

## **REQUEST FOR EXPRESSION OF INTEREST (CONSULTING SERVICES-FIRMS SELECTION)**

**Name of the Country:** India

**Name of Project:** Uttarakhand Workforce Development Project (UKWDP)

**Consulting Service:** Hiring of Consulting Firm for Development of Job Description and/or ToR for Industry Linkage Cells at ITIs

**Period of Consultancy:** 24 months

**Project No:** P- 154525

### **Expression of Interest:**

1. The Project Director, Uttarakhand Workforce Development Project (UKWDP), Government of Uttarakhand has received a loan from the International Bank for Reconstruction and Development (IBRD), and intends to apply part of the loan proceeds to make payments under the contract for Uttarakhand Work Force Development Project
2. The UKWDP is a Workforce Development Project for improving the comprehensive quality and relevance of 25 priority Govt. ITIs spread across the 13 districts of the state. The period of the project is from 2018 to 2023.
3. The Project Director, UKWDP proposes to engage one consulting firm to develop a comprehensive sustainable strategy for industry engagement and facilitate setting up of Industry linkage centres across the priority ITIs (Annexure-1) with the overall objective of enhancing the placement outcomes for ITI graduates.
4. The consulting firm selected should commence the engagement as per the signed contract. The total period of engagement will be 2 years.
5. **The evaluation criteria for selecting the consulting firm** : Annexed as Annexure-2
6. **Terms of Reference:** Annexed as Annexure-3
7. It is hereby mentioned that the staffing schedule and deliverables mentioned in this EoI may be modified to some extent depending upon their suitability in the consulting assignment.
8. The attention of interested consultants is drawn to paragraph 1.9 of the World Bank's Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers (January 2011, revised July 2014) ("Consultant Guidelines), setting forth the World Bank's policy on conflict of interest. In addition, please refer to the following specific information on conflict of interest related to this assignment: conflict between consulting activities and procurement of goods, works or non-consulting services; conflict among consulting assignments; and relationship with Borrower's staff.
9. Consulting firm may associate with other firms in the form of a joint venture or a sub-consultancy to enhance their overall proposal. The "Association" may take the form of a joint venture (with joint and several liability) or of a sub-consultancy, and this should be stated clearly in the submission.
10. If the lead firm is associating with other entity(s), they should clearly highlight the value being brought by each organization and how the collaboration enriches the overall proposal.

11. All the key experts (as detailed in the Terms of Reference) proposed for this engagement by the firm shall be on the payrolls of the participating firm and will not be sub-contracted to other agencies / 3<sup>rd</sup> parties.
12. A consultant will be selected in accordance with the QCBS method in the ratio 80:20 i.e. 80% weightage to the technical score and 20% weightage to the financial score
13. Further information can be obtained at the address below during office hours from 10:00 to 17:00 hours or by attending a pre-consultation meeting to be held on **30<sup>th</sup> July 2020 at 1500 Hrs.** at SPIU Conference Hall, Govt. ITI(Women), 26 EC Road, Dehradun. Queries shall be forwarded on email [spiuukwdp@gmail.com](mailto:spiuukwdp@gmail.com) by the prospective consultants prior to the Pre-Consultation meeting. If any prospective consultants are unable to attend the Pre-Consultation meeting mentioned above due to unavoidable circumstances, they may attend the virtual pre-consultation meeting. The details of the meeting shall be shared on the email through which queries are received from the Consultants. Attending the pre-consultation meeting is not mandatory. The minutes of this meeting can be viewed by all on the website- [www.uksdm.org](http://www.uksdm.org)
14. Expressions of interest (EoI) must be delivered in a written form and should include firm's demonstrated capacity to provide the required expertise. Expressions of interest must be delivered to the address below through post/ speed post/courier/by-hand till **13<sup>th</sup> August, 2020;1700 hrs.**

**Uttarakhand Workforce Development Project**  
**The Project Director**  
**State Project Implementation Unit (Govt. Girls ITI Campus),**  
**26 EC Road, Near Survey Chowk, Dehradun, 248001, Uttarakhand**  
**e-mail: [spiuukwdp@gmail.com](mailto:spiuukwdp@gmail.com)**

