CONTRACT FOR CONSULTANT'S SERVICES
Time-Based

Project Name Enhancing Teacher effectiveness in Bihar operation
***[Credit]* No.** 5578-IN

Contract No. 275 WB of 2017-18

between

Bihar State Educational Infrastructure Development Corporation Ltd

and

Medhaj Techno Concepts Pvt. Ltd., ChalkBoard School Solutions and Host2Unlimited

Dated: 9th March '2018

भारतीय गैर न्यायिक INDIA NON JUDICIAL

एक हजार रुपये ONE THOUSAND RUPEES

रु.1000 Rs.1000

बिहार BIHAR

X 177345

क्रमांक 25838 तिथि 7.3.2018 मूल्य 1000 सेट खरीदी

क्रेता का नाम व पता मे० मेधाज टेक्नो कंसेप्ट प्रा० लि० M.Tech

ओम विजय कुमार, मुद्रांक विक्रेता
ल० सं०-25/87, समाहरणालय पटना

AGREEMENT No. 275 WB of 2017-18

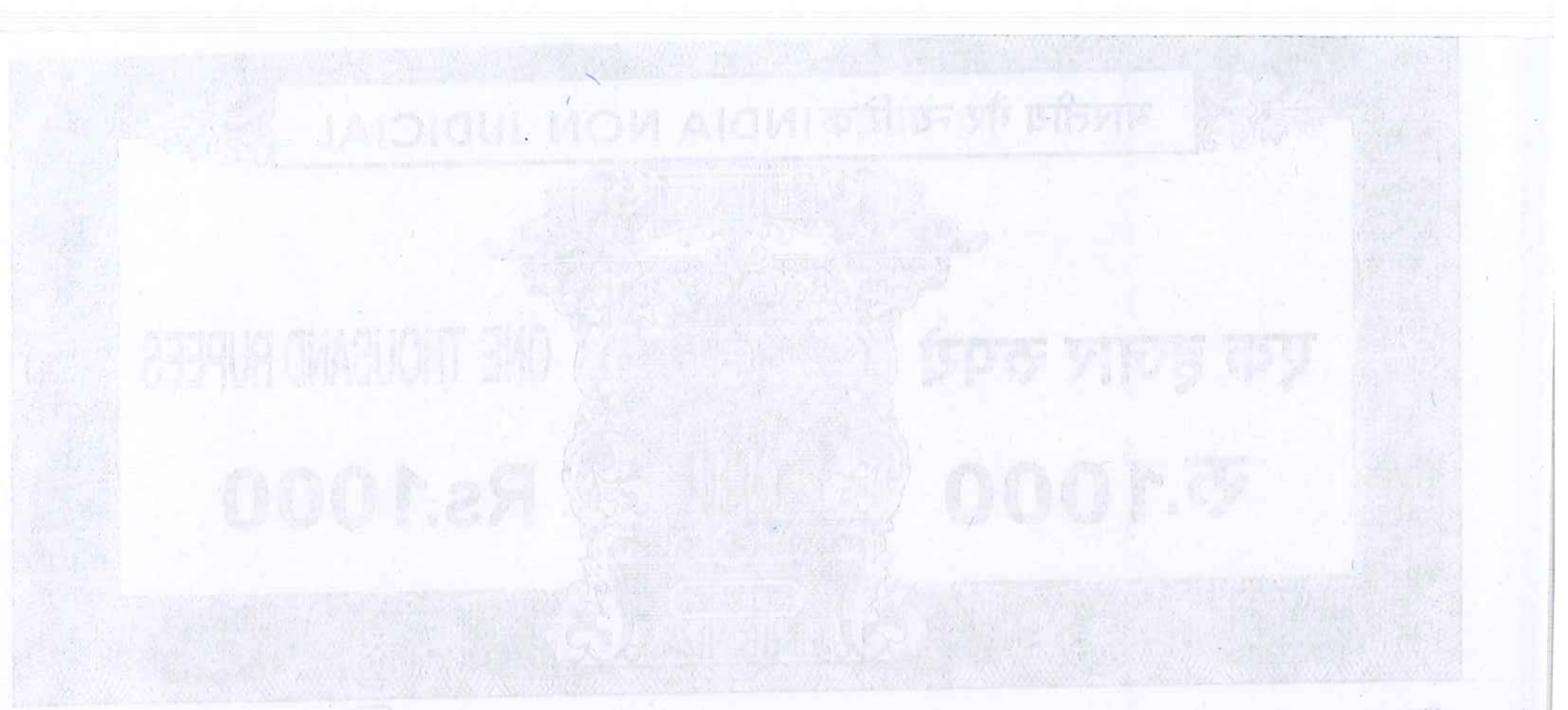
Name of Work	**: Selection of an Agency to Establish Management Unit to Support Enhancing Teacher Effectiveness in Bihar Operation**
Name of Agency	**: Medhaj Techno Concept Pvt. Ltd. (Lead Member of JV)** Medhaj Tower, CP-150, Sector-D1, Power House Chauraha Aashiana Kanpur Road, Lucknow-226012 (U.P)
Date of Commencement	**: With in 15 days of date of agreement**
Time of completion	**: 36 Months**
Contract Price	**: Rs 11,47,16,780/-(INR Eleven Crore Forty Seven Lakhs Sixteen Thousand Seven Hundred Eighty) (Excluding Tax)**

This **CONTRACT** (hereinafter called the "Contract") is made the ....09th..... day of the Month of March....., 2018 between, on the one hand, **Bihar State Educational Infrastructure Development Corporation Ltd., Bihar Rastrabhasa Parishad Parisar, Shiksha Bhawan, Saidpur, Patna-800004,**

9/3/2018 09/03/18

9.3.2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna



(hereinafter called the "Client") and, on the other hand, a Joint Venture consisting of the following entities, each member of which will be jointly and severally liable to the Client for all the Consultant's obligations under this Contract, namely, *Medhaj Techno Concept Pvt. Ltd., ChalkBoard School Solutions and Host2Unlimited* (hereinafter called the "Consultant").

WHEREAS

(a) the Client has requested the Consultant to provide certain consulting services as defined in this Contract (hereinafter called the "Services");

(b) the Consultant, having represented to the Client that it has the required professional skills, expertise and technical resources, has agreed to provide the Services on the terms and conditions set forth in this Contract;

(c) the Client has received a credit from *International Development Association (IDA)]* toward the cost of the Services and intends to apply a portion of the proceeds of this Credit to eligible payments under this Contract, it being understood that (i) payments by the Bank will be made only at the request of the Client and upon approval by the Bank; (ii) such payments will be subject, in all respects, to the terms and conditions of the financing agreement, including prohibitions of withdrawal from the Credit account for the purpose of any payment to persons or entities, or for any import of goods, if such payment or import, to the knowledge of the Bank, is prohibited by the decision of the United Nations Security council taken under Chapter VII of the Charter of the United Nations; and (iii) no party other than the Client shall derive any rights from the financing agreement or have any claim to the Credit proceeds;

NOW THEREFORE the parties hereto hereby agree as follows:

1. The following documents attached hereto shall be deemed to form an integral part of this Contract:

   (a) The General Conditions of Contract(including Attachment 1 "Bank Policy – Corrupt and Fraudulent Practices);

   (b) The Special Conditions of Contract;

   (c) Minutes Of Contract Negotiation;

9/3/2018

Medhaj Techno Concept Pvt. Ltd.

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

(d) Appendices:

Appendix A: Terms of Reference
Appendix B: Key Experts
Appendix C: Remuneration Cost Estimates
Appendix D: Reimbursables Cost Estimates

In the event of any inconsistency between the documents, the following order of precedence shall prevail: the Minutes of Contract Negotiation, the Special Conditions of Contract; the General Conditions of Contract, including Attachment 1; Appendix A; Appendix B; Appendix C and Appendix D; Appendix E. Any reference to this Contract shall include, where the context permits, a reference to its Appendices.

2. The mutual rights and obligations of the Client and the Consultant shall be as set forth in the Contract, in particular:

(a) the Consultant shall carry out the Services in accordance with the provisions of the Contract; and

(b) the Client shall make payments to the Consultant in accordance with the provisions of the Contract.

IN WITNESS WHEREOF, the Parties hereto have caused this Contract to be signed in their respective names as of the day and year first above written.

For and on behalf of *[Bihar State Educational Infrastructure Development Corporation Ltd*

Managing Director
Bihar State Educational Infrastructure Development Corporation Ltd

_____

[Authorized Representative of the Client – name, title and signature]

[For a joint venture, either all members shall sign or only the lead member, in which case the power of attorney to sign on behalf of all members shall be attached.]

For and on behalf of each of the members of the Consultant [Joint Venture]

Medhaj Techno Concept Pvt. Ltd.

Mr. KVV Satyanarayan (Team Leader) Mr. Namit Kumar (Sr. Manager)

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

INDIA NON JUDICIAL

Government of National Capital Territory of Delhi

e-Stamp

सत्यमेव जयते

Certificate No.	:	**IN-DL48737095956307P**
Certificate Issued Date	:	03-Nov-2017 12:20 PM
Account Reference	:	IMPACC (IV)/ dl764603/ DELHI/ DL-DLH
Unique Doc. Reference	:	SUBIN-DLDL76460399647510206540P
Purchased by	:	MEDHAJ TECHNO CONCEPT PVT LTD
Description of Document	:	Article 5 General Agreement
Property Description	:	Not Applicable
Consideration Price (Rs.)	:	0 (Zero)
First Party	:	MEDHAJ TECHNO CONCEPT PVT LTD
Second Party	:	AIILSG AND ENZEN
Stamp Duty Paid By	:	MEDHAJ TECHNO CONCEPT PVT LTD
Stamp Duty Amount(Rs.)	:	100 (One Hundred only)

Please write or type below this line

TO WHOM SO EVER IT MAY CONCERN

Meeting of our Board of Directors was held to discuss the execution and necessary contractual formalities in respect of project **for "Selection of an agency to Establishing Management Unit to Support 'Enhancing Teacher Effectiveness in Bihar Operation, Bihar against NIT No.: 10A /17-18 Dt. 26.09.2017"** for which the bid proposal was submitted by us in joint venture with M/s Medhaj Techno Concept Pvt. Ltd. (M/s MTCPL) wherein M/s MTCPL was Lead Member for the aforementioned project.

7-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Statutory Alert:
1. The authenticity of this Stamp Certificate should be verified at 'www.shcilestamp.com'. Any discrepancy in the details on this Certificate and as available on the website renders it invalid.
2. The onus of checking the legitimacy is on the users of the certificate.
3. In case of any discrepancy please inform the Competent Authority.

