off of goal sheets (KRA's/KPI's).
- 20% on successful sign off of the first performance review.

Consortium and Sub-contracting:

16. Consortium and Sub-contracting for this job mentioned in this document is not allowed. The applicant must have the capacity to execute the work themselves.

Accepted on behalf of the agency

(Name, signature and seal of the authorized signatory of the agency)

Date:

FINANCIAL BID

S#	Description	Amount (INR)
1	Lump sum assignment cost (including all costs viz. travel, hospitality, local conveyance & out-of-pocket expenses).	
2	Taxes	
3	Total Lump Sum cost	

Please note that APEDA shall not admit any cost incurred by the consultant/agency on any account above the costs quoted above.



(Name, signature and seal of the authorized official of the agency)

Date:

List of consulting firms for PMS

S#	Agency
A	Government institutions
	<p>MDI Dr. Avinash Kapoor, Coordinator Consulting (Phone-0124-4560312) Mehrauli Road Sukhrali, Gurgaon - 122 007 INDIA Tel + 91-124-4560000 Fax + 91-124-4560456</p>
	<p>Head, Department of Management Studies Indian Institute of Technology Delhi Vishwakarma Bhawan, Shaheed Jeet Singh Marg, New Delhi- 110016 Phone: 91-11-26591171 Fax: 91-11-26862620 Email: hoddms@dms.iitd.ac.in, skjain@dms.iitd.ac.in</p>
	<p>Faculty of Management Sciences, University of Delhi Delhi 110 007 dean@fms.edu Tel-011-27667877 Fax-011-27667183</p>
	<p>Ms. Neeta Sharma, Director (0120-4670219) National Institute for Training for Standardization A-20-21, Institutional Area. Sector 62, NOIDA 201301</p>
	<p>Ms. Jaya Bhalla National Institute of Financial Management Sector 48, Pali Road, Faridabad 121001 Tel:+91-129-2465444 Fax:+91-129-2418867</p>
B	Private consulting firms
	<p>Mercer Delta Consulting India Unit – I, 7th Floor, Tower A DLF Infinity Towers, DLF Cyber City Gurgaon 122002 Tel: +91 124 4175 600 Fax: +91 124 4175 699</p>

List of consulting firms for PMS

S#	Agency
	<p>AON Hewitt 7th Floor, UNITECHWORLD (Cyber Park), Sector 39 Gurgaon 122001, India. Tel: 0124.4133-7000</p>
	<p>Hay Group India (P) Limited Unit # 3, 15th Floor, Tower C, Building no. 10, DLF Cyber City. Phase II Gurgaon - 122002 India  +91.12.4417.7400  +91.12.4411.2188</p>
	<p>TQCI Global A-419, Ansal Chambers 1 Bhikaji Cama Place, New Delhi 110 066 Phones: +91.4101.5319, +91.98100.89635, +91.98990.63475 e-mail: info@tqciglobal.com Contact: S Bhattacharya-Partner S&R s.bhattacharya@tqciglobal.com</p>