**(Annexure – 1)**  
**List of 25 priority Govt. ITIs in Uttarakhand**

S.No.	Name of the institute	District	Mandal / Region
1	GITI, Karanprayag	Chamoli	Garhwal
2	GITI(B), Dehradun	Dehradun	
3	GITI Vikasnagar, Dehradun	Dehradun	
4	GITI (G), Dehradun	Dehradun	
5	GITI, Rajpur Road, Dehradun	Dehradun	
6	GITI Vishist Haridwar	Haridwar	
7	GITI, Pirankaliyar	Haridwar	
8	GITI, Delna, Haridwar	Haridwar	
9	GITI, Narsan, Haridwar	Haridwar	
10	GITI, Srinagar	Pauri	
11	GITI, Duggada	Pauri	
12	GITI, Rudraprayag	Rudraprayag	
13	GITI, Barkot	Rudraprayag	
14	GITI, New Tehri	Tehri	
15	GITI, Almora	Almora	
16	GITI, Kanda	Bageshwar	
17	GITI, Tanakpur	Champawat	
18	GITI, Haldwani	Nainital	
19	GITI Kaladungi	Nainital	
20	GITI, Pithoragarh	Pithoragarh	
21	GITI Kashipur (B)	US Nagar	
22	GITI, Bajpur	US Nagar	
23	GITI Vishist , Pantnagar	US Nagar	
24	GITI (G), Kashipur	US Nagar	
25	GITI, Sitarganj	US Nagar	

**(Annexure – 2)**  
**EVALUATION CRITERIA FOR SELECTION OF CONSULTING FIRM**  
**Evaluation Criteria (Consulting Firm)**

S.No.	Evaluation Criteria	Mandatory Documents to be submitted with the EoI
1	The firm should be in business in India for the last 10 years.	Copies of Registration PAN, GST, etc.
2	The firm should have an average annual turnover of at-least INR 10 crores in the last three financial years.	Audited Financial reports of 2016-17, 2017-18, 2018-19
3	The firm should have done at-least 2 consulting/Program management assignment in the area of Employability, Apprenticeship and Self Employment with Central Govt, State Govt/NSDC/multilateral agencies in the last 2 years. (the consulting fees in each of the projects to be at-least INR 1 crore)	Signed Work Order or Agreement and completion certificate should be provided
4	The firm should have consulting/program management related projects having significant engagement with companies across special economic zones, manufacturing hubs, Industrial clusters/parks. At-least 2 projects in the last 2 years. (the consulting fees in each of the projects to be at-least INR 50 lakhs)	Signed Work Order or Agreement or completion certificate should be provided. Desired experience (should be significant) on the project to be highlighted
5	The firm shall have at-least 100 professionals on its payrolls working on consulting services for Govt./Private sector	Proof of count on firm's letter head/other valid document to support count
6	The firm should have experience in undertaking projects related to employability linkage, skill-gap analysis, Gender studies to enhance women participation, sectoral / Industry growth projection analysis, assignments focused on forging Industry-academic partnerships. At-least 3 projects in the last 2 years and the consulting fees of each project to be at-least INR 25 lakhs	Signed Work Order or Agreement or completion certificate should be provided. Desired experience (should be significant) on the project to be highlighted. Relevant project reports to be submitted
7	The firm should not have unsatisfactory track record resulting in adverse action taken by Central/ State Govts.	An undertaking must be submitted and signed by the authorized person of the firm

**NOTE**

- It is mandatory for the consulting firm (lead firm in case of participation along with a sub-consultant) to meet all the evaluation criterion points as listed above. If any one or more of the evaluation criteria is not met, then in that case the applicant consulting firm shall be declared ineligible.
- The consulting firm should ensure to provide brief details of each project submitted in accordance with the mandatory documents listed in the evaluation criteria table.
- The above-mentioned qualification criteria are the minimum criteria and the evaluation shall be done basis the thorough examination of the relevant mandatory documents submitted by the firm.

**(Annexure – 3)**  
**Government of Uttarakhand**  
**Uttarakhand Workforce Development Project (UKWDP)**  
**Terms of Reference for**

*Engagement of a consulting firm to set-up Industry Linkage centres and a robust sustainable industry engagement strategy across the priority ITIs in the state*

## **I – Background**

The UKWDP project aims to improve the overall quality and relevance of the ITI ecosystem in the state. One of the key factors to achieve the objective is to enable and strengthen strong industry linkages. These industry linkages are aimed at facilitating better on-the-job trainings to the ITI trainees, facilitate guest lectures through industry representatives, provide industry relevant learning & development opportunities to the ITI staff. Enabling these collaborative efforts between the ITI ecosystem and the Industry will ultimately lead to better employment outcomes for the ITI graduates.