The Seal of Notary Public Delhi Regn. No. 4921 Madan Lal Gupta

Medhaj Techno Concept Pvt. Ltd.

It was resolved in the meeting that M/s Medhaj Techno Concept Pvt. Ltd. (M/s MTCPL), **'The Lead Member'** shall act as our true and lawful attorney and we do hereby constitute, appoint and authorize Medhaj Techno Concept Pvt. Ltd., to do in our name and on our behalf, all such acts, deeds and things necessary in connection with or incidental to contractual formalities in respect of above project.

Signed by the within named **Host2Unlimited,** Mumbai, Maharashtra, India through the hand of

.....

(Signature of the Executant)
Ram Pratap Bugalia
(Proprietor cum Founder)
Host2Unlimited,
39, Veena Nagar, Near Jain Studio,
LBS Marg, Mulund (W),
Mumbai - 400080 (India)

Date: 07/02/2018

The Seal of Notary Public
App. by Central Govt. Delhi
Regn. No. 4921
Madan Lal Gupta

ATTESTED PHOTO COPY
NOTARY PUBLIC DELHI (INDIA)
7 FEB 2018

Medhaj Techno Concept Pvt. Ltd.

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

INDIA NON JUDICIAL

Government of National Capital Territory of Delhi

e-Stamp

सत्यमेव जयते

Certificate No.	:	**IN-DL59934139611564P**
Certificate Issued Date	:	04-Dec-2017 01:45 PM
Account Reference	:	IMPACC (IV)/ dl764603/ DELHI/ DL-DLH
Unique Doc. Reference	:	SUBIN-DLDL76460322585234692207P
Purchased by	:	MEDHAJ TECHNO CONCEPT PVT LTD
Description of Document	:	Article 48(c) Power of attorney - GPA
Property Description	:	Not Applicable
Consideration Price (Rs.)	:	0 (Zero)
First Party	:	MEDHAJ TECHNO CONCEPT PVT LTD
Second Party	:	Not Applicable
Stamp Duty Paid By	:	MEDHAJ TECHNO CONCEPT PVT LTD
Stamp Duty Amount(Rs.)	:	100 (One Hundred only)

Please write or type below this line

To whomsoever it may concern

Meeting of our Board of Directors was held to discuss the execution and necessary contractual formalities in respect of project for "Selection of an agency to Establishing Management Unit to Support 'Enhancing Teacher Effectiveness in Bihar Operation, Bihar" for which the bid proposal was

Anandi Gosrani

Natasha Mehta

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

Seal of Notary Public
App. by Central Govt.
Delhi
Regn. No. 4921
Madan Lal Gupta

Medhaj Techno Concept P...

Statutory Alert:
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2. The onus of checking the legitimacy is on the users of the certificate.
3. In case of any discrepancy please inform the Competent Authority.

submitted by us in joint venture with M/s Medhaj Techno Concept Pvt. Ltd. (M/s MTCPL) wherein M/s MTCPL was the Lead Member for the aforementioned project.

It was resolved in the meeting that M/s Medhaj Techno Concept Pvt. Ltd. (M/s MTCPL), **"The Lead Member'** shall act as our true and lawful attorney and we do hereby constitute, appoint and authorize M/s Medhaj Techno Concept Pvt. Ltd., to do in our name and on our behalf all such acts, deed and things necessary in connection with or incidental to contractual formalities in respect of the above project.

Signed by the within named **ChalkBoard School Solutions**, Mumbai, Maharashtra, India through the hand of

Natasha Mehta

Ms. Natasha Mehta
Co-Founder and Director
ChalkBoard School Solutions

Anandi Gosrani

Ms. Anandi Gosrani
Co-Founder and Director
ChalkBoard School Solutions

The Seal of Notary Public
App. by Central Govt. Delhi
Regn. No. 4921
Madan Lal Gupta

ATTESTED PHOTO COPY

NOTARY PUBLIC DELHI (INDIA)

7 FEB 2018

9/3/2018

Medhaj Techno Concept Pvt. Ltd.

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

उत्तर प्रदेश UTTAR PRADESH

DZ 116917

23 JAN 2018

NOTARY V.N. SINGH Advocate & Notary Regd. No. 31/63/2000

POWER OF ATTORNEY

I **Alka Tripathi** certify that I am **Director** of the **M/s Medhaj Techno Concept Pvt. Ltd.,** Registered Office at Sec-D1, CP-150, Near Power House, Aashiana, Lucknow-226012 (Uttar Pradesh), organised under the laws of Company Act 1956 do hereby constitute, nominate, appoint and authorize **Mr. KVV Satyanarayan (Team Leader) and Mr. Namit Kumar (Sr. Manager),** as our true and lawful attorney (hereinafter referred to as the "Authorized Representative") to do in our name and on our behalf, all such acts, deeds and things as are necessary or required in connection with or incidental to attend the negotiation meeting and signing the contract agreement for the work of **"Selection of an agency to Establishing Management Unit to Support 'Enhancing Teacher Effectiveness in Bihar Operation, Bihar"** against **NIT No.: 10A /17-18 Dt. 26.09.2017** issued by Bihar State Educational Infrastructure Development Corporation Ltd., on behalf of M/s Medhaj Techno Concept Pvt. Ltd.

IN WITNESS WHEREOF WE, M/S MEDHAJ TECHNO CONCEPT PVT. LTD. ON THE ABOVE NAMED PRINCIPAL HAVE EXECUTED THIS POWER OF ATTORNEY ON 03rd DAY Of FEB 2018.

(Alka Tripathi)
Director
M/s Medhaj Techno Concept Pvt. Ltd.,
Medhaj Tower, CP-150, Sector-D1,
Power House Chauraha, Aashiana,
Kanpur Road, Lucknow- 226012
Uttar Pradesh

Sworn & Verified before me

V. N. SINGH
Advocate & Notary
Lucknow U.P. India
Regd No 31/63/2000

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

8

क्रम संख्या.....4771

स्टाम्प विक्रय की तिथि.....2-1-2018

स्टाम्प क्रय करने का प्रयोजन.....

स्टाम्प क्रेता का नाम व पूरा पता.....

.....

स्टाम्प की धनराशि.....

सुरेन्द्र श्रीवास्तव (स्टाम्प विक्रेता)

लाइसेन्स संख्या-24/05

अवधि-31-3-2018

कलक्ट्रेट कोर्ट लखनऊ

Witness:

1. Bhawana Maurya

2. Babita Gupta

Notarised

Accepted

(KVV Satyanarayan)
Team Leader
Medhaj Techno Concept Pvt. Ltd
Medhaj Tower, CP-150, Sector-D1,
Near Power House, Aashiana,
Kanpur Road, Lucknow- 226012,
Uttar Pradesh

NOTARY
V.N. SINGH
Advocate & Notary
Distt. Head Quarter
Lucknow
Regd. No. 31/63/2000
STATE OF U.P. INDIA

(Namit Kumar)
Sr. Manager
Medhaj Techno Concept Pvt. Ltd
Medhaj Tower, CP-150, Sector-D1,
Near Power House, Aashiana,
Kanpur Road, Lucknow- 226012,
Uttar Pradesh

Sworn & Verified
before me

V. N. SINGH
Advocate & Notary
Lucknow U.P. India
Regd No 31/63/2000

9/3/2018

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

9

[BR No.: MTCPL/2017-18/060]

Board's Resolution

Meeting of Board of Directors of M/s Medhaj Techno Concept Pvt. Ltd. was held on 02nd Feb, 2018, at 11:00 A.M, at the office of the company at M/s Medhaj Techno Concept Pvt. Ltd., Medhaj Tower, CP-150, Sector-D1, Power House Chauraha, Aashiana, Kanpur Road, Lucknow-226012, UP.

Directors Present:

1. Mr. Samir Tripathi, Managing Director
2. Mrs. Alka Tripathi, Director
3. Mr. Gunjan Tripathi, Director

In the above meeting, a resolution was passed to authorize **Mr. KVV Satyanarayan (Team Leader) and Mr. Namit Kumar (Sr. Manager)** of M/s Medhaj Techno Concept Pvt. Ltd. for signing the contract agreement and to attend the negotiation meeting which shall be held on 05/02/2018 at 12:00 PM in the office of Managing Director, BSEIDC against Letter received from BSEIDC regarding negotiation meeting vide **Letter No.: BSEIDC/ADMIN/470/2017-548 Dt. 01/02/2018** for "**Selection of an agency to Establishing Management Unit to Support 'Enhancing Teacher Effectiveness in Bihar Operation, Bihar**" invited by **Bihar State Educational Infrastructure Development Corporation Ltd. (BSEIDC), Patna** against **NIT No.: 10A /17-18 Dt. 26.09.2017** issued by Bihar State Educational Infrastructure Development Corporation Ltd., on behalf of M/s Medhaj Techno Concept Pvt. Ltd.

sd.

Medhaj Techno Concept Pvt. Ltd. Lucknow

(Alka Tripathi)
Director

9/3/2018

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

H.O. : CP-150, Sector - D1, Power House Crossing, Kanpur Road, Lucknow - 12 (UP), INDIA Tel. : +91-522-2425912 Fax : +91-522-2425913
Regional Office (North): 248, IInd Floor, Sant Nagar, East of Kailash, New Delhi-110065, INDIA Tel.: +91-11-41090361 Fax : +91-11-41090359
E-mail : mtcpl@medhaj.com Website : www.medhaj.com

आयकर विभाग
INCOME TAX DEPARTMENT

भारत सरकार
GOVT. OF INDIA

स्थायी लेखा संख्या कार्ड
Permanent Account Number Card

AFAPS3993P

नाम/ Name
KAMMA VEERAVENKATA SATYANARAYANA

पिता का नाम/ Father's Name
KAMMA VEERAVENKATA

जन्म की तारीख / Date of Birth
20/12/1961

हस्ताक्षर/ Signature

10032017

इस कार्ड के खोने / पाने पर कृपया सूचित करें / लौटाएं :
आयकर पैन सेवा इकाई, एन एस डी एल
5 वीं मंजिल, मंत्री स्टर्लिंग, प्लॉट नं. 341, सर्वे नं. 997/8,
मॉडल कालोनी, दीप बंगला चौक के पास,
पुणे – 411 016.

