Request for Proposal (RFP)

Development Of National Occupational Standards For Job Roles in Leather Industry

Issued by: Leather Sector Skill Council

CMDA Tower II, Gandhi Irwin Bridge Road Egmore, Chennai – 600008

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LEATHERSECTOR SKILL COUNCIL - AN INTRODUCTION

Leather Sector Skill Council (LSSC) is a Not-for-Profit organization, registered under section 25 of the Indian Companies Act, 1956. The Council has been promoted by Council of Leather Exports (CLE) with financial support from the National Skill Development Corporation (NSDC). To focus on establishing an effective and efficient eco-system for development and imparting of skills for the Leather industry including relevant curriculum, courses, information database, delivery system, standardization, accreditation and certification processes to enhance the employability of the Indian workforce globally.

The mandate for LSSC is:

- 1. Setting up Labour Market Information System (LMIS) to assist planning and delivery of training.
- 2. Develop a sector skill development plan for the Leather Industry based on the National Policy on Leather.
- 3. Development of National Occupational Standards (NOS) customized & implemented towards Indian Standards & Requirements and adopted by the Leather Industry.
- 4. Developing career path, skill competency standards and qualifications for upgrading youth/work force at par with the developed countries.
- 5. To help the member organizations across market verticals sharpen their business focus, updating on the emerging market trends and development.
- 6. Standardization of affiliation and accreditation process & participation in the process.
- 7. Plan and execute training of trainers.
- 8. Ensure delivery of training programs by accredited organizations as per industry norms and standards.

The Leather SSC is looking at carrying out pilot training projects in different states based on an Occupational Standards led curriculum and content.

REQUEST FOR PROPOSAL

- LSSC seeks RFP from reputed consulting firms/ consortium which can undertake the job of development of "National Occupational Standards" as per the scope given in this RFP document.
- LSSC, through this Request for Proposal (RFP), seeks to select competent consulting firms/consortiums with relevant experience and capabilities to develop National Occupational Standards (NOS) for job-roles within the certain Leather processes in India.

PROJECT SCOPE & BRIEF

The Indian leather sector represents Rs 35,000 Crore industry with over 50% of revenues from exports, making a strong contribution to the economy of the country. With good availability of raw material and reasonable wage rates, the sector is being targeted for stronger growth driven both by increasing demand in the local market as well as enhanced competitiveness in the export market.

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

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

Scope of Work

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

A. Occupational Mapping

Identify & validate the job roles within the different trades/processes given below across the different segments within the Leather Industry.

- Profiling of Job Roles, including expected out come and competencies required to achieve the expected outcome.
- Career paths / Opportunity for progression, commencing from the unskilled worker level to the skilled worker level.
- Identification and Elucidation of skill deficiencies / gaps in Health, Safety, Environment, generic social and domain specific.
- Employment opportunities for school drop outs/unemployable academically qualified youth.
 - Finished Leather
 - Splitting
 - Buffing and
 - Shaving operations
 - Leather Goods/Accessories /Garments
 - Stitching
 - o Footwear
 - Cutting and
 - Lasting
- ❖ The validation of the given job roles have to be done as per the sector profile & requirement considering the geographical variations and location of leather industries (state-wise) and workforce at various levels
- ❖ Job role functions to be on modular basis with anticipated changes in employment patterns and future requirements.

A. Functional Analysis

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

So the functional analysis should follow the stages given below:-

Key Purpose

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

Identification of Possible NOS Title: "What needs to happen to achieve each function?"

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

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

B. <u>Development of National Occupational Standards</u>

• Develop National Occupational Standards & Qualification Packs for occupations which cover the job roles across different processes/ trades within the Leather industry:

Segment	Job Roles
Finished Leather	 Splitting operations
	2. Buffing operations
	3. Shaving operations
Leather Goods/Garments	1. Stitching
Footwear	1. Cutting
	2. Lasting

- Validation through Key Stakeholders (as per the NSDC mandate on NOS creation)
- Finalized version of NOS and Sustainability Plan to maintain the relevance and currency of NOS
- While preparing occupational standards, all existing standards in Leather industry, including those in other countries, shall be studied and assessed and best practices be taken into consideration.
- National Occupational Standards should categorically mention Function Description and Competencies – Knowledge (Generic and Domain Specific), Skills (Generic and Domain Specific) and Assessment Criteria.

Occupational Standards should also have:

- Unique Reference Number: A combination of 3 letter and 4 numbers code that identifies the standards has been set up by Leather Skill Development Council of India.
- Qualification Packs to define the set of NOS which are aligned to one Job Role.

