



कर्मयोगी भारत
— लोकहितं मम करणीयम् —

Request for Expression of Interest (REoI)

For

**Selection of Project Management Consultancy Firm
for
Karmayogi Bharat**

**Client: Karmayogi Bharat – SPV
Country: India**

Date of issue of EOI: - 2 August 2023

Key Dates and information

Description	Details
Name of the Assignment	Selection of Project Management Consultancy firm for Karmayogi Bharat
REOI ref. no.	IN-KBL-373719-CS-QCBS
REOI issuance date	August 2, 2023
Last Date and Time for receipt of request for clarifications	August 10, 2023, by 1700 hours <i>E-mail ID for seeking clarifications:</i> tenders.karmayogi@gov.in
Download the REOI along with all annexures and corrigendum	Central Public Procurement Portal of Government of India. The address is as given below: https://eprocure.gov.in/eprocure/app or From the tender's section of Karmayogi Bharat website https://karmayogibharat.gov.in/tender.php
Submission of Responses	Mode of Submission : Online Only on Central Public Procurement Portal (CPP Portal) of Government of India. The address is as given below: On CPP Portal https://eprocure.gov.in/eprocure/app
Last Date and Time for online submission of EOI	August 18, 2023, till 1500 hours
Date and Time for online opening of EOI	August 18, 2023 at 1730 hours
Name and Address for communication	CEO, Karmayogi Bharat SPV, Parsvnath Capital Tower, 7th Floor, Bhai Vir Singh Marg, Sector 4, Gole Market, New Delhi-110001 Email id.: - tenders.karmayogi@gov.in

REQUEST FOR EXPRESSION OF INTEREST

Country: India

Project: Public Service Capability Enhancement Project

Loan Number: IBRD 9365-IN

Assignment Title: Selection of Project Management Consultancy Services for Karmayogi Bharat

1. Karmayogi Bharat, a company established u/s 8 of the Companies Act 2013, Department of Personnel and Training (DoPT), Ministry of Personnel, Public Grievances and Pensions has received financing from the World Bank toward the cost of the Public Service Capability Enhancement Project and intends to apply part of the proceeds for hiring a consulting agency for program management.
2. The consulting services for program management (“the Services”), for which the expression of interest is being requested, are for “iGOT Karmayogi platform and its operations” which will be leveraged for the implementation of “Public Service Capability Enhancement Project” with requisite experience and capabilities.
3. The detailed list of experts along with their Roles & Responsibilities and Minimum Competency Requirements will be provided in the RFP (to be issued later to shortlisted agencies / firms). The expected start date of the assignment is 01-10-2023 with an implementation period of Five (5) years.
4. The ‘Karmayogi Bharat – SPV’ (“Client”) now invites eligible firms / agencies (“Consultants”) to indicate their interest in providing the Services as specified in the TOR provided herewith at Annexure-2. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services.
5. **The short-listing criteria:** Interested Consultant (Agency) should provide information demonstrating that have required qualifications and relevant experience to perform the above-mentioned Services. The shortlisting criteria and supporting documents to be submitted along with EOI are as follows:

- (i) **General experience of the Consultant:** The Consultant should be in the core business of providing program / project management services. The minimum number of years in program / project management services as on March 31, 2023, should not be less than 10 (Ten) years in India. Relevant documents shall be furnished duly certified by the Company Secretary or the equivalent official by applicants.

The bidder needs to submit the below documents for the fulfilment of the criteria.

- i. *Company Incorporation Certificate issued by Registrar of Companies*
 - ii. *One Work Order with a Central or State Government with similar scope of work with an order value of not less than INR 50 million or \$ 625,000 with client completion certificate.*
 - iii. *Company Profile not more than 10 pages on a A4 size sheet.*
- (ii) **Registration of the business entity under the GST Law:** Selected Consultant must have necessary registrations under the GST Law and shall share the GSTN registration certificate issued by the competent authority of Government of India. In case the bidder is a foreign entity, foreign firms shall provide an undertaking to comply with all relevant tax regulations prevailing in India.
- (iii) **Debarment:** The applicant (including all entities of JV members where applicable) should not be listed in the World Bank Debarred firms published at <https://www.worldbank.org/en/projects-operations/procurement/debarred-firms>. A similar ban after the submission of the response but before the notification of RFP results shall also disqualify the firm. Declaration as per the format in Annexure-1c of this document.
- (iv) **Project Experience** in 3 Digital / IT Transformation projects of large scale and national importance preferably in capacity building, talent management and human resource

management in the last 5 (Five) years (ending on the last date for submission of the response), fulfilling the following criteria:

- a. Project / program management of large-scale Digital / IT Transformation projects with minimum user base of 10,00,000 users
- b. The projects should be meeting the above criteria and with a minimum value of INR 50 (Fifty) Million or \$ 625,000 Million. Lists of successfully completed or substantially completed assignments in the last 5 years/under implementation, with details of the assignments, values, contacts names and numbers of the respective Clients and Client's Certificates of satisfactory performance of the assignment or any other equivalent documentation supporting this criterion shall be submitted with the Expression of Interest (EOI). Ongoing assignments in criteria project value has been paid by the client may also be considered under the category. Documentary evidence with CA certificate confirming the receipt of the payment should be submitted.

By providing such details, the Consultant will be deemed to have provided no objection to the Client ('Karmayogi Bharat - SPV') for contacting the previous/existing Clients of the Consultant.

Note: Bidders are requested to include the most relevant project details and share the projects in the given format as mentioned given in the Annexure-1b along with workorder copies and client completion certificates in case of ongoing projects the bidder may submit 80% payment received certificate duly certified by the company auditor. In case a bidder submits more than the requested number of projects then the first three projects submitted shall be considered for evaluation.