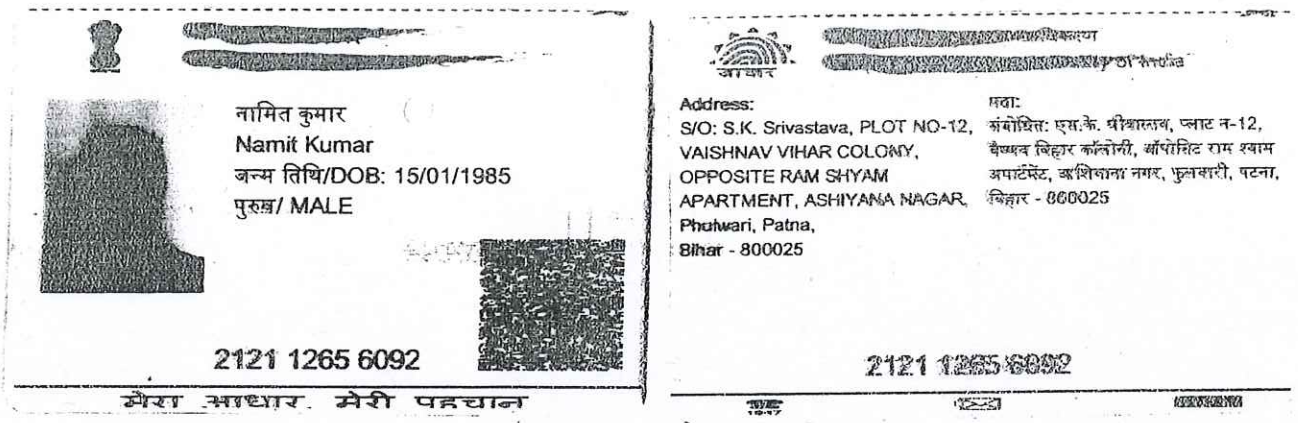
If this card is lost / someone's lost card is found, please inform / return to :
Income Tax PAN Services Unit, NSDL
5th floor, Mantri Sterling,
Plot No. 341, Survey No. 997/8,
Model Colony, Near Deep Bungalow Chowk,
Pune – 411 016.

Tel: 91-20-2721 8080, Fax: 91-20-2721 8081
e-mail: tininfo@nsdl.co.in

Madhej Technocept Pvt. Ltd.

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna



नामित कुमार
Namit Kumar
जन्म तिथि/DOB: 15/01/1985
पुरुष/ MALE

2121 1265 6092

मेरा आधार, मेरी पहचान

Address:
S/O: S.K. Srivastava, PLOT NO-12, VAISHNAV VIHAR COLONY, OPPOSITE RAM SHYAM APARTMENT, ASHIYANA NAGAR, Phulwari, Patna, Bihar - 800025

पता:
संबोधित: एस.के. श्रीवास्तव, प्लाट न-12, वैष्णव विहार कॉलोनी, ऑपोसिट राम श्याम अपार्टमेंट, ऋशियाना नगर, फुलवारी, पटना, बिहार - 800025

2121 1265 6092

9/3 Medhej Techno Concept Pvt. Ltd.

9-3-2016
Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

I. General Conditions of Contract

A. General Provisions

1. Definitions

1.1. Unless the context otherwise requires, the following terms whenever used in this Contract have the following meanings:

(a) "Applicable Guidelines" means the Guidelines for Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers, dated January 2011 ("Consultants' Guidelines").

(b) "Applicable Law" means the laws and any other instruments having the force of law in the Client's country, or in such other country as may be specified in the **Special Conditions of Contract (SCC)**, as they may be issued and in force from time to time.

(c) "Bank" means the International Bank for Reconstruction and Development (IBRD) or the International Development Association (IDA).

(d) "Borrower" means the Government, Government agency or other entity that signs the financing agreement with the Bank.

(e) "Client" means the implementing agency that signs the Contract for the Services with the Selected Consultant.

(f) "Consultant" means a legally-established professional consulting firm or entity selected by the Client to provide the Services under the signed Contract.

(g) "Contract" means the legally binding written agreement signed between the Client and the Consultant and which includes all the attached documents listed in its paragraph 1 of the Form of Contract (the General Conditions (GCC), the Special Conditions (SCC), and the Appendices).

(h) "Day" means a working day unless indicated otherwise.

(i) "Effective Date" means the date on which this Contract comes into force and effect pursuant to Clause GCC 11.

(j) "Experts" means, collectively, Key Experts, Non-Key Experts, or any other personnel of the Consultant, Sub-consultant or JV member(s) assigned by the Consultant to perform the Services or any part thereof under the Contract.

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

(k) "Foreign Currency" means any currency other than the currency of the Client's country.

(l) "GCC" means these General Conditions of Contract.

(m) "Government" means the government of the Client's country.

(n) "Joint Venture (JV)" means an association with or without a legal personality distinct from that of its members, of more than one entity where one member has the authority to conduct all businesses for and on behalf of any and all the members of the JV, and where the members of the JV are jointly and severally liable to the Client for the performance of the Contract.

(o) "Key Expert(s)" means an individual professional whose skills, qualifications, knowledge and experience are critical to the performance of the Services under the Contract and whose Curricula Vitae (CV) was taken into account in the technical evaluation of the Consultant's proposal.

(p) "Local Currency" means the currency of the Client's country.

(q) "Non-Key Expert(s)" means an individual professional provided by the Consultant or its Sub-consultant to perform the Services or any part thereof under the Contract.

(r) "Party" means the Client or the Consultant, as the case may be, and "Parties" means both of them.

(s) "SCC" means the Special Conditions of Contract by which the GCC may be amended or supplemented but not over-written.

(t) "Services" means the work to be performed by the Consultant pursuant to this Contract, as described in Appendix A hereto.

(u) "Sub-consultants" means an entity to whom/which the Consultant subcontracts any part of the Services while remaining solely liable for the execution of the Contract.

(v) "Third Party" means any person or entity other than the Government, the Client, the Consultant or a Sub-consultant.

2. Relationship between the Parties

2.1. Nothing contained herein shall be construed as establishing a relationship of master and servant or of principal and agent as between the Client and the Consultant. The Consultant, subject to this Contract, has complete charge of the Experts and Sub-consultants, if any, performing the Services and shall be fully responsible for the Services performed by them or on their behalf hereunder.

9-3-2018

Madhel Techno Services Pvt. Ltd.

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

3. Law Governing Contract	3.1.	This Contract, its meaning and interpretation, and the relation between the Parties shall be governed by the Applicable Law.
4. Language	4.1.	This Contract has been executed in the language specified in the **SCC**, which shall be the binding and controlling language for all matters relating to the meaning or interpretation of this Contract.
5. Headings	5.1.	The headings shall not limit, alter or affect the meaning of this Contract.
6. Communications	6.1.	Any communication required or permitted to be given or made pursuant to this Contract shall be in writing in the language specified in Clause GCC 4. Any such notice, request or consent shall be deemed to have been given or made when delivered in person to an authorized representative of the Party to whom the communication is addressed, or when sent to such Party at the address specified in the **SCC**.
	6.2.	A Party may change its address for notice hereunder by giving the other Party any communication of such change to the address specified in the **SCC**.
7. Location	7.1.	The Services shall be performed at such locations as are specified in **Appendix A** hereto and, where the location of a particular task is not so specified, at such locations, whether in the Government's country or elsewhere, as the Client may approve.
8. Authority of Member in Charge	8.1.	In case the Consultant is a Joint Venture, the members hereby authorize the member specified in the **SCC** to act on their behalf in exercising all the Consultant's rights and obligations towards the Client under this Contract, including without limitation the receiving of instructions and payments from the Client.
9. Authorized Representatives	9.1.	Any action required or permitted to be taken, and any document required or permitted to be executed under this Contract by the Client or the Consultant may be taken or executed by the officials specified in the **SCC.**
10. Corrupt and Fraudulent Practices	10.1.	The Bank requires compliance with its policy in regard to corrupt and fraudulentpractices as set forth in **Attachment 1** to the GCC.
a. Commissions and Fees	10.2.	The Client requires the Consultant to disclose any commissions or fees that may have been paid or are to be paid to agents or any other party with respect to the selection process or execution of the Contract. The information disclosed must include at least the name and address of the agent or other party, the amount and currency, and the purpose of the commission, gratuity or fee. Failure to disclose such commissions, gratuities or fees may result in termination of the Contract and/or sanctions by the Bank.

Medha Techno Concept Pvt. Ltd.

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

B. Commencement, Completion, Modification and Termination of Contract

11. Effectiveness of Contract	11.1.	This Contract shall come into force and effect on the date (the "Effective Date") of the Client's notice to the Consultant instructing the Consultant to begin carrying out the Services. This notice shall confirm that the effectiveness conditions, if any, listed in the **SCC** have been met.
12. Termination of Contract for Failure to Become Effective	12.1.	If this Contract has not become effective within such time period after the date of Contract signature as specified in the **SCC**, either Party may, by not less than twenty two (22) days written notice to the other Party, declare this Contract to be null and void, and in the event of such a declaration by either Party, neither Party shall have any claim against the other Party with respect hereto.
13. Commencement of Services	13.1.	The Consultant shall confirm availability of Key Experts and begin carrying out the Services not later than the number of days after the Effective Date specified in the **SCC**.
14. Expiration of Contract	14.1.	Unless terminated earlier pursuant to Clause GCC 19 hereof, this Contract shall expire at the end of such time period after the Effective Date as specified in the **SCC**.
15. Entire Agreement	15.1.	This Contract contains all covenants, stipulations and provisions agreed by the Parties. No agent or representative of either Party has authority to make, and the Parties shall not be bound by or be liable for, any statement, representation, promise or agreement not set forth herein.
16. Modifications or Variations	16.1.	Any modification or variation of the terms and conditions of this Contract, including any modification or variation of the scope of the Services, may only be made by written agreement between the Parties. However, each Party shall give due consideration to any proposals for modification or variation made by the other Party.
	16.2.	In cases of substantial modifications or variations, the prior written consent of the Bank is required.
17. Force Majeure		
a. Definition	17.1.	For the purposes of this Contract, "Force Majeure" means an event which is beyond the reasonable control of a Party, is not foreseeable, is unavoidable, and makes a Party's performance of its obligations hereunder impossible or so impractical as reasonably to be considered impossible under the circumstances, and subject to those requirements, includes, but is not limited to, war, riots, civil disorder, earthquake, fire, explosion, storm, flood or other adverse weather conditions, strikes, lockouts or other

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industrial action confiscation or any other action by Government agencies.

17.2. Force Majeure shall not include (i) any event which is caused by the negligence or intentional action of a Party or such Party's Experts, Sub-consultants or agents or employees, nor (ii) any event which a diligent Party could reasonably have been expected to both take into account at the time of the conclusion of this Contract, and avoid or overcome in the carrying out of its obligations hereunder.