(Please refer to the attached "NOS Protocol", prepared by NSDC)

SCHEDULE OF EVENTS

The following table provides a schedule of Events relating to this request.

Event	Target Date
RFP issued to the Vendors / Published on the website	14th June, 2013
Submission of Queries & clarification through mail/in hard copy	18th June 2013
Pre-Bid Meeting with Consulting Firm / Consortia	21 st June, 2013
Last date of submission of Proposals	28 th June , 2013
Presentation by Vendors	2 nd July 2013
Award of Contract by LSSC	5 th July 2013
Commencement of implementation of Project	8 th July 2013

^{*} The dates furnished above are subject to revision by LSSC.

PROJECT DELIVERABLES & TIMELINES

S.No.	Activity	Timeline
1	Commencement of Implementation of Project	8 th July 2013
		(T)
2	Report on Occupational Mapping and Functional Analysis for the defined	T + 4Weeks
	trades	
3	Presentation on Interim Report on NOS for Functions/Job Roles	T + 6Weeks
4	Presentation of the final report on NOS after taking intoconsideration the	T + 8Weeks
	advice / views of LSSC and also after extensive consultation with stakeholders	
	to ensure their validation	
5	Presentation of NOS, QP and Sustainability Plan to maintain relevance of NOS	T + 10Weeks
	based on modules	

PROPOSAL OPENING AND EVALUATION CRITERIA

LSSC has constituted a National Committee on NOS (comprising industry members and the, Advisory Council) to open and evaluate the responses of the bidders to the RFP. Select bidders would be required to make a presentation to the LSSC National Committee on NOS.

Evaluation of Bid

A two-stage Evaluation Criteria will be adopted in evaluating the bids.

- The commercial bids will be opened and evaluated of only those consortia / consulting firms which fulfil the following conditions:
 - ✓ Prior Experience with regard to Preparation of NOS/ Courses, Curriculum & Syllabus for Sector Skills Council or any Govt. Department/ Ministry in India or Abroad &
 - ✓ Secure at least minimum technical score of 70% of the obtainable score of 100 points.
- ❖ Financial Bid: The Bidder shall indicate the prices of services it proposes to supply under the contract.

Clarification: The financial bids should cover the following, as given in the scope of work.

	Services	Fee for Services (INR)
>	Occupational Mapping (As per Activity A of Project Deliverable and Timelines)	
>	Functional Analysis (As per Activity B of Project Deliverable and Timelines)	
>	Creation of NOS of Job Roles	
	(As per Activity C of Project Deliverable and Timelines)	
	Total	

Combined Techno-commercial evaluation: In respect of all the qualified Bidders, in whose case, the commercial Bid has been opened a combined techno-commercial evaluation will be done by the LSSC as per the following procedure:

A combined "Score(S)" will be arrived at after considering the nominal commercial quote and the marks obtained in technical evaluation with relative weights of 30% for commercials and 70% for technical. The

combined evaluation shall be made by applying weightages of 70 and 30 for the technical and commercial scores according to the following formula:

On the basis of the above combined weighted score, the bidders shall be ranked in terms of the total combined score obtained. The Bidder with the highest combined score (H-1) will be declared successful and shall be recommended for award of the contract. After the identification of the successful Bidder, LSSC will follow the internal procedure for necessary approvals and thereafter proceed with notification of award of contract.

Example:

S. No.	Bidder	Technical Evaluation Marks (T)	Bid Price (C)	(Lowest C / C) * 30	(T / Highest T)*70	Score (S) (Out of 100)
1	ABC	95	71	0.85*30=25	1.00*70=70	95
2	UVW	85	65	0.92*30=28	0.89*70=62.3	90.3
3	XYZ	80	60	1.00*30=30	0.84*70=59	89

In the above example, ABC, with the highest score (H-1) becomes the successful bidder.