- (v) **Annual Turnover:** Consultant shall submit with the EOI, Statement of Annual Turnover in the last 3 (Three) completed financial years (i.e., 2019-20, 2020-21 and 2021-22). The average Annual Turnover shall at the minimum be INR 500 million or \$ 6.25 Million for the said three years. Turnover refers to bidder's turnover in IT consulting/Advisory services and the turnover statements shall duly be certified by the Chartered Accountant. In case revenues from IT consulting/advisory services are not separately mentioned in the audit reports, a Certificate from the bidder's statutory auditor/Company Secretary shall be provided, specifying the relevant turnover for respective years. The bidder shall need to submit the extracts from their balance sheet and profit and loss accounts.
 - (vi) **Financial soundness** of the Consultant should be evidenced by the last 3 (Three) years' (i.e., 2019-20, 2020-21 and 2021-22) audited balance sheets/financial reports.
 - (vii) **Manpower strength:** The company should have at least 300 technically qualified, client facing professionals engaged in advisory and program management assignments. The signoff shall be provided by the head of HR department of the bidder and in the format provided in the Annexure-1a.
6. While evaluating Expression of Interest (EOI), Client will assign higher weightage for larger number of years in core business, experience of similar role in implementing larger number of Projects or high value Projects of similar nature and comparable complexity, high turnover/revenues from consulting assignments, financial soundness, and larger number of full-time experts on the Consultant's permanent payroll.
 7. The attention of interested Consultants is also drawn to Section III, paragraphs 3.14, 3.16, and 3.17 of the "Procurement Regulations for IPF Borrowers" revised November 2020 setting forth the World Bank's policy on conflict of interest.

8. Consultants can associate with other firms to enhance their qualifications for this consultancy and should indicate clearly whether the association is as Joint Venture (in which case all the partners are jointly and severally responsible); or Sub-consultancy (in which case main Consultant will only be responsible).
9. The consultant firm / agency will be shortlisted for the RFP stage based on the evaluation of the response to this EoI.
10. A Consultant will be selected in accordance with the Quality and Cost Based Selection (QCBS) method, during the RFP stage, as set out in the Procurement Regulations.
11. The consulting firm may request a clarification on any part of the REOI to Karmayogi Bharat by August 10, 2023. The request for clarification must be sent in writing through email at tenders.karmayogi@gov.in.
12. The responses for this REOI can only be submitted online on the central public procurement portal of Government of India (<https://eprocure.gov.in/eprocure/app>). The responses needs to be submitted by August 18, 2023 before 3 PM. The REOI along with all annexures and corrigendum can be downloaded from <https://eprocure.gov.in/eprocure/app> as well as <https://karmayogibharat.gov.in/tender.php>
13. Further information can be obtained at the address below during office hours:
Karmayogi Bharat - SPV
Parsvnath Capital Tower, 7th Floor, Bhai Vir Singh Marg, Sector 4, Gole Market,
New Delhi-110001
Office hours 0930 to 1730 hours.

02-08-2023

Karmayogi Bharat – SPV
Parsvnath Capital Tower, 7th Floor, Bhai Vir Singh Marg, Sector 4, Gole Market,
New Delhi-110001

Annexure 1a: Form I: Declaration for manpower Strength

The certificate below is to be provided by the participating firm/agency.

Declaration by HR Head for Manpower Strength

Ref: **Selection of Project Management Consultancy Services for Karmayogi Bharat**

We confirm that our company, <<company name>>, has minimum _____ number of technically qualified, client facing professionals on its permanent rolls /project-based engagement in advisory and program management assignments, as on last date of response submission for the EoI referred above i.e., xx/xx/2023

This letter is being issued for the purpose of participation in the bid cited above.

Note: Technically qualified professionals are defined as Full Time Staff/ project-based engagement who hold degrees (graduate or postgraduate degrees in any field of recognized universities in India and Globally) and who are engaged in advisory and program management assignments with clients.

Sincerely,
(Signature)
(Name & Designation)

Duly authorized to sign the Response for and on behalf of:
(Name and Address of Company)
Seal/Stamp

Annexure 1b: Form II: Project Experience Details

Sr. No.	Item	Details
General Information		
1	Customer or Client Name/Government Department	
2	Name of the Customer Contact Person and Contact details for the project (Address, Phone Number and Email ID)	
Project Details		
3	Name of the project	
4	Start date/ End date (month/year):	
5	Current Status (work in progress or completed) In case of ongoing projects provide details with proof whether 80% of work completed or not as per requirement specified in the evaluation criteria at para 5 above.	
6	Contract Tenure	
8	Man month effort involved (if Applicable)	
9	Brief description of scope of project: <i>Please provide the breakup of the schedule of activities and Service levels /efficiency achieved between various stages, if available</i>	
Size of the Project		
10	Order Value of the project (in INR Cr*)	

***Note:** Bidder should convert Work order value in any other currency (As per RBI's notified basket of foreign currencies) to INR based on TT (Telegraphic Transfer) selling rates of exchange as quoted by authorised exchange bankers approved by RBI on date of response submission

Annexure 1c: Form III: Debarment/Blacklisting Declaration

Affidavit Certifying that Entity / Directors of Entity are not Blacklisted.

Affidavit

We M/s. XYZ, Address, India hereby certify and confirm that we or any of our affiliates/ promoter/s / director/s are not debarred or blacklisted by World Bank or any other Multilateral Funding agencies and Central/State Government/PSU in India from participating in Project/s, individually as on Date XX-XX-XXXX.

We further confirm that we are aware that, our Proposal for the captioned Assignment shall be liable for rejection in case any material misrepresentation is made or discovered with regard to the requirements of this Expression of Interest and subsequent RFP, at any stage of the Selection Process.

Dated this Month Day of XX, 2023

Signature
XYZ

Annexure 2: Terms of Reference/ Scope of Work of the PMC

1. Mission Karmayogi Background and Objectives

1.1 Background

With the changing nature of opportunities and challenges, the ambition of a \$5 Trillion economy and an aspirational citizen, the capacity and capability of Indian civil services needs to be built rapidly. Department of Personnel and Training (DoPT), the nodal agency responsible for personnel management and training for the Government of India has embarked upon the National Programme for Civil Services Capacity Building (NPCSCB) – “Mission Karmayogi.” Mission Karmayogi is a learning transformation program that will address the capacity building issues of the Indian government. This will be done through a multi-pronged effort supported by different capacity building efforts under a wider transformation agenda. One of the key pillars of the program is a development of a digital ecosystem of capacity development of civil servants in the country. The platform is called as Integrated Government Online Training (iGOT) Karmayogi. DoPT has constituted a special purpose vehicle called Karmayogi Bharat for development, operations, maintenance, and enhancements of iGOT Karmayogi platform.