The state was carved out of Uttar Pradesh in the year 2000 and since then it has seen tremendous growth and development. The state offers diverse agro-climatic zones making it an ideal destination for high value-added niche agro-based industry, horticulture and floriculture. With its pristine mountains and presence of many spiritual destinations, the state's tourism sector has been seeing a good growth. Other relevant industry sectors in Uttarakhand include automotive, hydropower, engineering and allied industries, electronics & ESDM, healthcare, etc. The Govt's State Infrastructure and Industrial Development Corporation (SIDCUL) has mega industrial zones across the state with some of the biggest names such as TATA, Hero Honda, Nestle, Ashok Leyland, etc. having large scale industrial activity. Between 2011-12 and 2018-19, the Gross State Domestic Product (GSDP) expanded at a Compound Annual Growth Rate (CAGR) of 10.85%. The state's multiple incentives, concessions, subsidies to the industries, makes it one of the best Himalayan states in attracting the private sector investment. The state also concluded a very successful investor summit in 2018 which focused on bringing huge investments across 12 identified sectors. Initiatives like these will further accelerate the pace of economic development in the state.

While the industrial growth scenario looks bright, there are challenges when it comes to relevant employment opportunities for the people of the state. The heavy migration from the hills to the plains and further towards Delhi NCR continues at an alarming rate. As per the UNDP report published in 2017, the unemployment rate in the state has doubled from 2.1% in 2004-05 to 4.2% in 2017. The numbers are even higher when we consider the youth in the age bracket 15-29 years.

On considering these 2 aspects, it is very evident that there is a need to bridge this gap through concerted efforts in a more structured and concise manner. Keeping this in mind, the state desires to work towards improving the ITI ecosystem, creating a workforce that will be address the manpower needs of the industries. State is keen to develop a robust institutional framework that enables a streamlined engagement (connect) between the concerned department, the directorate, the ITIs, the Industry and the beneficiaries. While the primary focus of the intervention is ITIs, efforts shall be made towards creating a comprehensive placement environment that addresses the similar employment needs of the graduates from Polytechnics as well as from the short-term training programs.

This EoI seeks to hire a consulting firm that will work towards creating a more inclusive, and sustainable multi-stakeholder institutional framework that will strengthen the overall industry interface not only for ITIs but also for Polytechnics/Short-term skilling ecosystem in Uttarakhand, thereby facilitating suitable employment (wage/self) opportunities for the graduates.

## II - Objectives

The client desires to create an enabling ecosystem for employment generation for the youth of the state. It is also desired to create a robust and sustainable association between the Industry and academia (covering ITIs / Polytechnics and short-term skilling ecosystem).

The 4 broad aspects that will help achieve the above objectives are as below ;

- **Intervention 1 :- Create and strengthen training life cycle processes leading to operational excellence**
- **Intervention 2 :- Set-up Industry Linkage centres in the priority ITIs as well as strong ecosystem at state level**
- **Intervention 3 :- Develop a road-map and an institutional framework for multi-stakeholder collaboration**
- **Intervention 4 :- Set-up robust monitoring standards and feedback mechanisms for continuous tracking of placements, apprenticeships, OJTs/self-employment**
- **Intervention 5 :- To Identify the broad bottlenecks for employability linkage in the hilly district of the state and propose a suitable mechanism/model benefitting the ITIs in hilly areas.**

The consulting agency shall provide the requisite strategies, roadmap and implementation framework (Intervention 1 to 4 ) that shall help enable the client and the overall UKWDP project to achieve the minimum required number of ITI graduates connected with suitable placement opportunities (OJT/placements / Dual Training) within 6 months of their course completion.

## III – Duration of the engagement

The consulting services are being desired for a duration of 24 months (2 years) after the date of effectiveness of the contract. The consulting firm through its team deployed in the state shall align themselves towards achieving the 4 interventions elaborated in the preceding section.