17.3. Force Majeure shall not include insufficiency of funds or failure to make any payment required hereunder.

b. No Breach of Contract

17.4. The failure of a Party to fulfill any of its obligations hereunder shall not be considered to be a breach of, or default under, this Contract insofar as such inability arises from an event of Force Majeure, provided that the Party affected by such an event has taken all reasonable precautions, due care and reasonable alternative measures, all with the objective of carrying out the terms and conditions of this Contract.

c. Measures to be Taken

17.5. A Party affected by an event of Force Majeure shall continue to perform its obligations under the Contract as far as is reasonably practical, and shall take all reasonable measures to minimize the consequences of any event of Force Majeure.

17.6. A Party affected by an event of Force Majeure shall notify the other Party of such event as soon as possible, and in any case not later than fourteen (14) calendar days following the occurrence of such event, providing evidence of the nature and cause of such event, and shall similarly give written notice of the restoration of normal conditions as soon as possible.

17.7. Any period within which a Party shall, pursuant to this Contract, complete any action or task, shall be extended for a period equal to the time during which such Party was unable to perform such action as a result of Force Majeure.

17.8. During the period of their inability to perform the services as a result of an event of Force Majeure, the Consultant, upon instructions by the Client, shall either:

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(a) demobilize, in which case the Consultant shall be reimbursed for additional costs they reasonably and necessarily incurred, and, if required by the Client, in reactivating the Services; or

(b) continue with the Services to the extent reasonably possible, in which case the Consultant shall continue to be paid under the terms of this Contract and be reimbursed for additional costs reasonably and necessarily incurred.

17.9. In the case of disagreement between the Parties as to the existence or extent of Force Majeure, the matter shall be settled according to Clauses GCC 48 & 49.

18. Suspension

18.1. The Client may, by written notice of suspension to the Consultant, suspend all payments to the Consultant hereunder if the Consultant fails to perform any of its obligations under this Contract, including the carrying out of the Services, provided that such notice of suspension (i) shall specify the nature of the failure, and (ii) shall request the Consultant to remedy such failure within a period not exceeding thirty (30) calendar days after receipt by the Consultant of such notice of suspension.

19. Termination

19. 1 This Contract may be terminated by either Party as per provisions set up below:

a. By the Client

19.1.1 The Client may terminate this Contract in case of the occurrence of any of the events specified in paragraphs (a) through (f) of this Clause. In such an occurrence the Client shall give at least thirty (30) calendar days' written notice of termination to the Consultant in case of the events referred to in (a) through (d); at least sixty (60) calendar days' written notice in case of the event referred to in (e); and at least five (5) calendar days' written notice in case of the event referred to in (f):

(a) If the Consultant fails to remedy a failure in the performance of its obligations hereunder, as specified in a notice of suspension pursuant to Clause GCC 18;

(b) If the Consultant becomes (or, if the Consultant consists of more than one entity, if any of its members becomes) insolvent or bankrupt or enter into any agreements with their creditors for relief of debt or take advantage of any law for the benefit of debtors or go into liquidation or receivership whether compulsory or voluntary;

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(c) If the Consultant fails to comply with any final decision reached as a result of arbitration proceedings pursuant to Clause GCC 49.1;

(d) If, as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than sixty (60) calendar days;

(e) If the Client, in its sole discretion and for any reason whatsoever, decides to terminate this Contract;

(f) If the Consultant fails to confirm availability of Key Experts as required in Clause GCC 13.

19.1.2 Furthermore, if the Client determines that the Consultant has engaged in corrupt, fraudulent, collusive, coercive or obstructive practices, in competing for or in executing the Contract, then the Client may, after giving fourteen (14) calendar days written notice to the Consultant, terminate the Consultant's employment under the Contract.

b. By the Consultant

19.1.3 The Consultant may terminate this Contract, by not less than thirty (30) calendar days' written notice to the Client, in case of the occurrence of any of the events specified in paragraphs (a) through (d) of this Clause.

(a) If the Client fails to pay any money due to the Consultant pursuant to this Contract and not subject to dispute pursuant to Clauses GCC 49.1 within forty-five (45) calendar days after receiving written notice from the Consultant that such payment is overdue.

(b) If, as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than sixty (60) calendar days.

(c) If the Client fails to comply with any final decision reached as a result of arbitration pursuant to Clause GCC 49.1.

(d) If the Client is in material breach of its obligations pursuant to this Contract and has not remedied the same within forty-five (45) days (or such longer period as the Consultant may have subsequently approved in writing) following the receipt by the Client of the Consultant's notice specifying such breach.

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c.	**Cessation of Rights and Obligations**	19.1.4 Upon termination of this Contract pursuant to Clauses GCC 12 or GCC 19 hereof, or upon expiration of this Contract pursuant to Clause GCC 14, all rights and obligations of the Parties hereunder shall cease, except (i) such rights and obligations as may have accrued on the date of termination or expiration, (ii) the obligation of confidentiality set forth in Clause GCC 22, (iii) the Consultant's obligation to permit inspection, copying and auditing of their accounts and records set forth in Clause GCC 25, and (iv) any right which a Party may have under the Applicable Law.
d.	**Cessation of Services**	19.1.5 Upon termination of this Contract by notice of either Party to the other pursuant to Clauses GCC 19a or GCC 19b, the Consultant shall, immediately upon dispatch or receipt of such notice, take all necessary steps to bring the Services to a close in a prompt and orderly manner and shall make every reasonable effort to keep expenditures for this purpose to a minimum. With respect to documents prepared by the Consultant and equipment and materials furnished by the Client, the Consultant shall proceed as provided, respectively, by Clauses GCC 27 or GCC 28.
e.	**Payment upon Termination**	19.1.6 Upon termination of this Contract, the Client shall make the following payments to the Consultant: (a) remuneration for Services satisfactorily performed prior to the effective date of termination, and reimbursable expenditures for expenditures actually incurred prior to the effective date of termination; and pursuant to Clause 42; (b) in the case of termination pursuant to paragraphs (d) and (e) of Clause GCC 19.1.1, reimbursement of any reasonable cost incidental to the prompt and orderly termination of this Contract, including the cost of the return travel of the Experts.

C. OBLIGATIONS OF THE CONSULTANT

20. General

a.	**Standard of Performance**	20.1 The Consultant shall perform the Services and carry out the Services with all due diligence, efficiency and economy, in accordance with generally accepted professional standards and practices, and shall observe sound management practices, and employ appropriate technology and

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safe and effective equipment, machinery, materials and methods. The Consultant shall always act, in respect of any matter relating to this Contract or to the Services, as a faithful adviser to the Client, and shall at all times support and safeguard the Client's legitimate interests in any dealings with the third parties.

20.2 The Consultant shall employ and provide such qualified and experienced Experts and Sub-consultants as are required to carry out the Services.

20.3 The Consultant may subcontract part of the Services to an extent and with such Key Experts and Sub-consultants as may be approved in advance by the Client. Notwithstanding such approval, the Consultant shall retain full responsibility for the Services.

b. Law Applicable to Services

20.4 The Consultant shall perform the Services in accordance with the Contract and the Applicable Law and shall take all practicable steps to ensure that any of its Experts and Sub-consultants, comply with the Applicable Law.

20.5 Throughout the execution of the Contract, the Consultant shall comply with the import of goods and services prohibitions in the Client's country when

(a) as a matter of law or official regulations, the Borrower's country prohibits commercial relations with that country; or

(b) by an act of compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, the Borrower's Country prohibits any import of goods from that country or any payments to any country, person, or entity in that country.

20.6 The Client shall notify the Consultant in writing of relevant local customs, and the Consultant shall, after such notification, respect such customs.

21. Conflict of Interests

21.1 The Consultant shall hold the Client's interests paramount, without any consideration for future work, and strictly avoid conflict with other assignments or their own corporate interests.

a. Consultant Not to Benefit from

21.1.1 The payment of the Consultant pursuant to GCC F (Clauses GCC 41 through 46) shall constitute the Consultant's only payment in connection with this Contract and, subject to Clause GCC 21.1.3, the Consultant shall not accept for its own benefit any trade commission,

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	Commissions,Discounts, etc.	discount or similar payment in connection with activities pursuant to this Contract or in the discharge of its obligations hereunder, and the Consultant shall use its best efforts to ensure that any Sub-consultants, as well as the Experts and agents of either of them, similarly shall not receive any such additional payment. 21.1.2 Furthermore, if the Consultant, as part of the Services, has the responsibility of advising the Client on the procurement of goods, works or services, the Consultant shall comply with the Bank's Applicable Guidelines, and shall at all times exercise such responsibility in the best interest of the Client. Any discounts or commissions obtained by the Consultant in the exercise of such procurement responsibility shall be for the account of the Client.
b.	**Consultant and Affiliates Not to Engage in Certain Activities**	21.1.3 The Consultant agrees that, during the term of this Contract and after its termination, the Consultant and any entity affiliated with the Consultant, as well as any Sub-consultants and any entity affiliated with such Sub-consultants, shall be disqualified from providing goods, works or non-consulting services resulting from or directly related to the Consultant's Services for the preparation or implementation of the project, unless otherwise indicated in the **SCC**.
c.	**Prohibition of Conflicting Activities**	21.1.4 The Consultant shall not engage, and shall cause its Experts as well as its Sub-consultants not to engage, either directly or indirectly, in any business or professional activities that would conflict with the activities assigned to them under this Contract.
d.	**Strict Duty to Disclose Conflicting Activities**	21.1.5 The Consultant has an obligation and shall ensure that its Experts and Sub-consultants shall have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of their Client, or that may reasonably be perceived as having this effect. Failure to disclose said situations may lead to the disqualification of the Consultant or the termination of its Contract.
22. Confidentiality		22.1 Except with the prior written consent of the Client, the Consultant and the Experts shall not at any time communicate to any person or entity any confidential information acquired in the course of the Services, nor shall the Consultant and the Experts make public the recommendations formulated in the course of, or as a result of, the Services.

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23. Liability of the Consultant

23.1 Subject to additional provisions, if any, set forth in the **SCC**, the Consultant's liability under this Contract shall be as determined under the Applicable Law.

24. Insurance to be Taken out by the Consultant

24.1 The Consultant (i) shall take out and maintain, and shall cause any Sub-consultants to take out and maintain, at its (or the Sub-consultants', as the case may be) own cost but on terms and conditions approved by the Client, insurance against the risks, and for the coverage specified in the **SCC,** and (ii) at the Client's request, shall provide evidence to the Client showing that such insurance has been taken out and maintained and that the current premiums therefore have been paid. The Consultant shall ensure that such insurance is in place prior to commencing the Services as stated in Clause GCC 13.