A key strand of this effort is to create a large scale, learning platform to democratize learning for Indian civil services in line with the changing needs of the country and shift to competency-driven capacity building. The vision of this capacity building endeavour is to eliminate service-based silos, through creation of a shared learning architecture, which will enable cross-utilization of physical, human and knowledge resources. With adoption of a competency framework, an individual’s competencies will be directly linked to her role, activity, and training needs, with assessments acting as an input for her learning goals. Training content will be designed to bridge competency gaps and tailored to needs, wants and aspirations of officials, enabling a fundamental shift from rule-based, supply-driven training to role-based, demand driven training.

The Mission Karmayogi initiative is currently implemented on the iGOT Karmayogi platform. The iGOT Karmayogi digital platform will scale to serve the needs of over 2 crore officials. With the necessary configurability and flexibility to provide users with anytime – anywhere – any device access, the platform will democratize learning and enable learners to pursue lifelong learning in multiple directions. iGOT Karmayogi will further enable establishment of objective and unbiased systems of evaluation to determine performance and integrity of civil services, which will reinforce the foundational values of public service. By design, the digital platform for iGOT Karmayogi will emit data continuously and in real time, which will provide all stakeholders with a single source of truth and minimize information asymmetry in the ecosystem.

This capacity building endeavour is envisioned to unlock twin objectives of (a) driving rapid economic growth and equality and (b) enabling a larger view of resources with national vision taking precedence over department interest. By moving to a paradigm of dynamic, cross-disciplinary learning, civil services will be equipped to overcome systemic challenges in the system and work in a coordinated fashion to maximize public governance.

As the backbone for the larger bureaucratic reform, iGOT Karmayogi will lay the foundation for multiple transformative changes in learning and capacity building in the government. It will continuously augment and enhance capacities while driving social good and innovation across the ecosystem. As we move towards a digital and open society, it is this endeavour of making capacity building of officials a national mission- that will empower the Indian government and enable it to deliver

to rapidly shifting aspirations. By leveraging technology and behaviour to drive change across the governance landscape, we will link institutional change and state capability, ensuring that civil services are future ready and can deliver to larger economic and social mandates.

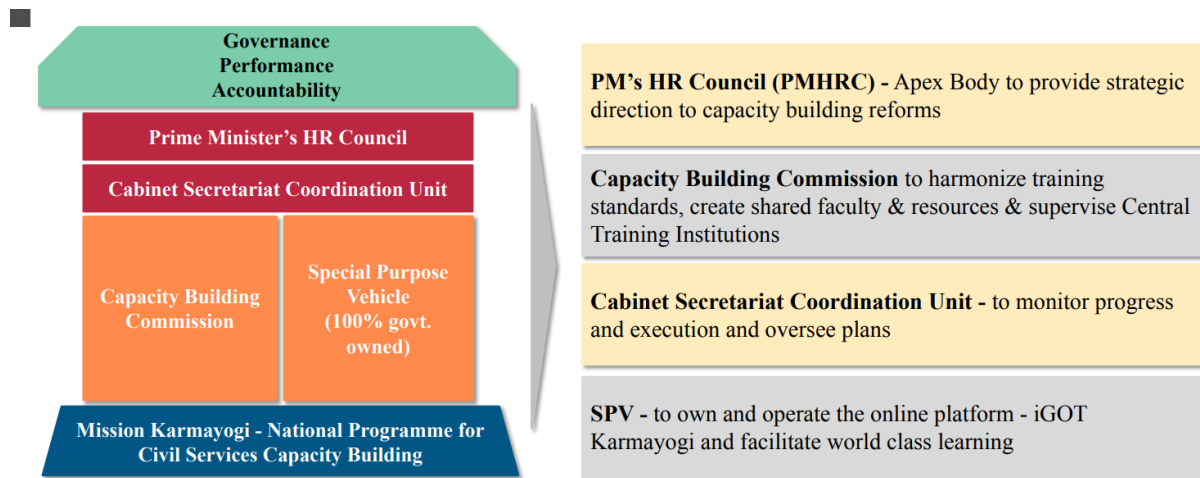
1.2 Objectives of Mission Karmayogi

- 1. Democratizing knowledge across all civil services** - making the same training available to all civil services across levels, cadres, and geographies by providing equitable access to the learning material across officers, world-class training will be available to larger section of civil services through online means.
- 2. Breaking service-based silos in capacity development, through development of a shared learning resource** - sharing of learning resources across services and CTIs – Physical Resources (e.g., classrooms, auditoriums), Human Resources (e.g., trainers) and Knowledge Resources (e.g., case studies). An official can enrol for a learning opportunity irrespective of whichever CTI/ Service is providing the course.
- 3. Moving to competency driven capacity development of all civil services, with operationalization of the Framework for Roles, Activities, Competencies including skills** - shifting from rule-based, supply-driven training to role-based, demand driven training where training is targeted to the individual official's needs, wants and aspirations. Shifting to the new paradigm will also ensure that individuals' competencies are matched with jobs, and training activities focus on bridging competency gaps for current and future roles.
- 4. Providing avenues to world class content for officers linked to academic / domain capacity of staff** - operationalizing a robust and evolving content marketplace where best-in-class content providers are onboarded on the platform. A key focus is on identifying and partnering with leading content providers.
- 5. Establishing objective and unbiased systems of evaluation to determine performance and integrity** - there are objective, fair, and independent means to determine performance and integrity of civil services, which will further reinforce the foundational values of public service.
- 6. Institutionalizing a framework for enhanced monitoring, evaluation, implementation, and impact on ground, for civil service capacity building** - providing all stakeholders with a single source of truth and ensuring that constant monitoring of the capacity building initiatives and the progress of IGOT Karmayogi remains of utmost importance.
- 7. Providing a forum to learn and discuss public HR practices** - establishing a means to showcase progress and engage in dialogue with multi-laterals, foreign governments, global academia, HR firms and NGOs.

Thus, a Programme Management Unit (PMU) has been envisaged to interface with various stakeholders in the institutional structure, coordinate roll-out across central and state departments, handhold and guide various stakeholders, manage, and support the implementation of National Programme for Civil Services Capacity Building and ensure timely progress against defined timelines. The Project Management Unit (PMU) will comprise of Project Management Consultants (PMC) who will be responsible for the management of various aspects of the Programme undertaken during the tenure. The PMC will manage the project implementation and coordinate

with various departments/ agencies/ stakeholders for ensuring smooth project implementation and meet the planned targets and ensure their outreach.