Based on the successful delivery of the project and subject to mutual agreement, the project can be further extended for the duration until 31<sup>st</sup> March 2023 (starting from the end date of the initial 2-year engagement)

## IV – Tasks

It is expected that the consulting firm will support the client under 4 broad areas as part of this engagement. These include;

- a. *Streamlining the ITI training lifecycle (operational excellence)*
- b. *Support the client in creation of Industry Linkage Centres across the priority ITIs*
- c. *Develop road-map and strategic framework for industry and other stakeholder collaboration*
- d. *Monitoring standards and feedback mechanisms*

**Strategic framework** - The agency shall re-examine the ITI training life-cycle, identify gap areas and develop a road-map and implementation framework to achieve desired operational excellence. The agency shall be expected to undertake pilot studies as well as multi-stakeholder consultations to develop a robust and an inclusive framework for operational excellence across the ITI ecosystem.

The Consulting firm shall provide strategic support for enabling result-oriented partnerships with industry and private sector bodies . The strategic approach should aim to increase number of MOUs with industries per ITI and its industry pool be diversified to cover different sectors/ job-roles. A suitable quantitative and qualitative metrics shall also be proposed by the agency.

It is also expected by the agency to bring in other national and international best practises for improving the overall efficiency of the ITI related to industrial linkages.

The agency shall also be expected to align their approach to the broader UKWDP project development objectives and other state specific considerations to develop the road-map for operational excellence.

**The agency should also come up with a suitable strategic framework to mitigate the effect of Covid-19 Pandemic on the interventions highlighted in the objectives.**

**Enable the client to set-up Industry Linkage Centres as well a strong state level ecosystem for industry interface strengthening** – The focus of this broad area is to set-up Industry linkage centres across the priority ITIs . In addition, the client expects to strengthen the industry interface for Centres of Excellences (CoEs) and other state level interventions being envisaged as part of the UKWDP project. The blueprint created by the agency under ‘Strategic Framework’ shall be used to create on-ground centres. The agency shall undertake the entire end to end design and development of the following;

- Finalize the governance and the operational team structure
- Develop SOPs and Manuals for day to day functioning
- Develop KRAs for the team in-charge of day to day operations
- Create and enable all tools / processes / data templates
- Suggest relevant digital tools for database management and organizing events like virtual job fair and placement drives.
- Suggest any other catalytic activity(s) suggested by the industry
- Provide trainings to selected ITI staff for necessary implementation and monitoring

It is hereby mentioned that 25 Industry Linkage Centres are required to be set-up i.e one in every priority ITIs (as per Annexure-I). The 25 ITIs are spread across Kumaon and Garhwal regions with 11 in the Kumaon region and 14 ITIs in the Garhwal region. One regional Industry centre in Kumaon and another regional industry centre in Garhwal will also be established to provide the relevant support and direction to the concerned ITIs. These 2 regional centres will operate in close coordination with the SPIU and Directorate. While the Industry cells are to be set-up across the 25 priority ITIs, the agency shall facilitate integrating the remaining functional ITIs in Uttarakhand as well through a hub and a spoke model. The regional industry centres will further ensure seamless support enabling a strong industry interface with the entire ITI ecosystem in the state. In addition, the state is envisaging creation of Centres of Excellence (trade/sector specific) with aim to strengthen the Industry-academia interface. The agency shall be expected to work towards bringing in the industries for different tie-ups (revenue generation, industry seminars , guest lectures, placement drives) that supports the larger objectives of these CoEs and helps enable them to develop as strong hubs that can further support the ITIs through a hub-spoke model.

One of the key mandates of the UKWDP engagement is to provide placement support to ITI graduates. The consulting firm shall enable an ecosystem through which institute (ITI) level committees/stakeholders shall be expected to create/establish (based on the industry interactions (primary and secondary assessments) the following;

- Sectors with job-roles having manpower requirement (Industries in Uttarakhand, Delhi-NCR, other neighbouring states/regions of Uttarakhand shall be assessed).
- Industry requirement in terms of numbers segregated by full-time jobs, part-time jobs, apprenticeship, OJT, etc.
- Self-employment potential and pathway for ITI graduates
- Specific learning & development needs expected of the ITI graduates
- Opportunities for revenue generation activities in collaboration with the Industry
- Other relevant approach(s) and pathways for academia – industry interface strengthening

For this exercise, it is expected by the client that the consulting firm follow NCVT trade-wise Industry mapping approach to undertake data gathering and/or for exploring long term tie-ups or collaboration between the ITIs/CoEs and the Industry. The consulting firm shall also assess and analyse other expectations from the industry stakeholders that may benefit the ITI ecosystem in the short and long-term in a more sustainable way.