25. Accounting, Inspection and Auditing

25.1 The Consultant shall keep, and shall make all reasonable efforts to cause its Sub-consultants to keep, accurate and systematic accounts and records in respect of the Services in such form and detail as will clearly identify relevant time changes and costs.

25.2. The Consultant shall permit and shall cause its Sub-consultants to permit, the Bank and/or persons appointed by the Bank to inspect the Site and/or all accounts and records relating to the performance of the Contract and the submission of the Proposal to provide the Services, and to have such accounts and records audited by auditors appointed by the Bank if requested by the Bank. The Consultant's attention is drawn to Clause GCC 10 which provides, inter alia, that acts intended to materially impede the exercise of the Bank's inspection and audit rights provided for under this Clause GCC25.2 constitute a prohibited practice subject to contract termination (as well as to a determination of ineligibility under the Bank's prevailing sanctions procedures.)

26. Reporting Obligations

26.1 The Consultant shall submit to the Client the reports and documents specified in **Appendix A**, in the form, in the numbers and within the time periods set forth in the said Appendix.

27. Proprietary Rights of the Client in Reports and Records

27.1 Unless otherwise indicated in the **SCC**, all reports and relevant data and information such as maps, diagrams, plans, databases, other documents and software, supporting records or material compiled or prepared by the Consultant for the Client in the course of the Services shall be confidential and become and remain the absolute property of the Client. The Consultant shall, not later than upon termination or expiration of this Contract, deliver all such documents to the Client, together with a detailed inventory thereof. The Consultant may retain a copy of such

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documents, data and/or software but shall not use the same for purposes unrelated to this Contract without prior written approval of the Client.

27.2 If license agreements are necessary or appropriate between the Consultant and third parties for purposes of development of the plans, drawings, specifications, designs, databases, other documents and software, the Consultant shall obtain the Client's prior written approval to such agreements, and the Client shall be entitled at its discretion to require recovering the expenses related to the development of the program(s) concerned. Other restrictions about the future use of these documents and software, if any, shall be specified in the **SCC**.

28. Equipment, Vehicles and Materials

28.1 Equipment, vehicles and materials made available to the Consultant by the Client, or purchased by the Consultant wholly or partly with funds provided by the Client, shall be the property of the Client and shall be marked accordingly. Upon termination or expiration of this Contract, the Consultant shall make available to the Client an inventory of such equipment, vehicles and materials and shall dispose of such equipment, vehicles and materials in accordance with the Client's instructions. While in possession of such equipment, vehicles and materials, the Consultant, unless otherwise instructed by the Client in writing, shall insure them at the expense of the Client in an amount equal to their full replacement value.

28.2 Any equipment or materials brought by the Consultant or its Experts into the Client's country for the use either for the project or personal use shall remain the property of the Consultant or the Experts concerned, as applicable.

D. Consultant's Experts and Sub-Consultants

29. Description of Key Experts

29.1 The title, agreed job description, minimum qualification and time-input estimates to carry out the Services of each of the Consultant's Key Experts are described in **Appendix B.**

29.2 If required to comply with the provisions of Clause GCC 20a, adjustments with respect to the estimated time-input of Key Experts set forth in **Appendix B** may be made by the Consultant by a written notice to the Client, provided (i) that such adjustments shall not alter the original time-input estimates for any individual by more than 10% or one week, whichever is larger; and (ii) that the aggregate of such adjustments shall

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not cause payments under this Contract to exceed the ceilings set forth in Clause GCC 41.2.

29.3 If additional work is required beyond the scope of the Services specified in **Appendix A**, the estimated time-input for the Key Experts may be increased by agreement in writing between the Client and the Consultant. In case where payments under this Contract exceed the ceilings set forth in Clause GCC 41.1, the Parties shall sign a Contract amendment.

30. Replacement of Key Experts

30.1 Except as the Client may otherwise agree in writing, no changes shall be made in the Key Experts.

30.2 Notwithstanding the above, the substitution of Key Experts during Contract execution may be considered only based on the Consultant's written request and due to circumstances outside the reasonable control of the Consultant, including but not limited to death or medical incapacity. In such case, the Consultant shall forthwith provide as a replacement, a person of equivalent or better qualifications and experience, and at the same rate of remuneration.

31. Approval of Additional Key Experts

31.1 If during execution of the Contract, additional Key Experts are required to carry out the Services, the Consultant shall submit to the Client for review and approval a copy of their Curricula Vitae (CVs). If the Client does not object in writing (stating the reasons for the objection) within twenty-two (22) days from the date of receipt of such CVs, such additional Key Experts shall be deemed to have been approved by the Client.

The rate of remuneration payable to such new additional Key Experts shall be based on the rates for other Key Experts position which require similar qualifications and experience.

32. Removal of Experts or Sub-consultants

32.1 If the Client finds that any of the Experts or Sub-consultant has committed serious misconduct or has been charged with having committed a criminal action, or shall the Client determine that Consultant's Expert of Sub-consultant have engaged in corrupt, fraudulent, collusive, coercive or obstructive practice while performing the Services, the Consultant shall, at the Client's written request, provide a replacement.

32.2 In the event that any of Key Experts, Non-Key Experts or Sub-consultants is found by the Client to be incompetent or incapable in

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discharging assigned duties, the Client, specifying the grounds therefore, may request the Consultant to provide a replacement.

32.3 Any replacement of the removed Experts or Sub-consultants shall possess better qualifications and experience and shall be acceptable to the Client.

33. Replacement/ Removal of Experts – Impact on Payments

33.1 Except as the Client may otherwise agree, (i) the Consultant shall bear all additional travel and other costs arising out of or incidental to any removal and/or replacement, and (ii) the remuneration to be paid for any of the Experts provided as a replacement shall not exceed the remuneration which would have been payable to the Experts replaced or removed.

34. Working Hours, Overtime, Leave, etc.

34.1 Working hours and holidays for Experts are set forth in **Appendix B**. To account for travel time to/from the Client's country, experts carrying out Services inside the Client's country shall be deemed to have commenced or finished work in respect of the Services such number of days before their arrival in, or after their departure from, the Client's country as is specified in **Appendix B**.

34.2 The Experts shall not be entitled to be paid for overtime nor to take paid sick leave or vacation leave except as specified in **Appendix B**, and the Consultant's remuneration shall be deemed to cover these items.

34.3 Any taking of leave by Key Experts shall be subject to the prior approval by the Consultant who shall ensure that absence for leave purposes will not delay the progress and or impact adequate supervision of the Services.

E. Obligations of the Client

35. Assistance and Exemptions

35.1 Unless otherwise specified in the **SCC**, the Client shall use its best efforts to:

(a) Assist the Consultant with obtaining work permits and such other documents as shall be necessary to enable the Consultant to perform the Services.

(b) Assist the Consultant with promptly obtaining, for the Experts and, if appropriate, their eligible dependents, all necessary entry and exit visas, residence permits, exchange permits and any other

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documents required for their stay in the Client's country while carrying out the Services under the Contract.

(c) Facilitate prompt clearance through customs of any property required for the Services and of the personal effects of the Experts and their eligible dependents.

(c) Issue to officials, agents and representatives of the Government all such instructions and information as may be necessary or appropriate for the prompt and effective implementation of the Services.

(d) Assist the Consultant and the Experts and any Sub-consultants employed by the Consultant for the Services with obtaining exemption from any requirement to register or obtain any permit to practice their profession or to establish themselves either individually or as a corporate entity in the Client's country according to the applicable law in the Client's country.

(e) Assist the Consultant, any Sub-consultants and the Experts of either of them with obtaining the privilege, pursuant to the applicable law in the Client's country, of bringing into the Client's country reasonable amounts of foreign currency for the purposes of the Services or for the personal use of the Experts and of withdrawing any such amounts as may be earned therein by the Experts in the execution of the Services.

(f) Provide to the Consultant any such other assistance as may be specified in the **SCC**.

36. Access to Project Site

36.1 The Client warrants that the Consultant shall have, free of charge, unimpeded access to the project site in respect of which access is required for the performance of the Services. The Client will be responsible for any damage to the project site or any property thereon resulting from such access and will indemnify the Consultant and each of the experts in respect of liability for any such damage, unless such damage is caused by the willful default or negligence of the Consultant or any Sub-consultants or the Experts of either of them.

37. Change in the Applicable LawRelated to Taxes and Duties

37.1 If, after the date of this Contract, there is any change in the applicable law in the Client's country with respect to taxes and duties which increases or decreases the cost incurred by the Consultant in performing the Services, then the remuneration and reimbursable expenses otherwise payable to the Consultant under this Contract shall be

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increased or decreased accordingly by agreement between the Parties hereto, and corresponding adjustments shall be made to the ceiling amounts specified in Clause GCC 41.1

38. Services, Facilities and Property of the Client

38.1 The Client shall make available to the Consultant and the Experts, for the purposes of the Services and free of any charge, the services, facilities and property described in the Terms of Reference (**Appendix A)** at the times and in the manner specified in said **Appendix A.**

38.2 In case that such services, facilities and property shall not be made available to the Consultant as and when specified in **Appendix A**, the Parties shall agree on (i) any time extension that it may be appropriate to grant to the Consultant for the performance of the Services, (ii) the manner in which the Consultant shall procure any such services, facilities and property from other sources, and (iii) the additional payments, if any, to be made to the Consultant as a result thereof pursuant to Clause GCC 41.3.

39. Counterpart Personnel

39.1 The Client shall make available to the Consultant free of charge such professional and support counterpart personnel, to be nominated by the Client with the Consultant's advice, if specified in **Appendix A**.

39.2 If counterpart personnel are not provided by the Client to the Consultant as and when specified in **Appendix A**, the Client and the Consultant shall agree on (i) how the affected part of the Services shall be carried out, and (ii) the additional payments, if any, to be made by the Client to the Consultant as a result thereof pursuant to Clause GCC 41.3.

39.3 Professional and support counterpart personnel, excluding Client's liaison personnel, shall work under the exclusive direction of the Consultant. If any member of the counterpart personnel fails to perform adequately any work assigned to such member by the Consultant that is consistent with the position occupied by such member, the Consultant may request the replacement of such member, and the Client shall not unreasonably refuse to act upon such request.

40. Payment Obligation

40.1 In consideration of the Services performed by the Consultant under this Contract, the Client shall make such payments to the Consultant and in such manner as is provided by GCC F below.