1.3 Institutional Framework



- a) **Prime Ministers HR Council:** The apex council of National Programme for Civil Services Capacity Building (NPCSCB). The council comprises of eminent public HR practitioners, thinkers, global thought leaders and representatives of the Indian political leadership under the Chair of Hon’ble Prime Minister of India. This council is conceived to be the apex body for driving and providing strategic direction to civil services reforms and capacity building. It will identify areas for policy intervention, approve the National Capacity Building Plan and review and provide guidance on reports submitted by other tiers of the governance structure and the annual Global Public HR Summit.
- b) **Cabinet Secretariat Coordination Unit:** The coordination unit, under the Chairmanship of the Cabinet Secretary, will monitor the implementation of the NPCSCB. It will align all stakeholders and provide mechanism for overseeing capacity building plans. The Coordination Unit comprising of nominated Secretaries to the Government and Cadre Controlling Authorities will also serve as the secretariat for the PMHRC. An officer of appropriate seniority and rank will be designated to function as Member Secretary of the Unit.
- c) **Capacity Building Commission:** The Capacity Building Commission has been constituted on 1 April 2021, by the Government of India as an organization under the DOPT. It has been mandated to drive standardization and harmonization across the landscape of Indian civil services. As the custodian of civil services capacity building reforms, the Commission’s role is central to the overall institutional framework of Mission Karmayogi. Established as an independent body with complete executive and financial autonomy, the Commission comprises of three Members and is supported by an internal Secretariat. The Secretariat is headed by an officer in the grade of Joint Secretary to the Government of India (designated as the Secretary to the Commission). The Members have been appointed from diverse backgrounds to ensure adequate representation of multiple perspectives such as those of state governments, public sector, private sector, academia etc. The core purpose of the Commission is to build credibility and shape a uniform approach to capacity building on a collaborative and co-sharing basis.

2. Karmayogi Bharat - SPV Overview

A key component of National Programme for Civil Services Capacity Building (NPCSCB) is Karmayogi Bharat. Karmayogi Bharat is the Special Purpose Vehicle (SPV) which was incorporated on 31.01.2022 under Section 8 of the Companies Act, 2013 as a 100% Government owned not for profit Company. Karmayogi Bharat will operate the iGOT Karmayogi platform, manage its overall governance and ensure that it meets the objective of anytime, anywhere, any-device learning for civil service officials to enhance their overall competency. The organization will be responsible to operate the iGOT Karmayogi platform and any other digital assets pertaining to the Programme. It will be responsible for owning, managing, maintaining, and improving the digital assets, i.e., iGOT-Karmayogi (Integrated Government online Training) the digital/e-learning platform, including the IPR of all software, content, process etc. on behalf of Government with an annual subscription-based revenue model.

Karmayogi Bharat has the responsibility to deliver and manage the below mentioned business services:

1. Design, implement, enhance, and manage the digital platform and infrastructure including the IPR of all software, content, process etc. on behalf of Government.
2. Create, buy, source internally, curate content and ensure validation of the content on iGOT-Karmayogi by the relevant parties.
3. Manage and deliver proctored assessment services.
4. Manage governance of telemetry data and make such data/ analysis available to identified authorities.
5. To comply with relevant guidelines and regulations issued by the Government or the Capacity Building Commission (CBC) and conduct periodic quality checks for improvements.
6. Manage and own the IPR of all assets created on behalf of Government.
7. Make available robust grievance management mechanism for seamless operations.
8. Manage procurement in compliance with relevant Government norms and guidelines.
9. Providing to DoPT all the relevant information to enable it to respond to Parliamentary oversight, CAG oversight and effectively discharge its collaborative role vis-a-vis the NPCSCB.

Karmayogi Bharat wants to hire the services of a consulting organisation to setup a Project Management Unit (PMU) for carrying out the tasks as detailed in the section below.

3. iGOT Karmayogi Solution Overview

iGOT Karmayogi is a learning platform aimed at promoting capacity development among civil services. iGOT Karmayogi is not merely an online, face-to-face, and blended learning portal. It is a solution built to be 'fit for purpose' to meet the exact learning needs of the civil services. It creates an environment of continuous, frictionless, guided learning for any official, where she can have 24x7 visibility on her learning gaps and overall professional development. By enabling a shared learning architecture, the platform allows officials, departments, managers and training institutions to cross leverage courses, other learning resources and competency testing arrangements. While iGOT Karmayogi brings the responsibility of learning to the learner, it also provides mechanisms by which departments and managers can guide, monitor, and mentor officials in their capacity development journey.

iGOT Karmayogi shall serve as a uniform platform at national level where different ministries, departments and organizations of the central and state governments shall be onboarded as separate

tenants on the platform. Each tenant being onboarded on the platform shall be able to customize their tenants according to their needs and operate it for their own purposes. The central tenants shall at center and state level shall be able to view the data for monitoring and progress of the program and shall be able to make decisions and drive interventions basis the data being reported through the platform.

Given the complex nature of the services of the program and build a world class capacity building ecosystem for civil servants in the country the iGOT Karmayogi platform shall have different components which will work seamlessly together to provide end to end user experience aligned to the program requirements. The major components of the platform are as detailed below:

- a) **SPV Portal:** This portal facilitates the creations of tenants and master users for the Ministry/ Department/Organisations (MDO's) being onboarded on the iGOT Karmayogi platform.
- b) **MDO Portal:** The portal helps to manage department users, manage and upload courses on behalf of the departments and help to define the FRAC and framework for the respective departments
- c) **User Hubs:**
 - i. **Learning Hub:** This is the learning center of the platform where users can view, and complete courses linked to their competencies. These courses can be of different types such as self-paced learning, Web based trainings (WBT), Instructor led trainings (ILT) etc.
 - ii. **Network Hub:** This is the networking center for the platform where users can network with each other view job openings, prepare for interviews, market their profiles among different ministries and departments etc. This is hub is like civil services officer LinkedIn network.
 - iii. **Discussion Hub:** This is the discussion forum for civil servants which facilitates discussion among user groups, creation of group, posting of comments and content materials such as videos or documents, like and share posts among groups etc.
 - iv. **Competency Hub:** Based on the FRAC defined for each role a user would be able to manage his or her competency profile with the help of this hub. The hub shall facilitate users to view their competency profiles the career roadmap along with competencies required to move to next level along with competencies required to switch to other roles that might be of interest to him and map it to relevant courses and content on the portal to acquire or build new competencies.
 - v. **Career Hub:** This is the hiring interface for the iGOT Karmayogi platform for different government departments. The hub shall facilitate different departments to advertise jobs which users can apply based on their competencies and skills sets. The hub shall facilitate conduction of interviews and candidate screening and shall enable to float offers to select candidates.
 - vi. **Events Hub:** This hub shall facilitate user departments to host and manage online and offline events effectively and efficiently
- d) **Enabling Services:**
 - i. **CBP Portal:** The portal shall be utilized by capacity building partners to contribute content and create courses on iGOT Karmayogi. The portal shall manage the entire lifecycle from registration to course and content management for the Capacity Building Partners being onboarded on iGOT Karmayogi
 - ii. **Assessments:** These shall be available as plug in services being offered by different assessment solutions provides empanelled for iGOT Karmayogi platform. The solution shall be utilized by any department through any assessment partner as per the choice of the department to conduct high stake assessments as per requirements. The assessment