The institute (ITI) level committees/stakeholders shall work towards enabling relevant employment (wage/self) opportunities to the ITI graduates. As the consulting agency will be engaged in multi-stakeholder discussions, it shall also help the client organize a mega job fair on semi-annual basis.

**Develop a road-map for a robust industry and other stakeholder collaboration** – The selected firm shall be expected to develop an implementation plan that will help the ITIs, directorate and the department to achieve a sustainable and a robust relationship with the industries (including establishing linkages with local MSMEs) across Uttarakhand, neighbouring states, Delhi NCR belt or elsewhere in this sequence of priority. The implementation approach should be streamlined contributing to achievement of outcomes in a more productive manner. The road-map for the same shall cover the activities as below (not limited to);

- Organizing physical industry visits to ITI trainees.
- Organize guest lectures by inviting experts from the industry in ITIs
- Facilitate learning & development initiatives for ITI staff (instructors) in collaboration with the industry
- Organize internship, apprenticeship and placement drives for ITIs
- Suggest & Implement innovative technology-enabled initiatives that supports and enhances the placement outcomes for vocational training graduates in ITIs / polytechnics / short-term skilling ecosystem.
- Support & Implement in entrepreneurship/Self-Employment activities in ITIs.
- Explore and enhance revenue generation activities (in ITI premises) along with the Industry
- Support in review of refresher modules (trade-specific), content for employability skills, soft skills through other training interventions that increases the employment potential. Suggestions could also be on the lines of finishing school model to provide the relevant trainings leading to employment.
- Increase number of MOUs with industries per ITI for the above points.

The firm is also expected to help create a strong Governance ecosystem at the department / directorate level that focuses on a streamlined coordination for Industry-academia partnership.

**Continuous Monitoring and feedback mechanisms** – The consulting firm shall develop standards for continuous oversight and monitoring of the different work areas involving multiple stakeholders. The consulting firm shall help develop for SPIU the status of various activities (ITI-wise placement, apprenticeship, OJT, self-employment statistics, Industry connects established, Industrial visits undertaken, interviews facilitated, etc.) as and when desired. It is expected that the consulting firm will develop dashboards / analytical reports that captures the above mentioned dynamic data points. Monitoring of learning & development interventions for the ITI trainees and job placement support shall also be addressed. The consulting firm shall suggest to the client relevant IT tools/platforms for data gathering, data management as well as to draw relevant insights / reports related to the objectives of the assignment, that will support further decision making. It will also be expected of the agency to suggest and develop templates for different dashboards (as desired by the client) for use of the department officials and / or key stakeholders from time to time.

To assess the preparedness and implementation of the various processes and activities suggested by the consulting firm, regular visits to the field shall be desired. The team deployed in the Kumaon region and in the Garhwal region will undertake these assessment visits and provide relevant information and updates to the SPIU in the form of quarterly reports from time to time.



**Table-1- Field-based activities expected from the firm to achieve the tasks as mentioned above**

S.No.	Activity Type	# (count)	Frequency
1	Pilot study at ITIs	4 ITIs (2 Kumaon and 2 Garhwal)	One time
2	Industry Linkage Centre set-up and assessments	Visit to all 25 ITIs	Semi-annually
3	Mega Job Fair	1 location (Dehradun/Haridwar/US Nagar/Almora)	Semi-annually
4	Industry visits / other stakeholder interactions	To cover appropriate number of different industries across economic sectors in Uttarakhand and neighbouring states. Other stakeholder interactions to be also undertaken	As per the defined sample
5	Seminar / Conferences - for tie-ups	Based on their relevance to the project	Quarterly

\* Mega Job fair should ensure participation of at least 25 companies/industries

**Table2 – Project Development Objective Indicator**

S.No.	Indicator Name	Baseline	Year 2020-21	Year 2021-22	Year 2022-23
1	Job placement rate among graduates of priority ITIs within 6 months of training completion	21%	27%	29%	32%
2	Job placement rate among men (%)	21.50%	28%	30%	33%
3	Job placement rate among women (%)	4%	10%	12%	15%