F. PAYMENTS TO THE CONSULTANT

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41. Ceiling Amount

41.1 An estimate of the cost of the Services is set forth in **Appendix C** (Remuneration) and **Appendix D** (Reimbursable expenses).

41.2 Payments under this Contract shall not exceed the ceilings in foreign currency and in local currency specified in the **SCC**.

41.3 For any payments in excess of the ceilings specified in GCC41.2, an amendment to the Contract shall be signed by the Parties referring to the provision of this Contract that evokes such amendment.

42. Remuneration and Reimbursable Expenses

42.1 The Client shall pay to the Consultant (i) remuneration that shall be determined on the basis of time actually spent by each Expert in the performance of the Services after the date of commencing of Services or such other date as the Parties shall agree in writing; and (ii) reimbursable expenses that are actually and reasonably incurred by the Consultant in the performance of the Services.

42.2 All payments shall be at the rates set forth in **Appendix C** and **Appendix D**.

42.3 Unless the **SCC** provides for the price adjustment of the remuneration rates, said remuneration shall be fixed for the duration of the Contract.

42.4 The remuneration rates shall cover: (i) such salaries and allowances as the Consultant shall have agreed to pay to the Experts as well as factors for social charges and overheads (bonuses or other means of profit-sharing shall not be allowed as an element of overheads), (ii) the cost of backstopping by home office staff not included in the Experts' list in **Appendix B**, (iii) the Consultant's profit, and (iv) any other items as specified in the **SCC**.

42.5 Any rates specified for Experts not yet appointed shall be provisional and shall be subject to revision, with the written approval of the Client, once the applicable remuneration rates and allowances are known.

43. Taxes and Duties

43.1 The Consultant, Sub-consultants and Experts are responsible for meeting any and all tax liabilities arising out of the Contract unless it is stated otherwise in the **SCC**.

43.2 As an exception to the above and as stated in the **SCC**, all local identifiable indirect taxes (itemized and finalized at Contract negotiations)

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are reimbursed to the Consultant or are paid by the Client on behalf of the Consultant.

44. Currency of Payment

44.1 Any payment under this Contract shall be made in the currency(ies) specified in the **SCC.**

45. Mode of Billing and Payment

45.1 Billings and payments in respect of the Services shall be made as follows:

(a) *Advance payment*. Within the number of days after the Effective Date, the Client shall pay to the Consultant an advance payment as specified in the **SCC**. Unless otherwise indicated in the **SCC**, an advance payment shall be made against an advance payment bank guarantee acceptable to the Client in an amount (or amounts) and in a currency (or currencies) specified in the **SCC**. Such guarantee (i) is to remain effective until the advance payment has been fully set off, and (ii) is to be in the form set forth in **Appendix E**, or in such other form as the Client shall have approved in writing. The advance payments will be set off by the Client in equal installments against the statements for the number of months of the Services specified in the **SCC** until said advance payments have been fully set off.

(b) *The Itemized Invoices.* As soon as practicable and not later than fifteen (15) days after the end of each calendar month during the period of the Services, or after the end of each time interval otherwise indicated in the **SCC**, the Consultant shall submit to the Client, in duplicate, itemized invoices, accompanied by the receipts or other appropriate supporting documents, of the amounts payable pursuant to Clauses GCC 44 and GCC 45 for such interval, or any other period indicated in the **SCC**. Separate invoices shall be submitted for expenses incurred in foreign currency and in local currency. Each invoice shall show remuneration and reimbursable expenses separately.

(c) The Client shall pay the Consultant's invoices within sixty (60) days after the receipt by the Client of such itemized invoices with supporting documents. Only such portion of an invoice that is not satisfactorily supported may be withheld from payment. Should any discrepancy be found to exist between actual payment and costs authorized to be incurred by the Consultant, the Client may add or subtract the difference from any subsequent payments.

(d) *The Final Payment* .The final payment under this Clause shall be made only after the final report and a final invoice, identified as such, shall

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have been submitted by the Consultant and approved as satisfactory by the Client. The Services shall be deemed completed and finally accepted by the Client and the final report and final invoice shall be deemed approved by the Client as satisfactory ninety (90) calendar days after receipt of the final report and final invoice by the Client unless the Client, within such ninety (90) calendar day period, gives written notice to the Consultant specifying in detail deficiencies in the Services, the final report or final invoice. The Consultant shall thereupon promptly make any necessary corrections, and thereafter the foregoing process shall be repeated. Any amount that the Client has paid or has caused to be paid in accordance with this Clause in excess of the amounts payable in accordance with the provisions of this Contract shall be reimbursed by the Consultant to the Client within thirty (30) days after receipt by the Consultant of notice thereof. Any such claim by the Client for reimbursement must be made within twelve (12) calendar months after receipt by the Client of a final report and a final invoice approved by the Client in accordance with the above.

(e) All payments under this Contract shall be made to the accounts of the Consultant specified in the **SCC**.

(f) With the exception of the final payment under (d) above, payments do not constitute acceptance of the Services nor relieve the Consultant of any obligations hereunder.

46. Interest on Delayed Payments

46.1 If the Client had delayed payments beyond fifteen (15) days after the due date stated in Clause GCC 45.1 (c), interest shall be paid to the Consultant on any amount due by, not paid on, such due date for each day of delay at the annual rate stated in the **SCC.**

G. Fairness and Good Faith

47. Good Faith

47.1 The Parties undertake to act in good faith with respect to each other's rights under this Contract and to adopt all reasonable measures to ensure the realization of the objectives of this Contract.

H. Settlement of Disputes

48. Amicable Settlement

48.1 The Parties shall seek to resolve any dispute amicably by mutual consultation.

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48.2 If either Party objects to any action or inaction of the other Party, the objecting Party may file a written Notice of Dispute to the other Party providing in detail the basis of the dispute. The Party receiving the Notice of Dispute will consider it and respond in writing within fourteen (14) days after receipt. If that Party fails to respond within fourteen (14) days, or the dispute cannot be amicably settled within fourteen (14) days following the response of that Party, Clause GCC 49.1 shall apply.

49. Dispute Resolution

49.1 Any dispute between the Parties arising under or related to this Contract that cannot be settled amicably may be referred to by either Party to the adjudication/arbitration in accordance with the provisions specified in the **SCC**.

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II. General Conditions

Attachment 1: Bank's Policy – Corrupt and Fraudulent Practices

(the text in this Attachment 1 shall not be modified)

Guidelines for Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers, dated January 2011:

"Fraud and Corruption

1.23 It is the Bank's policy to require that Borrowers (including beneficiaries of Bank loans), consultants, and their agents (whether declared or not), sub-contractors, sub-consultants, service providers, or suppliers, and any personnel thereof, observe the highest standard of ethics during the selection and execution of Bank-financed contracts [footnote: In this context, any action taken by a consultant or any of its personnel, or its agents, or its sub-consultants, sub-contractors, services providers, suppliers, and/or their employees, to influence the selection process or contract execution for undue advantage is improper.]. In pursuance of this policy, the Bank:

(a) defines, for the purposes of this provision, the terms set forth below as follows:

(i) "corrupt practice" is the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party[1];

(ii) "fraudulent practice" is any act or omission, including misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain financial or other benefit or to avoid an obligation[2];

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[1] *For the purpose of this sub-paragraph, "another party" refers to a public official acting in relation to the selection process or contract execution. In this context "public official" includes World Bank staff and employees of other organizations taking or reviewing selection decisions.*

[2] *For the purpose of this sub-paragraph, "party" refers to a public official; the terms "benefit" and "obligation" relate to the selection process or contract execution; and the "act or omission" is intended to influence the selection process or contract execution.*

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(iii) "collusive practices" is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party[3];

(iv) "coercive practices" is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party[4];

(v) "obstructive practice" is

(aa) deliberately destroying, falsifying, altering, or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a Bank investigation into allegations of a corrupt, fraudulent, coercive, or collusive practice; and/or threatening, harassing, or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation, or

(bb) acts intended to materially impede the exercise of the Bank's inspection and audit rights;

(b) will reject a proposal for award if it determines that the consultant recommended for award or any of its personnel, or its agents, or its sub-consultants, sub-contractors, services providers, suppliers, and/or their employees, has, directly or indirectly, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for the contract in question;

(c) will declare misprocurement and cancel the portion of the Loan allocated to a contract if it determines at any time that representatives of the Borrower or of a recipient of any part of the proceeds of the Loan were engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices during the selection process or the implementation of the contract in question, without the Borrower having taken timely and appropriate action satisfactory to the Bank to address such practices when they occur, including by failing to inform the Bank in a timely manner they knew of the practices;

(d) will sanction a firm or an individual at any time, in accordance with prevailing Bank's sanctions procedures[5], including by publicly declaring such firm or an ineligible, either indefinitely or for a

---

[3] *For the purpose of this sub-paragraph, "parties" refers to participants in the procurement or selection process (including public officials) attempting either themselves, or through another person or entity not participating in the procurement or selection process, to simulate competition or to establish prices at artificial, non-competitive levels, or are privy to each other's bid prices or other conditions.*

[4] For the purpose of this sub-paragraph, "party" refers to a participant in the selection process or contract execution.

[5] A firm or an individual may be declared ineligible to be awarded a Bank-financed contract upon (i) completion of the Bank's sanctions proceedings as per its sanctions procedures, including inter alia: cross-debarment as agreed with other International Financial Institutions, including Multilateral Development Banks, and through the application of the World Bank Group corporate administrative procurement sanctions procedures for fraud and

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stated period of time: (i) to be awarded a Bank-financed contract, and (ii) to be a nominated[6] sub-consultant, supplier, or service provider of an otherwise eligible firm being awarded a Bank-financed contract.

corruption; and (ii) as a result of temporary suspension or early temporary suspension in connection with an ongoing sanctions proceedings. See footnote 12 and paragraph 8 of Appendix 1 of these Guidelines.

[6] A nominated sub-consultant, supplier, or service provider is one which has been either (i) included by the consultant in its proposal because it brings specific and critical experience and know-how that are accounted for in the technical evaluation of the consultant's proposal for the particular services; or (ii) appointed by the Borrower.