can be of different types such as computer-based exams, proctored assessments, simulation tests etc.

- iii. **Market Place:** This is a place where paid courses, professional memberships etc shall be available from different commercial partners which can be availed by department users by payment the requisite amount of fee online.
 - iv. **iGOT Wallet:** This shall facilitate gamification on the platform. Users shall be able to accumulate karma points on the wallet which can be redeemed against buy courses, professional memberships on the platform.
 - v. **FRAC:** This shall help in defining the competency framework for different functions and roles in various government departments and tie it to the competencies required by various civil servants to perform their duties and fulfil their responsibilities.
 - vi. **Competency Passbook:** The competency passbook is a repository of competency that the users carry it shall be updated time to time basis the courses and activities that the user undertakes on the platform.
- e) **Value added services:** These services shall be onboarded on the platform to enhance user experience
- f) **Data and Dashboards:** Every component of the platform emits data which shall be captured and presented as dashboards to different types of users such as administrators, platform users, partners etc.

4. Scope of Work

Given the complex nature of the project it is expected that the project and its activities will continuously evolve over the due course of time. National Programme for Civil Services Capacity Building will be rolled out in phases, multiple tracks may often be running in parallel, with different departments being at different stages of roll-out. Further, given the transformative and widespread nature of this initiative, stakeholder groups will be onboarded, and all required activities will be performed to ensure readiness, onboard, and create/learn on the platform. Thus, to ensure timely roll-out and successfully onboard central and state departments, a project plan capturing activity (for different stakeholders), different tracks and different stages of onboarding will be rolled out. In this context, a key task of the PMC will be to support SPV in developing and continuously updating the project plan and to provide overall support to SPV in creating strategy and policy documents as required for the Programme.

However, the project activities may be categorised under the below key major work streams:

1. Strategy Development and Project Planning

The project requires on boarding of different types of stakeholders on to the platform and ensuring that they interact with each other seamlessly and meaningfully thereby creating value for the end user. The on boarding of different stakeholders shall happen gradually on the platform. However, it will be imperative for Karmayogi Bharat to keep the activities on the platform on going while the features and functionalities keep on evolving on the platform. This shall require Karmayogi Bharat to develop an agile and robust strategy roadmap in line with the program vision and objectives. The strategy shall evolve as the program evolves and shall require robust and adequate planning. The below list of indicative activities shall be required to be performed by the PMU team for this work stream

- Supporting the core team of Karmayogi Bharat in defining the short- and long-term strategy for the program.
- Updating strategy and course correction from time-to-time basis the program response
- Prepare detailed project plan as per project implementation strategy

- Development and continuous updation of the project plan that captures activities (for different stakeholders), different tracks and different stages of onboarding to ensure timely roll-out and successful onboarding of central and state departments.
- Design of strategic options/approaches that should be considered as interventions to drive outcomes for the programme
- Monitor and review the progress of project (on implementation and roll out)
- Prepare and review monitoring templates, maintain a log of project plan, track plans, department plans etc., prepare, and circulate progress reports and facilitate identification of systemic challenges and point grievances
- Identify delays in progress and prepare intervention strategies to accelerate the progress
- Provide support to Karmayogi Bharat in various procurement activities

2. Project Management and Monitoring Support

To monitor and review the progress of project (on implementation and roll out), the PMC will prepare and review monitoring templates, maintain a log of project plan, track plans, department plans etc., prepare, and circulate progress reports and facilitate identification of systemic challenges and point grievances. Through articulation of field issues and close coordination at the unit level, the PMC will identify delays in progress and prepare intervention strategies to accelerate the progress. The PMC will also regularly escalate issues to DoPT and appraise them on a daily/bi-weekly/monthly basis on the progress. By closely monitoring stakeholders on pre-defined performance metrics, the PMC can rapidly resolve challenges and ensure timely implementation.

- Developing and managing a project plan compiling plans for all project components, including platform implementation, onboarding etc. Monitoring and review of the overall implementation and roll out of the programme.
- Support and closely monitor stakeholders on pre-defined performance metrics, to ensure timely resolution of challenges and efficiency in implementation.
- Develop a system for monitoring and evaluation (M&E) of the target outcomes and outputs. The M&E system will maintain records on implementation and generating the data and evidence necessary to document progress and results.
- Regularly escalate issues to DoPT and appraise them on a daily/biweekly/monthly basis on the progress.
- Preparation and circulation of progress status reports
- Close coordination with various stakeholders
- Identification of delays in progress and preparation of intervention strategies, including escalation of issues/concerns to Karmayogi Bharat leadership
- Tracking and monitoring of SPV and its activities

3. Outreach Support

A key element to the success of this initiative includes outreach activities to build awareness amongst citizens and end users. The PMU will leverage this approach to continuously develop outreach collaterals, thus building awareness and support of the Mission Karmayogi. This will include:

- Design programs on spreading awareness and sensitization of benefits of iGOT Karmayogi Platform
- Identify target audience to create awareness about new initiatives and how those are creating impact in the society
- Define roles and responsibilities of stakeholders and handhold government departments and institutions to fulfil mission goals and Karmayogi Bharat departmental KPIs for shared ownership
- Inform/recommend policy interventions based on data driven analysis throughout implementation of the mission (data, IPR, eLearning, assessment, governance etc)
- Support in the outreach activities and provide SOPs and mechanism for civil servants networking, peer to peer interactions including high profile annual events
- Create Multi-channel targeted campaigns on information dissemination - online and offline methods of information dissemination to cover all Central Ministries/departments/organizations and States
- Conduct capacity building workshops at Centre and States for extending handholding support and enable onboarding of ministries/departments/organizations on the platform, registration of users, upload of content, consumption of courses etc.
- Communicate and promote mission information, progress, and outcomes for stakeholder buy-ins
- Integrate feedback from stakeholders and partners for improvement of outcomes.
- Structure delivery of Karmayogi Bharat deliverables and track progress and impact through annual capacity building plans, reporting frameworks and publish reports on successful initiatives and outcomes.