*These are minimum % as per the UKWDP engagement, however efforts will be made to enable a much higher % on all the indicators.*

## V – Key Experts required for the assignment

### A) Resource requirement matrix

Table-3

S.No.	Level / # of positions	Desired Qualification and Experience
1	Project Leader (1)	B.E/B.Tech and MBA/PGDM/PG in Human Resources /Psychology/Sociology/MSW with at-least 10 years of total work experience. Demonstrated experience of at-least 6 years working on state/central govt. placement-oriented programs in a managerial capacity with entire project management responsibilities. Experience of working with the Industry for skill development/TVET ecosystem enhancement is required. The candidate should have experience of working in Uttarakhand and should have considerable experience of TVET space (ITI/Polytechnics)

2	Kumaon Lead (1)	MBA/ PGDM/ PG in HR with a minimum of 10 years of total exp. Demonstrated experience of working with state/central govt. in skill development and institutional strengthening with a focus on placement-oriented programs/ organizing job-fairs / experience with organizations such as FICCI/CII/ASSOCHAM.
3	Placement/Apprenticeship/Self-Employment (PAS) Research specialist (2)	MBA/PGDM/other relevant masters with at-least 07 years of total experience. Demonstrated experience in TVET domain working on research and analysis, report preparation pertaining to placement generation, skill-gap analysis, apprenticeship promotion, self-employment enhancement and others. Experience of working with leading multi-lateral organisations, research foundations, industry associations such as ASSOCHAM, FICCI, CII, etc. shall be highly desirable.
4	Research Analyst (1)	B.Tech /BE/MCA or other relevant degree in analytics / data with at-least 5 years of work- experience in data analytics field. The candidate should have strong technical report writing experience in the past. Working knowledge of data analytics tools / mobile and other technology applications that concern learning & development/placements would be highly desirable.
5	Program Management Associate (3)	Bachelors' degree with at-least 4 years of development sector experience (central / state Govt. funded skill development /TVET / Higher Education programs on project design/implementation and monitoring aspects). Placement facilitation experience will be a plus.
6	Institute-Industry Interface (III) Strengthening Support Consultant (25 Nos.)	BE/B.Tech and/or any relevant master's or post-graduation in management/economics/social work/computer applications/business with at-least 3 years of work experience. The candidate should have demonstrated experience of working with the industries and should understand the skill development/TVET ecosystem in the country. Experience in similar geographies shall be preferred.

*Serial No. 1 to 4 are key experts*

NOTE: Firms may propose additional experts as Non-Key experts who may be required to accomplish the assignment, however the CVs of only key experts as mentioned in the table above will be evaluated during the technical evaluation of proposals.

### **B) Estimated Efforts**

The resources (experts) as highlighted in the above table shall have to be deployed by the consulting firm for the entire duration of the engagement i.e 24 months. The Kumaon lead and one of the Program Management associates will be positioned at the directorate office in Haldwani while the remaining resources shall be expected to be based in Dehradun.

The Institute-Industry Interface (III) strengthening support resource(s) shall be deployed at every priority ITI in the state. The locations are as per Annexure-I.

## VI – Payment Schedule (Proposed)

Table-4

S.No.	Milestones/Deliverables	Payment Percentage	Timelines
1	Submission and Acceptance of Inception documents	10%	T+1 month
2	Submission and Acceptance of Quarter-1 activities	10%	T+3 months
3	Submission and Acceptance of Quarter-2 activities	10%	T+6 months
4	Submission and Acceptance of Quarter-3 activities	10%	T+9 months
5	Submission and Acceptance of Quarter-4 activities	10%	T+12 months
6	Submission and Acceptance of Quarter-5 activities	10%	T+ 15 months
7	Submission and Acceptance of Quarter-6 activities	10%	T+18 months
8	Submission and Acceptance of Quarter-7 activities	10%	T+21 months
9	Submission and Acceptance of Quarter-8 activities	20%	T+ 24 months

T= Project commencement date

The consulting firm shall submit invoices in accordance with the milestones and timelines defined in the table above. The amount in the invoice shall be the lower of a) amount considering the applicable percentage on the total project fees or b) amount basis the man-months for that duration.