Technical Bid

Consortia / Consulting Firms must

- A. Have Prior Experience with regard to Preparation of NOS, Curriculum, and Syllabus, Courses for Sector Skills Council / Govt. Department / Ministry either in India or Abroad.
- B. Secure minimum technical score of 70% of the obtainable score of 100 points

S. No.	Evaluation Criteria / Definition		
1	Profile of the Firm / lead Bidder / Consultants Executing the Project		
	Members executing the project having minimum 3 years of relevant experiences (NOS, HR, Vocational Education, Talent Supply	15	30
	Management etc.)		
	Team with experience in Leather sector will be given a preference	15	
2	Spread and Reach of the Consortium / Consulting Firm		
	(Presence of operations across states / regions)		
3	Experience of the Consortium / Consulting firm in Leather projects in		
	India.		
	(Any project in addition to experience of creating NOS in Leather Sector / any 10		
	other Sector in India and abroad which is a must / experience in working with		
	Department of Leather – as given above "A"). The objectives is to und	lerstand	

	Total	100
6	Timelines for Execution (Capacity to achieve milestones and complete the project timelines as defined in the RFP)	15
5	Approach & Methodology of Execution (Description of the methodology to be adopted to execute the project. This includes approach, processes, research, access to data primary and secondary, key activities, work plan with timelines, and reporting and control mechanism to be used to efficiently manage the project)	15
4	Overall Understanding of the Project (Overall Understanding of the project and knowledge of National Occupational Standards & Qualification Packs and ability to meet the project objectives)	20
	the depth and knowledge base available with the consortium / consulting firm in Leather sector, necessary for successful execution of the project. Every relevant project to get 5 marks, Maximum 3 Citations	

Financial Bid: The Bidder shall indicate the prices of services it proposes to supply under the contract. All costs shall be inclusive of all taxes, duties, charges and levies of State or Central Governments, as applicable, at the date of signing the Agreement and subject to deduction of all statutory deductions applicable, if any. In case of upward revision to duties and taxes the Bidder will be responsible to incur the additional cost. The Bidder has to include all costs like Travel, Lodging and Boarding, Local Travel expenses etc. Incurred during the implementation and LSSC will not bear any additional costs on these.

PROPOSAL CONTENT GUIDELINES

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

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

Technical Proposal along with:

- A Descriptive note on the Project and deliverables as per your understanding.
- ❖ Approach paper with details on methodology: This section should demonstrate the Bidder's responsiveness to meet or exceed the specifications, given by LSSC. The description below briefly describes the proposed methodology. The selected vendor may suggest changes / additions / modifications for more effective achievement of the objective by:
 - Referring to the research studies which have already been conducted so as to have an overall understanding of the Human Resource structure in the leather industry.
 - Discussions with Industry stakeholders to carry out Occupational Analysis and develop Occupational Maps.
 - Carry out functional analysis to identify all purposeful activities required to perform the function.

- Identification of existing NOS, if any available, and refer to the same for carrying out functional mapping and developing NOS for the leather industry.
- Referring to NOS already in existence in other countries (US, UK, Canada, Australia) so as to ensure benchmarking
- Development of NOS with the following characteristics:
 - I. Clear, concise and readable, in unambiguous language.
 - II. Flexible to accommodate changes in future
 - III. Self-sufficient with minimum cross references
- Matching the NOS required as per current skills and projected skills and incorporating potential education and training needs in the future to fill in the gap.
- The format of NOS and Qualification Pack would be exactly as laid down in NSDC Protocol attached.

Prior Experience with regard to Preparation of NOS/ Courses/Curriculum & Syllabus – Details to be attached

Profile of Consultants Executing the Project - Details to be attached

Spread and Reach — Details of office / operations across States / regions

Time-lines for Execution of the Project - Your estimates.

PROPOSAL PREPARATION COSTS

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

BIDDERS' INQUIRIES AND LSSC'S RESPONSES

All enquiries / clarifications from the bidders related to this RFP must be directed in writing exclusively to Chairman, Leather Sector Skill Council, CMDA Tower II, Gandhi Irwin Bridge Road, Egmore, Chennai – 600008, Phone: 044 28594367, Fax: 044 28594363, e-mail: cle@cleindia.com)

VENUE AND DEADLINE FOR SUBMISSION

Proposals must be received at the address specified below by 28th June 2013.

by the authorized representative mentioned in the document.

- Any proposal received by the LSSC after the above deadline shall be rejected and returned unopened to the Bidder.
- The bids submitted by fax / e-mail etc. shall not be considered. No correspondence will be entertained on this matter.
- LSSC shall not be responsible for any postal delay or non-receipt / non-delivery of the documents. No further correspondence on the subject will be entertained.
- ❖ LSSC reserve the right to modify and amend of the above stipulated.

GENERAL INSTRUCTIONS

- Consulting Firms / Consortia submitting the proposal must be a legal entity duty incorporated under the law.
- Must have a Permanent Account Number (PAN) from Income Tax authorities.
- All the communications to LSSC including the proposal and the bid documents shall be signed on
 each page by the authorized representative of the bidder and authority letter should be
 attached with the bid.
- The bidders should submit their **proposal in 2 sets** of printed copies and a NRW CD as a single file in PDF Format.