4. Coordination Support

Given the vast operations of iGOT Karmayogi and the diverse landscape comprising of stakeholders in the public and private sector (e.g., technology providers, content creators, learners, broadcasting agencies, outreach agencies etc.), the PMU shall also undertake coordination activities and provide support to other identified stakeholders. This will include:

- Receiving, compiling, and providing clarifications to the stakeholders on the documents issued by DoPT/Karmayogi Bharat
- Preparing reports on the pertinent clarifications and providing other necessary support as sought by stakeholders
- Liaising with other stakeholders on aspects like data integration and exchange, content curation, standardized assessments etc.
- Provide administrative support to entire program
- Preparation and circulation of progress status reports
- Close coordination with various stakeholders
- Any other administrative activities, as required for the Programme
- Assist SPV in identifying the key competency gaps exhibited by the employees/ cadres and suggest trainings (recommended and mandatory) based on the gaps
- Any other activities needed for setting up and operationalization.

5. Content Support

To support SPV in framing the overall e-learning Content Strategy for Mission Karmayogi, support SPV in identifying and onboarding suitable content, validate that the content aligned to quality guidelines and ensures that the content is appropriate to be onboarded on iGOT Karmayogi. Review of Content is also to be done regularly to ensure the quality check.

- Support SPV in developing or procuring suitable content from DoPT's perspective – either for the cadre supported by DoPT or for Behavioural Competencies.
- Assist the stakeholders in identifying the key competency gaps exhibited by the employees/ cadres.
- Support SPV in bringing content from third parties/universities/ organizations
- Organizing workshops and training sessions on preparation of online and blended content as per platform guidelines
- Support Karmayogi Bharat and Ministries/Departments/Organizations in identifying and onboarding suitable content
- Validate that the content aligns to quality guidelines and ensure that the content is appropriate to be onboarded on iGOT Karmayogi Platform
- Support in various activities related to centralised development of content based on request from ministry/ government
- Help monitor content development activities of different ministries and departments and act as a bridge between SME and Content development agencies
- Assist ministries/departments in identifying the key competency gaps exhibited by the employees and suggest trainings (recommended and mandatory) based on the gaps
- Assist content creators/reviewers/publishers of various departments to upload content on the platform
- Assist Procurements and Contract Management resources
- Provide support to Karmayogi Bharat in enabling ministries/departments/organizations to tag correct competencies with the courses uploaded by them
- Assist in operationalizing FRAC by conducting workshops to disseminate standard process of FRACing with ministries/departments. In doing so, the resources will work with the guidance of the Karmayogi Bharat, the FRAC CoE or CBC, as appropriate and will be guided by the FRAC Strategy, Standard Operating Procedures and Templates, which will be developed by the FRAC CoE.

6. Training and handholding support

To ensure successful delivery of the envisioned benefits of any initiative, the adoption or acceptance is of paramount importance. The PMU will support Karmayogi Bharat in these activities:

- Preparing and publishing toolkits, guidelines, best practices, frameworks, etc.
- Create and manage a knowledge repository about various processes namely registration, onboarding, uploading courses on the platform etc. which other departments can utilize

- Liaison and help organize handholding workshops and training sessions, including planning and execution of activities and preparation of supporting material
- Ensure that knowledge can be accessed on a continuous basis and by the right stakeholders
- Suggest the profiles of participants and document the workshop learnings

7. Technology Management

Act as an interface between Karmayogi Bharat and all Technology Vendors for enhancement and management of iGOT Karmayogi platform

- Interface between Karmayogi Bharat and vendors to ensure that implementation of platform features is on track as per the platform roadmap
- Support Karmayogi Bharat to make amendments to the roadmap if necessary, including inclusion of prioritized new features and deprioritizing existing features, in collaboration with Technology Advisory Group/ Committee
- Support Karmayogi Bharat in defining Product Roadmap, elaborating new platform features/requirements as Requirement Specification Documents
- Service Level Agreement (SLA) monitoring and audit of the SLA reports submitted by the vendors
- Issue Resolution Support: Work closely with the vendors to ensure issues are resolved on time while enabling inter-vendor coordination or working on workarounds in agreement with all stakeholders.
- Ensuring all platform related documents are up to date from all vendors
- Assist the Procurement and Contracts Management resources in preparing RFPs, Bid Process Management and subsequently during contract management, especially with assessments to SLA compliances
- Support Karmayogi Bharat during outreach sessions to resolve issues of ministries/departments pertaining to iGOT Karmayogi platform, including user management, content authoring, FRAC operationalization etc.
- Help define and develop different dashboards including identification of key data points for reporting and program management and monitoring

5. Team Composition and Qualification Requirement for the Key Experts

Karmayogi Bharat intends to engage technical & managerial consultants (up to 12 professionals) with specific domain experience to provide requisite support for effective implementation and monitoring of the project. As a minimum, the Consultant's team will comprise of the following Experts who shall meet the requirements of qualifications and experience Tabulated below. Consultant shall submit CVs of the persons proposed as Experts for each Key Position along with the Technical Proposal in response to RFP (when issued). These CVs will be evaluated only at the time of evaluation of the Technical Proposal. Numbers and positions of key experts are indicative only and may change at the RFP stage.

The selected bidder shall deploy a team of skilled resources for the period of contract duration, which can be extended at the discretion of the Client. The Client reserves the right to increase or decrease the number and type of resources as per project requirements, at any given point in time. In case of any

change in requirements, the selected bidder will provide required manpower as per requirements defined herein. Below resource details are tentative and will be finalised at the RFP stage.