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III. Special Conditions of Contract

[Notes in brackets are for guidance purposes only and should be deleted in the final text of the signed contract]

Number of GC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract
1.1(b) and 3.1	**The Contract shall be construed in accordance with the law of** India.
4.1	**The language is English**
6.1 and 6.2	**The addresses are:** Client : Bihar State Educational Infrastructure Development Corporation Ltd Attention : Managing Director , BSEIDC Facsimile : 0612-2660256 E-mail (where permitted): bseidc@gmail.com Consultant : Medhaj Techno Concept Pvt. Ltd. Attention : Mr. Siddharth Mehta, Senior Vice President Phone : +91-9899664647 E-mail (where permitted) : siddharth.mehta@medhaj.com

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8.1	**The Lead Member on behalf of the JV is Medhaj Techno Concept Pvt. Ltd.**
9.1	**The Authorized Representatives are:** **For the Client:** **MD(BSEIDC)** **For the Consultant:** Mr. KVV Satyanarayan (Team Leader) and Mr. Namit Kumar (Sr. Manager)
11.1	**The effectiveness conditions are the following:** From the date of Signing of the Contract by the Client and the Consultant, after approval by the Bank.
12.1	**Termination of Contract for Failure to Become Effective:** Not applicable in view of SCC 11.1 above.
13.1	**Commencement of Services:** **The number of days shall be 15.** Confirmation of Key Experts' availability to start the Assignment shall be submitted to the Client in writing as a written statement signed by each Key Expert.
14.1	**Expiration of Contract:** **The time-period shall be** 36 Months.
21 b.	**The Client reserves the right to determine on a case-by-case basis whether the Consultant should be disqualified from providing goods, works or non-consulting services due to a conflict of a nature described in Clause GCC 21.1.3**

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	Yes
23.1	The following limitation of the Consultant's Liability towards the Client can be subject to the Contract's negotiations: **"Limitation of the Consultant's Liability towards the Client:** **(a) Except in the case of gross negligence or willful misconduct on the part of the Consultant or on the part of any person or a firm acting on behalf of the Consultant in carrying out the Services, the Consultant, with respect to damage caused by the Consultant to the Client's property, shall not be liable to the Client:** **(i) for any indirect or consequential loss or damage; and** **(ii) for any direct loss or damage that exceeds [insert a multiplier, e.g.: one, two, three] times the total value of the Contract;** **(b) This limitation of liability shall not** **(i) affect the Consultant's liability, if any, for damage to Third Parties caused by the Consultant or any person or firm acting on behalf of the Consultant in carrying out the Services;** **(ii) be construed as providing the Consultant with any limitation or exclusion from liability which is prohibited by the applicable law in the Client's country.**

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24.1	**The insurance coverage against the risks shall be as follows:** **(a) Professional liability insurance, with a minimum coverage of** amount equivalent to the total value of the contract in Rupees. (b) Third Party motor vehicle liability insurance in respect of motor vehicles operated in the Client's country by the Consultant or its Experts or Sub-consultants, with a minimum coverage of *as per the amended motor vehicles act* ; (c) Third Party liability insurance, with a minimum coverage of *[INR Rs.10,00,000)* (d) employer's liability and workers' compensation insurance in respect of the experts and Sub-consultants in accordance with the relevant provisions of the applicable law in the Client's country, as well as, with respect to such Experts, any such life, health, accident, travel or other insurance as may be appropriate; and (e) insurance against loss of or damage to (i) equipment purchased in whole or in part with funds provided under this Contract, (ii) the Consultant's property used in the performance of the Services, and (iii) any documents prepared by the Consultant in the performance of the Services.
27.2	**The Consultant shall not use these data,*documents and software*for purposes unrelated to this Contract without the prior written approval of the Client.**
41.2	**The ceiling in local currency is: INR 11,47,16,780 exclusive of local indirect taxes.** The client shall reimburse indirect tax (Goods and Service Tax) payable in India as per Applicable Law. However, consultant shall have to produce all relevant documents establishing the proof of payment / return to the tax authority to the client. The consultant shall register itself for Goods and service tax with appropriate authority in India & shall provide the registration Number to the client. **The amount of such taxes is INR 2,06,49,020.40.**

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42.3	**Price adjustment on the remuneration "applies" - *No***
43.1 and 43.2	The Client warrants that the Client shall reimburse the Consultant, the Sub-consultants and the Experts any indirect taxes, duties, fees, levies and other impositions imposed, under the applicable law in the Client's country, on the Consultant, the Sub-consultants and the Experts in respect of: (a) any payments whatsoever made to the Consultant, Sub-consultants and the Experts (other than nationals or permanent residents of the Client's country), in connection with the carrying out of the Services; (b) any equipment, materials and supplies brought into the Client's country by the Consultant or Sub-consultants for the purpose of carrying out the Services and which, after having been brought into such territories, will be subsequently withdrawn by them; (c) any equipment imported for the purpose of carrying out the Services and paid for out of funds provided by the Client and which is treated as property of the Client; (d) any property brought into the Client's country by the Consultant, any Sub-consultants or the Experts (other than nationals or permanent residents of the Client's country), or the eligible dependents of such experts for their personal use and which will subsequently be withdrawn by them upon their respective departure from the Client's country, provided that: (i) the Consultant, Sub-consultants and experts shall follow the usual customs procedures of the Client's country in importing property into the Client's country; and (ii) if the Consultant, Sub-consultants or Experts do not withdraw but dispose of any property in the Client's country upon which customs duties and taxes have been exempted, the Consultant, Sub-consultants or Experts, as the case may be, (a) shall bear such customs duties and taxes in conformity with the regulations of the Client's country, or (b) shall reimburse them to the Client if they were paid by the Client at the time the property in question was brought into the Client's country.
44.1	**The currency [currencies] of payment shall be the following:**

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	INR (Indian Rupee) a) The client shall reimburse only Goods and Services Tax payable in India as per Applicable Law. The consultant shall register itself for this purpose with appropriate authority in India & shall provide the registration Number to the client. b) Tax will be deducted at source, if applicable, as per the prevailing Income Tax Rules.
45.1(a)	***The following provisions shall apply to the advance payment and the advance bank payment guarantee:*** (1) An advance payment of 10% in local currency shall be made within 45 days after the Effective Date. The advance payment will be set off by the Client in equal installments against the statements for the first 12 months of the Services until the advance payment has been fully set off. (2) The advance bank payment guarantee shall be in the amount and in the currency of the currency(ies) of the advance payment. INR Rupees .
45.1(b)	**The Consultant shall submit to the Client itemized statements at time intervals ofevery quarter.** # The applicable Payment Terms are specified at the end of this table.
45.1(e)	**The accounts are:** For local currency: M/s Medhaj Techno Concept Pvt. Ltd ICICI Bank Hazratganj, Lucknow Branch Account No.: 628105031711 IFSC Code: ICIC0006281
46.1	**The interest rate is:** 5% for local currency and London Inter-Bank Offered Rate [LIBOR] plus 1% for foreign currency

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49.	**Disputes shall be settled by arbitration in accordance with the following provisions:** 1. Selection of Arbitrators. Each dispute submitted by a Party to arbitration shall be heard by a sole arbitrator or an arbitration panel composed of three (3) arbitrators, in accordance with the following provisions: (a) Where the Parties agree that the dispute concerns a technical matter, they may agree to appoint a sole arbitrator or, failing agreement on the identity of such sole arbitrator within thirty (30) days after receipt by the other Party of the proposal of a name for such an appointment by the Party who initiated the proceedings, either Party may apply to **The Indian Council of Arbitration** for a list of not fewer than five (5) nominees and, on receipt of such list, the Parties shall alternately strike names therefrom, and the last remaining nominee on the list shall be the sole arbitrator for the matter in dispute. If the last remaining nominee has not been determined in this manner within sixty (60) days of the date of the list, **The Indian Council of Arbitration** shall appoint, upon the request of either Party and from such list or otherwise, a sole arbitrator for the matter in dispute. (b) Where the Parties do not agree that the dispute concerns a technical matter, the Client and the Consultant shall each appoint one (1) arbitrator, and these two arbitrators shall jointly appoint a third arbitrator, who shall chair the arbitration panel. If the arbitrators named by the Parties do not succeed in appointing a third arbitrator within thirty (30) days after the latter of the two (2) arbitrators named by the Parties has been appointed, the third arbitrator shall, at the request of either Party, be appointed by **The Secretary, The Indian Council of Arbitration**. (c) If, in a dispute subject to paragraph (b) above, one Party fails to appoint its arbitrator within thirty (30) days after the other

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	Party has appointed its arbitrator, the Party which has named an arbitrator may apply to **The Indian Council of Arbitration, New Delhi** to appoint a sole arbitrator for the matter in dispute, and the arbitrator appointed pursuant to such application shall be the sole arbitrator for that dispute.
	2. Rules of Procedure. Arbitration proceedings shall be conducted in accordance with procedure of the Arbitration & Conciliation Act 1996, of India. 3. Substitute Arbitrators. If for any reason an arbitrator is unable to perform his/her function, a substitute shall be appointed in the same manner as the original arbitrator. 4. Nationality and Qualifications of Arbitrators. The sole arbitrator or the third arbitrator appointed pursuant to paragraphs 1(a) through 1(c) above shall be an internationally recognized legal or technical expert with extensive experience in relation to the matter in dispute and shall not be a national of the Consultant's home country or of the home country of any of their members or Parties or of the Government's country. For the purposes of this Clause, "home country" means any of: (a) the country of incorporation of the Consultant or of any of their members or Parties ; or (b) the country in which the Consultant's or any of their members' or Parties' principal place of business is located; or (c) the country of nationality of a majority of the Consultant's or of any members' or Parties' shareholders; or

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	(d) the country of nationality of the Sub-consultants concerned, where the dispute involves a subcontract.
	5. Miscellaneous. In any arbitration proceeding hereunder: (a) proceedings shall, unless otherwise agreed by the Parties, be held in Patna, India . (b) the *English* language shall be the official language for all purposes; and (c) the decision of the sole arbitrator or of a majority of the arbitrators (or of the third arbitrator if there is no such majority) shall be final and binding and shall be enforceable in any court of competent jurisdiction, and the Parties hereby waive any objections to or claims of immunity in respect of such enforcement.

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Payment Terms

The payments by the Client to the Consultant will be determined based on the time actually spent by each Key and Non-Key Expert in the performance of the Services and reimbursable expenses that are incurred by the Consultant in the performance of the Services at the end of each payment milestone. The payment milestones will recur every three months (i.e., one quarter) from the beginning of the assignment. The rates for this determination are laid out in Appendix C and Appendix D of thiscontract. While the determination of the net remuneration will be as per the rates, actual payments will also be partly contingent on achievement of specific results.