The Bid should be submitted in two separate envelopes.

• Technical Proposal

Financial Bid

- All pages of the proposal must be sequentially numbered and shall be initialed by the Authorized Representative of the bidder.
- The technical part of the Proposal should not contain any pricing information whatsoever on the services offered. Pricing information shall be separated and only contained in the Financial Bid.
- Information which the Bidder considers proprietary, if any, should be clearly marked "proprietary" next to the relevant part of the text and it will then be treated as such accordingly.
- All prices shall be quoted in Indian Rupees (INR).
- Proposals shall remain valid for On Hundred and Twenty (120) days after the date of proposal submission prescribed by the LSSC. A Bidder granting the request will not be required nor permitted to modify its proposal.

The Bidder shall seal the Proposal in one outer and two inner envelopes, as detailed below. The outer envelope shall be addressed to:

Chairman, Leather Sector Skill Council, CMDA Tower II, Gandhi Irwin Bridge Road, Egmore, Chennai – 600008, Phone: 044 28594367, Fax: 044 28594363, e-mail: cle@cleindia.com)

Marked Clearly Proposal for – "Development of National Occupational Standards (NOS) of Job Roles in Leather Industry"

- (a) Both inner envelopes shall indicate the name and address of the Bidder.
- (b) The first inner envelope shall contain the technical information with 2 hard copies duly marked "Original" and "Copy" and one soft copy.
- (c) The second inner envelopes shall include 2 copies of the Financial Bid duly marked "Original" and "Copy".
- (d) The hardcopies of the Technical proposal and Financial Bid should be in separate sealed envelopes, clearly marked as "Response to RFP for Development of NOS for Job Roles in Leather Industry" (Technical proposal or Financial Bid as the case may be)
- (e) The outer envelope shall indicate the name and address of the bidder to enable the proposal to be returned unopened in case it is declared "late".

Both inner and outer envelopes shall be addressed to LSSC at the specified above.

The Bidder may withdraw its Proposal after the Proposal's submission, provided that written notice of the withdrawal is received by the LSSC prior to the deadline prescribed for submission of Proposals.

RIGHT OF LSSC

- At any time, LSSC may, for any reason, modify the RFP Document by an amendment.
- The amendment will be intimated to all proposers who confirm their intention to participate by email.
- In order to accord prospective Bidders reasonable time to take the amendment into account in preparing their bids, LSSC may, at its discretion, extend the last date for the receipt of the Bids.
- The bidders are allowed to resubmit their bid-if required, after such amendments.
- If LSSC deems it appropriate to revise any part of this RFP or to issue additional data to clarity an interpretation of provisions of this RFP, it may issue supplements to this RFP.
- LSSC may, at it's discretion, extend the deadline for submission of proposals by issuing a corrigendum through email to all confirmed proposers, in which case all rights and obligations of the project and the bidders previously subject to the original deadline will thereafter be subject to the deadline as extended.
- ➤ LSSC may terminate the RFP process at any time without assigning any reason. LSSC makes no commitments, express or implied, that this process will result in a business transaction with anyone.
- ➤ LSSC reserves the right to accept or reject any proposal, &to annual the short listing process &reject all responses at any time without thereby incurring any liability to the affected Bidder or Bidders or any obligation to inform the affected bidder or bidders of the grounds for the action.

PAYMENT TERMS AND CONDITIONS

- 1. The contract(s) signed with the successful consultant(s) will be a fixed price contract.
- 2. In consideration of the contractor satisfactorily completing all of its obligations under this contract, the contractor shall be paid a firm price based on deliverables.
- 3. Payments shall be made within 15 days by LSSC after submission of the invoice or claim by the Service Provider and upon verification and certification by the concerned official. CEO & Head Standards of Executive Group shall certify corresponding milestones agreed and achieved.
- 4. Payments shall be made in Indian Rupees / INR.
- 5. Amount payable to the Service Provider as stated in the Contract shall remain nonnegotiable and fixed during the tenure of the Contract.
- 6. It is proposed to enter into a deliverables based payment with the Bidding Agency selected to conduct this exercise details of which are as under:

S.No.	Activity	Payment Terms
1	Commencement of Implementation of Project	20%
2	Subject to approval of report on Occupational Mapping	20%

3	Subject to approval after presentation of Interim Report on NOS for Functions / Job Roles	20%
4	Subject to approval after the presentation of the final report on NOS after taking into consideration the comments of LSSC	20%
5	Subject to approval after the presentation of NOS, QP, Assessment Criteria & Sustainability Plan to maintain relevance of NOS	20%