S.No.	Position of Key Expert	Number of Resources	Qualification and Experience	Roles and Responsibilities
Track 1: Program Management				
1.	Program Management Lead	1	<ul style="list-style-type: none"> • Post-graduate or equivalent in Management • 12+ years of experience with at least 5 years in IT consulting/ IT Advisory services • Experience in leading a team of more than 15 consultants, meeting timelines, and ensuring quality of the deliverables. • Experience in leading large (having at least 10 lacs user base) citizen centric digital transformational project • Demonstrated track record of leading high-performance teams to successful attainment of challenging goals. 	<ul style="list-style-type: none"> • Overall Project Monitoring & Reporting to the CEO and senior leadership at Karmayogi Bharat • Close coordination with various stakeholders • Develop project plan, strategy, and policy documents. • Program strategy and implementation support • Program design in close collaboration with other tracks and client stakeholders • Support Karmayogi Bharat in development of SOPs, Packages, Templates and Toolkits for different programs. • Support Karmayogi Bharat for pilot implementation of identified programs and planning for national scale based on pilot Learnings. • Facilitate organization of workshops, conferences, and consultations for cross-sharing/dissemination of best practices;
2.	Program Management Consultant	1	<ul style="list-style-type: none"> • Post-Graduate or equivalent in management or related discipline • 3-6 years of experience of working on planning and management of large-scale, National/state level transformation programs in the skills/capacity building/Education/ IT advisory 	
3.	Contract and Procurement Management	1	<ul style="list-style-type: none"> • Post-Graduate or equivalent in management /procurement and supply chain management or related discipline • 6-10 years of experience as an experienced Contract and Procurement Manager with vast experience in govt. procurement management but not limited to, sourcing, 	

			contract negotiation, monitoring, and reporting contract performance in a large-scale IT Transformational project in Govt. sector.	<p>Government of India or World Bank norms & policies or as applicable under project</p> <ul style="list-style-type: none"> ● Preparing and negotiating the terms and conditions of contracts ● Assisting in the preparation of various contracts - Draft the GCC/SCC and SLA's/Penalties clauses of the contract. ● Assisting in drafting various MoU, Agreement, etc with ecosystem partners ● Ensuring all contract documentation is up to date ● Ensuring contract compliance with the company's policies and procedures ● Investigating and addressing contract issues and resolving legal disputes
4.	Change Management	1	<ul style="list-style-type: none"> ● Post-graduate or equivalent in Human Resource Management or any other related field ● 6-10 years of relevant work experience ● Experience of developing the overall Organizational Change Management strategy and detailed plan for the full lifecycle of the technology implementation ● Ability to lead change management, organizational alignment, communications, and training ● Minimum two experiences in executing organizational change management initiatives (communications, training, change readiness assessment, impact analysis, stakeholder management, leadership alignment, etc.) 	<ul style="list-style-type: none"> ● Apply a structured methodology and lead change management activities: Leverage change management methodology, process, and tools to create a strategy to support adoption of the changes required by a project or initiative. ● Support communication efforts: Enable the design, development, delivery, and management of key communications. ● Assess the change impact: Conduct impact analyses, assess change readiness, and identify key stakeholders. ● Support training efforts: Provide input, document requirements, and support the design and delivery of training programs.
Track 2: Technology				

5.	Technology Lead (Solution Architect)	1	<ul style="list-style-type: none"> ● B. Tech/BE/MCA or equivalent from recognised institute ● 6-10 years of relevant work experience ● Experience as a solution architect for at least 2 completed IT projects in a large Government/ Enterprise environment (with a consultancy value of at least INR. 20 million) ● Experience in end-to-end application development lifecycle ● Comprehensive knowledge of overall software architecture and software engineering methodologies, principles, and practices ● Experience in database, storage, networking, and security architectures Experience in working on large-scale distributed and heterogeneous IT systems 	<ul style="list-style-type: none"> ● Work with CTO and Coordination with technology vendors for enhancement and management of iGOT Karmayogi platform ● Defining of Product Roadmap, elaborating new platform features/requirements as Requirement Specification Documents ● Monitoring of progress of platform features implementation as per the platform roadmap ● SLA monitoring and audit of the SLA reports submitted by the technology vendors ● Work closely with the vendors on timely issue resolution ● Ensure completeness and updation of all platform related documentation from all vendors ● Should be able to develop and execute solutions which reduce the percentage of time spent on reactive work
6.	Technology Consultant	1	<ul style="list-style-type: none"> ● B. Tech/BE/MCA or equivalent from recognised institute ● 3-6 years of experience in Technology Design & Architecture, Deployment & Testing ● Should have completed at least 2 projects in large Government/Enterprise environment as technology consultant 	<ul style="list-style-type: none"> ● Should be able to assist domain architecture team on solutions management and timing of financial spend for application solutions ● Assist in the identification and recommendation of appropriate solutions, upgrades, replacements, or decommissioning options incorporating business and technology productivity, usability, and total cost of ownership ● Review business context for solutions to Karmayogi Bharat challenges as well as defining the vision and requirements for the solution, recommending potential options, (which may include RFIs, RFPs or prototype development),

				selecting the most optimal option, and the development of a roadmap for the selected solution.
7.	Business Analyst		<ul style="list-style-type: none"> • B. Tech/BE/MCA or equivalent from recognised institute • 3-6 years of experience in technology business analysis in government or enterprise 	<ul style="list-style-type: none"> • Should be able to gather business requirement and document them properly • Should be able to analyse design of technical system and business models. • Prepare workflow diagrams and flowcharts • Utilize IT data to derive business insights • Draft nonfunctional requirements which include the system's quality attributes, such as usability, security, reliability, performance, availability, and scalability.
Track 3: Content				
8.	Content Lead	1	<ul style="list-style-type: none"> • Post-graduate or equivalent in Management or related discipline • 6-10 years of relevant experience as lead learning and content design • Experience in Develop, revise, and manage eLearning, instructor-led, blended learning, and virtual training curricula • Experience in Design, develop and conduct assessments and evaluations for global audiences • Experience in Project management of all phases of a learning project - analysis, design, development, implementation & evaluation • Should be proficient in development of storyboards and should be proficient in at least one of the technology tools such as Articulate 360, Captivate, Adobe Creative suite etc. 	<ul style="list-style-type: none"> • Project management support for content development, revisions, and project management of Instructional design projects, including but not limited to development of web-based learning, mobile-based learning content, video scripting and storyboarding, managing content revisions and versioning, creating, and maintaining quick reference guides and performing all necessary testing to ensure training materials function on Karmayogi Bharat platform • Assist Ministries/Departments/Organizations in identifying and onboarding suitable content by providing standard operating procedures, reference documents etc. • Assist in structuring existing content to create the best possible experience for the user