All the reports/actionable shall be ensured and duly submitted to the SPIU as per the timelines mentioned above for the release of the payments against the invoice(s). A quarterly review between the client and the firm shall be held to ensure clear understanding of tasks required to be undertaken.

The man-month rate quoted by the consulting firm will also factor-in un-approved leaves taken by the agency's resource(s). The invoice should clearly segregate the firm's fees and the expenses incurred for the duration.

For the period beyond 2 years, the contract between the SPIU and the consulting firm can be further extended for the additional duration until 31<sup>st</sup> March 2023 on mutual agreement

### Reporting:

S.No.	Particulars of Reporting	Applicable in Quarter(Q)	Details / Remarks
1	Inception Report (T+15 days)	Q1	The consulting firm shall prepare an inception report after signing the contract , which shall include the following- (a) Roadmap of the project (b) Flow chart of activities (c) Timelines / locations for activities planned (d) List of stakeholders for Interaction (e) Timelines for key report submission/ consultations

S.No.	Particulars of Reporting	Applicable in Quarter(Q)	Details / Remarks
2	Industry report (T+1 month)	Q1	The consulting firm shall develop an industry consultation document which shall include - (a) Trade-wise Industry to be covered (b) Geographical coverage of visits (Uttarakhand, Delhi NCR, others) (c) Timelines of visits (d) Details on the expected outcomes / tie-ups/revenue generation support (e) Roadmap for Industry tie-ups for Centres of Excellence (CoEs)
3	Strategic Framework Document (T+2 months) and the Operations Manual	Q1	Strategic Framework document - Expectations have been elaborated in the ToR section 'IV-Tasks' Operations Manual – A detailed process document for the implementation of the Industry Linkages centres shall be prepared.
4	Report on the Pilot study at 4ITIs (T+3 months)	Q1	A detailed report to be submitted by the consulting firm . Shall include an implementable model/set of processes for operational excellence of the ITI training life-cycle incorporating feedbacks of multiple stakeholders and other national/international best practises.
5	Outcome report on the Mega Job fairs	Q2, Q4, Q6, Q8	The consulting firm shall submit the outcome report of the fairs , that shall include- (a) Stakeholder-wise participation (b) Details on placement/apprenticeship/internship facilitated (c) Engagement with industries (d) Key insights drawn from the event (e) Other aspects aligned to the larger UKWDP objectives
6	Industry requirement report (Quarterly basis except Q1)	Q2 to Q8	The report (including priority ITIs wise) shall provide broad requirement (#) of the industry (segregated trade-wise) covering full-time jobs, OJT, Placements, revenue generation activities, others Self-employment opportunity potential and pathway shall also be proposed by the agency.
7	Overall project implementation report (duly validated by Industry, World Bank, SPIU and other concerned stakeholders) (Semi-annual basis)	Q2 , Q4, Q6, Q8	The comprehensive report to be prepared by the consulting firm to include - (a) Status of the Industry cell operations (management, documentation, monitoring). Implementation framework to be detailed out (b) Details on the student database management (placement/internship/apprenticeship, etc.) including dashboards for client stakeholders (c) Industry tie-ups and campus based activities status including for all CoEs established (Institute-wise) (d) Details on training interventions / placement tie-ups through job placement TAs and Training

S.No.	Particulars of Reporting	Applicable in Quarter(Q)	Details / Remarks
			Providers (e) Status update against the Project Development Objective Indicators (PDO) – metrics, KPIs to be defined (f) Governance mechanism
8	End of the project report	Q8	The comprehensive report to be prepared by the consulting firm to include details of all the activities across the 4 interventions. The documentation should include all the manuals , processes , data as part of the knowledge transfer

***Support that will be facilitated by the Client***

- Data points w.r.t ITI students (course details, contact details, academic background, etc.)
- SPIU shall facilitate in holding the consultation meetings with all required Govt. officials, ITI staff etc.
- SPIU shall facilitate visits to the respective ITIs/ training centres and facilitate interactions with the trainees / graduates.
- Make relevant expenditure in organizing job- fairs/ industry events/ guest lectures by industry representatives or individuals, however the agency shall have to provide the necessary planning and strategic support.
- The Institute-Industry Interface (III) strengthening support resource(s) shall be provided a place to sit and work at the respective ITI (for the duration of the project).