AWARD OF CONTRACT

- To assist in the examination, evaluation and comparison of Proposals, LSSC may at its discretion, asks the Bidder for clarification / seek information on the Proposal.
- Arithmetical errors in the proposal will be rectified on the following basis. If there is a discrepancy between the unit price and the total price that is obtained by multiplying the unit price and quantity, the unit price shall prevail and the total price shall be corrected. If the Bidder does not accept the correction of errors, its Proposal will be rejected.
- Review meeting with LSSC will be held within 2 weeks of start of the Project and every two weeks in the following weeks or as and when required.
- > The decision of the LSSC Advisory Committee on NOS in the evaluation of proposals shall be final. No correspondence will be entertained outside the process of negotiation / discussion with the Committee.
- LSSC reserves the right at the time of award of contract to vary the quantity of services and goods specified in the RFP without any change in price or other terms and conditions.
- > The contract would clearly mention the Service Levels Agreement for all milestones with defined tasks and timelines.
- The Bidders performance to Service Levels will be assessed as per agreed Service Level Agreements (SLAs). Default will occur if Bidder fails to meet the target service levels, as measured on a monthly basis, for a particular Service Level.
- All delays, failures to adhere to the SLAs will attract a financial penalty. This will be mutually decided by the selected bidder and LSSC while signing the contract.

- Within 3 days of receipt of the contract the successful Bidder shall sign and date the contract and return it to the Purchaser.
- > The LSSC reserves the right to:
 - Reject any or all proposals received
 - Enter into negotiations with one or more Bidders on any aspects of the proposal
 - Accept any proposal in whole or in part
 - Award or negotiate one or more consultancy agreements
 - Verify any or all information provided in the proposal
- The contract to be entered into will be finalized mutually between selected vendor and LSSC and will contain standard terms and conditions. If, in the opinion of the LSSC, it appears that a contract will not be finalized with the selected vendor within three (3) days, negotiations with other vendors submitting responsive proposals may be undertaken.
- ➤ Final Report will be validated by the LSSC National Committee on NOS & Governing Council of LSSC.

Annexure I: Proposal Submission Letter

(RFP for Developing National Occupational Standards for Select Job Roles in the Leather Sector)

(to be on Proposer's letterhead)

То:
Dear Sir/Madam,
We, the undersigned, as Proposer, having examined the complete RFP document do hereby offer to develop National Occupational Standards for selected Job Roles in the Leathers Industry by LSSC in full conformity of your requirements as elaborated in RFP for the amounts mentioned by us in the Financial bid or such other sums as may be agreed to between us.
We hereby agree to all the terms and conditions stipulated in the RFP and submit herewith our proposal for the said Project.
Yours faithfully,
(Authorised Signatory)
In the capacity ofduly authorized to sign the proposal for and on behalf of Principal Proposer.

Annexure II: Letter for Submission of Technical Bid

(to be on Proposer's letterhead)

To

Dear Sir

Sub: Your RFP for "Developing National Occupational Standards for Select Job Roles in the Leather Sector"

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

A Descriptive Note on the Project & Deliverables
Approach Paper with details on methodology
Details of Prior Experience with regard to Preparation of NOS
Profile of Consultants Executing the Project
Company Profile, including date of establishment
Nature of Business
Turnover and Profits of last 3 years

We certify that all statements made with regard to the education and the experience of individuals proposed for completing the subject work are accurate and factual, and we are aware that the LSSC reserves the right to verify any information provided in this regard and that untrue statements may result in the proposal being declared non-responsive or in other action which the LSSC may consider

appropriate. We understand that LSSC is not bound to accept the offer and that LSSC has the right to reject the offer without assigning any reasons whatsoever.

Details of office / operations across states / regions

Yours faithfully,

Authorised Proposer Signatory (Name & Designation, seal of the firm)

Encl.: As above

Annexure III: Letter for Submission of Financial Bid

(to be on Proposer's letterhead)

10:	Date
Dear Sir/Madam,	
Sub: Your RFP for "Developing National Occupation Sector"	nal Standards for Select Job Roles in the Leather
Having examined and understood the proposal doc offer to develop National Occupational Standards with the said proposal documents for the sum of	
We undertake, if our proposal is accepted, to delive in the RFP. Until a formal contract is prepared and acceptance thereof and your notification of award,	
(Signature) (Name) (in the capacity of) duly authorized to sign proposal for and on behalf of	of the Proposer.
Encl.: Schedule of prices (Financial Bid)	