			<ul style="list-style-type: none"> Should have independently managed at least 2 content development project and should have experience in leading and managing a team of content developers, instructional designers, and graphic designers 	<ul style="list-style-type: none"> Work with Subject Matter Experts (SMEs) to identify and capture learning content Support ministries/departments in identifying the key competency gaps exhibited by the employees and suggest trainings based on the gaps identified
9.	Content Consultant	1	<ul style="list-style-type: none"> Post-graduate or equivalent in Management or related discipline 3-6 years of relevant experience as lead learning and content design in at least 2 projects with scope including, <ul style="list-style-type: none"> Designing of standard e-content guidelines Rubrics of high-quality content and assessment evaluation 	<ul style="list-style-type: none"> Validate that the content adheres to quality guidelines and is appropriate to be onboarded on the platform Support in various activities related to centralised development of content based on request from ministry/ government Assist content creators/reviewers/publishers of various departments to upload content on the platform
10.	Instructional Designer	1	<ul style="list-style-type: none"> Bachelor's or master's degree in instructional design, education, instructional technology, or a related field. Minimum 5-8 years of experience as Instructional designer with reputed LMS/ education sector organisation preferably in Government sector or educational setting. Proficiency in instructional design software and tools, such as Adobe Captivate, Articulate Storyline, Camtasia, or learning management systems (LMS). Strong knowledge of instructional design principles, learning theories, and adult learning principles. Excellent written and verbal communication skills. 	<ul style="list-style-type: none"> Analyze learning needs: Collaborate with SMEs and stakeholders to identify learning objectives, target audience, and performance gaps that need to be addressed through instructional design. Design instructional materials: Design and organize content into logical learning modules or lessons. Develop instructional content: Create a variety of instructional materials such as presentations, e-learning modules, videos, interactive activities, assessments, and job aids, ensuring alignment with instructional goals and best practices. Utilize instructional design models. Incorporate multimedia elements. Select appropriate instructional methods. Conduct needs assessments:

				<ul style="list-style-type: none"> • Stay updated on trends and technologies
Track 4: Data				
11.	Data Analyst	1	<ul style="list-style-type: none"> • B. Tech/BE/MCA from recognised institute • Certification on Data analytics and hands-on experience in open-source data analytics tools. • 6-10 years of experience • Experience in visualizing data /outcome dashboards to support project monitoring and data-based action • Experience of at least 3 years in configuring and implementing big data analytics solutions 	<ul style="list-style-type: none"> • Support Centre and States in preparing periodic data reports for review and suggest improvements in programs based on data insights • Regularly share data insights and learnings from states and suggest program interventions at national level • Design and development AI, ML, Deep Learning based proof-of-concepts for automation of iGOT Karmayogi business processes. • Coordinating and collaborating with cross-functional teams, and stakeholders, and vendors for the smooth functioning of the enterprise data system. • Data mining or extracting usable data from valuable data sources. Using machine learning tools to select features, create and optimize classifiers • Processing, cleansing, and validating the integrity of data to be used for analysis. Analysing large amounts of information to find patterns and solutions • Ability to analyse existing tools and databases and provide software solution recommendation
Track 5: Outreach and Communication				
12.	Outreach Lead	1	<ul style="list-style-type: none"> • Post-Graduate or equivalent in management, marketing, or related discipline • 6-10 years of work experience in Marketing/Business Development 	<ul style="list-style-type: none"> • Prepare an IEC framework as a guidance for central organizations and States/UTs • Work with states in designing plans for sustainable, ongoing outreach for different Programs:

			<ul style="list-style-type: none"> • Excellent communication skills 	<ul style="list-style-type: none"> • Design tangible as well as intangible goals of the outreach. • Assist in identifying the key stakeholders in the central/state/district levels which can be leveraged as influencers in reaching out to target audience
	Total	12		

6. Reporting Requirements and Time Schedule of Deliverables

The selected bidder shall be responsible for reporting the progress of the development of the platform and the functioning of the platform on a regular basis. The list of key deliverables are as detailed below:

S.No	Deliverables	Timelines
1	Team Mobilization	T+15 days
2	Project Charter, Project Plan, and Inception report	T+1 Month
3	Completion of Knowledge Transfer along with Handover signoff	T+2 Months
4	Monthly Progress Report (should include but not limited to the following) <ul style="list-style-type: none">• Key Project Activities• Project Progress as per defined timelines• Issues and Bottlenecks• Key decision points• Other requirements	Monthly
5	Quarterly Platform Report (should include but not limited to the following) <ul style="list-style-type: none">• Key Project Activities• Project Progress as per defined timelines• Issues and Bottlenecks• Key decision points• Other requirements	Quarterly
6	Project Closure report	End of project

7. Client Input and Counter Part Personnel

7.1 Project Steering Committee

A Project steering Committee (PSC) will be set up by Karmayogi Bharat under the chairmanship of CEO, Karmayogi Bharat to support and assist to enhance coordination and smooth implementation of the Project. The Committee deals into all technical and operational issues of the Project. The Committee will monitor and review the progress of the Project. The mandate of PSC is to provide the strategic direction and vision to the project as per the changing technology requirements. PSC shall review and approve recommendations / change requests (if any), resolution of any project issues. PSC shall meet monthly, at a minimum or frequency defined by CEO to discuss the following agenda items:

- i. Project Progress
- ii. Delays, if any – Reasons thereof and ways to make-up for lost time
- iii. Issues and concerns
- iv. Project risk review and their proposed mitigation plan
- v. Timelines and anticipated delay in deliverables if any
- vi. Replacement of any PMC official- review and approval
- vii. Any other issues by permission of the Chairman of PSC

7.2 Other Facilities

Karmayogi Bharat shall provide for necessary seating arrangement and internet connectivity for the key team members required to work out of Karmayogi Bharat offices.

8. Contract duration

The initial duration of the contract will be three (3) years with provision of extension of contract for another two (2) years as per project requirement, at the discretion of Karmayogi Bharat on satisfactory performance by the PMC.