As described in the "General Conditions of Contract" (Clause 42), after the end of each quarter, i.e. at each payment milestone, the Consultant shall submit to the Client, itemized invoices for expenses showing remuneration and reimbursable expenses. The invoices raised for all quarters, except every fourth quarter, shall be payable in full subject to the fulfillment of other applicable "General Conditions of Contract".

For every fourth quarter, a portion of the total invoice value billed to the Client, hereinafter called "Performance Incentive", will be payable only on demonstrating the achievement of agreed results ("Performance Criteria"). Table III.A lists out the portion of total invoice that shall constitute the Performance Incentive.

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Table III.A – Payment Milestones and Performance Linkage

Year	Payment Milestone	Total Invoice Value	Performance Incentive (P)	Performance Criteria
1	T_0 + 3 months	V_1	0%	None
	T_0 + 6 months	V_2	0%	None
	T_0 + 9 months	V_3	0%	None
	T_0 + 12 months	V_4	20% of (V_1+V_2+V_3+V_4) or V_4; whichever is lower	Achievement of Year 2 targets of all Disbursement Linked Indicators (DLIs)
2	T_0 + 15 months	V_5	0%	None
	T_0 + 18 months	V_6	0%	None
	T_0 + 21 months	V_7	0%	None
	T_0 + 24 months	V_8	20% of (V_5+V_6+V_7+V_8) or V_8; whichever is lower	Achievement of Year 3 targets of all Disbursement Linked Indicators (DLIs)
3	T_0 + 27 months	V_9	0%	None
	T_0 + 30 months	V_{10}	0%	None
	T_0 + 33 months	V_{11}	0%	None
	T_0 + 36 months	V_{12}	20% of (V_9+V_{10}+V_{11}+V_{12}) or V_{12}; whichever is lower	Achievement of Year 4 targets of all Disbursement Linked Indicators (DLIs)

where, T_0 = Beginning of the assignment.

The Performance Criteria will be considered as **'met'** under the following circumstances –

(a) The Independent Verification Agency has certified that all the respective Disbursement Linked Indicators are achieved, and the same has been accepted by the government;

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OR

(b) As part of its quarterly report, the Consultant has provided a detailed explanation of the reasons behind not meeting the Performance Criteria and provided a justification on why these reasons were outside the control of the Consultant. This explanation must have been accepted by the government in writing. The Client agrees to provide a written acceptance, or a rejection of the explanation provided by the Consultant within 4 weeks of receiving the same, failing which the explanation will be considered as deemed to be accepted.

In all other circumstances, the Performance Criteria will be considered as **'unmet'.**

For every fourth quarter as listed in Table III.A above, the actual payment to the client will be determined as follows –

Case 1: Performance Criteria = 'met'	**Case 2: Performance Criteria = 'unmet'**
Total payment = Invoice Value (V_i)	Total payment = Invoice Value (V_i) – Performance Incentive (P) as per Table III.A

The amounts forfeited as Performance Incentive will be treated as rolling, and can be claimed in future invoices when the Performance Criteria for the quarter in which the same were forfeited is changed to 'met' status in future. In case these rolling incentives are claimed in future invoices, they will not be treated under the "Total Invoice Value" for the calculation of future Performance Incentiv

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IV. Minutes of Contract Negotiation

Name of Work:- Selection of Agency to establish Project Management Unit to Support Enhancing Teacher Effectiveness in Bihar Operation

Minutes of Negotiation

Feb 05, 2018. Patna.

1. The negotiations were held on RFP No. 10A/2017-18 for selection of consulting services for establishment and management Unit (PMU) to support "Enhancing Teacher effectiveness in Bihar" between BSEIDC and Mr. KVV Satyanarayana and Mr. Namit Kumar of Medhaj Techno Concepts Pvt Ltd (authorized representatives for the bidder). The list of attendees is appended at the Annexure.
2. The terms of reference for the work and the proposed methodology by the consulting firm for the entire scope of work were discussed. BSEIDC also confirmed the input commitments from its side, and the special conditions of the contract. The authorized representative of the bidder confirmed that the bidder is clear about the scope, and agrees with delivering on the same. There was no change made in the Terms of Reference and the scope, and these were agreed by both parties.
3. The authorized representative of the bidder was clearly informed that substitution of key experts is permissible only in very compelling circumtance. It was agreed between the parties that they will strive not to change any key expert. During the negotiation, the consulting firm's representatives confirms the entire availability of all experts informed in its technical proposal.
4. The authorized representative of the bidder was clearly informed that the entire PMU team will be stationed at Patna, Bihar for the time input indicated in the RFP, to meet the project requirement as mentioned in Clause No. 2, Section 7 of the RFP
5. The Financial proposal of the bidder consisted of a price of Rs. 11,47,16,780/- excluding applicable local indirect taxes of Rs.2,06,49,020.40/- reimbursable by BSEIDC. BSEIDC and the authorized representative of bidder agreed that this price will be set for delivery of the entire scope of work as laid out.

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(KVV Satyanarayana) 25/2/2018
Medhaj Techno Concepts Pvt Ltd

05/02/18
(NAMIT KUMAR)
SR. MANAGER
MEDHAJ TECHNO CONCEPT PVT. LTD.

5-2-2018

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V. Appendices

APPENDIX A – TERMS OF REFERENCE

Establishing Management Unit to Support "Enhancing Teacher Effectiveness in Bihar Operation"

1. Background

The Department of Education (DoE) of the Government of Bihar (GoB) launched *Mission Gunwatta* (translates to Mission Quality) in the year 2013, with one of the key goals being: 'every child in Bihar enrolled in primary schools attains learning competencies of the class that he/she is in'. *Mission Gunwatta* was intended to enable a dramatic improvement in learning outcomes for primary learners, enable teacher educators to make a real difference to the classroom processes, and to support teacher training institutions become vibrant and effective. In 2014, the Government of Bihar requested the World Bank to support the Mission and help the Department in improving its teacher education system with the introduction of effective delivery mechanisms, institutional reforms and a robust training and professional development strategy.

The World Bank supported "Enhancing Teacher Effectiveness in Bihar Operation" was launched subsequently with the development objective of improving the effectiveness of elementary school teachers in Bihar. The Operation's key focus areas are (a) developing high-quality teacher education institutions for improved program delivery; (b) enabling certification of unqualified elementary school teachers and their continuous professional development; (c) developing an effective teacher management system with a robust monitoring and evaluation mechanism; (d) improving accountability mechanisms at the school level; and (e) improving financial and governance mechanisms. The outputs of the project are monitored annually through the Results Framework and are synchronized with a Disbursement Linked Indicators (DLI) matrix.

DoE is the key implementing agency for the project, and its Directorate of Research and Training (DR&T) housed in the Department itself, serves as the nodal agency for overseeing and co-coordinating implementation and fund flows to all other entities. Bihar State Educational Infrastructure Development Corporation Ltd. (BSEIDC) is the main procurement agency that handles procurement of all goods and services including civil works for infrastructure upgradation, multi-media content development, ICT hardware and consulting services etc. The State Council for Educational Research and Training (SCERT) is the academic lead of the project, and is responsible for curriculum and syllabus development, content and materials production, the development of teacher educators, capacity building of DIETS, BRCs and CRCs and managing the ICT and ODL architecture for teacher training.

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2. Objective(s) of the Assignment

The DoE / BSEIDC, GoB, intends to select an agency ("Consultant") to establish a "Management Unit" to support Enhancing Teacher effectiveness in Bihar operation with requisite experience and capabilities for providing adequate support and coordination with various project stakeholders and assisting government counterparts for successful implementation of the Project, and to achieve its objectives. The selection shall be applicable for a period of 3 (Three) Years.

The Consultant will deploy fulltime, onsite resources to establish a Management Unit (MU) under the administrative framework of DR&T at Patna, Bihar. The MU will primarily support three key agencies: (i) DR&T, (ii) BSEIDC, and (iii) SCERT, with respect to all their activities and responsibilities under the project. The MU will also be responsible for managing the monitoring and reporting requirements with regards to the World Bank support, including reporting on the Results Framework, Disbursement Linked Indicators (DLIs) and their verification, and other program achievements.

It is expected that the Consultant will primarily focus on implementation of the identified strategic initiatives as part of the operation, and will deploy resources with extensive experience in providing hands-on implementation support while working with public officials. The MU will serve as a nodal centre of action for all activities, and will partly be incentivized based on achievement of specific results. Any strategic advisory from the Consultant will largely be limited to identifying better ways of implementing identified activities.

As part of its strategic function, the MU will support the government in identifying fit-for-purpose ICT infrastructure for teacher education in Bihar based on government's strategic direction, align the needs with the latest market trends, and support BSEIDC in procurement, development, deployment, and maintenance of such relevant ICT infrastructure. At this stage, establishment of following ICT infrastructure has been planned / under implementation as part of the program:

a) Teacher Education Management Information System (TEMIS)
b) Learning Hub for teachers at SCERT
c) ICT Labs at teacher education institutions
d) Blended learning pilots in select schools
e) Handheld devices for data collection using BRCCs and BEOs
f) Enterprise Resource Planning (ERP) system at BSEIDC

Some of the above needs might be met through alternate provisions, and additional ICT requirements may arise during the engagement of the Consultant. It is expected that the Consultant will proactively

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assess, evaluate, and provide recommendations on the bouquet of ICT infrastructure planned / in-use, and their utility towards meeting program objectives. It will lead the procurement of relevant vendors, assesstheir conformance to specifications, requirements and service levels, and manage multiple and diverse stakeholders related to all technology initiatives. In this context, the Consultant shall play both strategic and operational roles effectively and shall make sure that all technology infrastructure is installed and operated effectively.

The engagement with the Consultant will also involve the time of the senior management of the Consultant who will be responsible for setting up regular review meetings with the BSEIDC, SCERT, and/or DoE and provide executive reports on progress and key challenges on all activities. He/she will also exchange the best practices/learning from other similar MUs that the Consultant manages to ensure quality of the highest order in the delivery of the services. The senior management from Consultant will be responsible for necessary continuity throughout the engagement, and the overall strategic direction.

It is expected that the Consultant will be extremely swift and agile in mobilizing and deploying the MU team; setting up the pre-requisite project management tools, document management system, contract management system, etc.; developing the implementation plan; and laying down the business processes and reporting mechanisms within a very short time-frame of being awarded the contract.**The hallmark of success will be the execution of on-ground activities and achievement of results, and not the provisioning of ideas, advice, and plans.**

3. Scope of Services, Tasks (Components) and Expected Deliverables

Consulting support is required under the following categories:

A. Project Management Support

a) Overall management of Teacher Education Project: create an organized work plan for the project with activities, milestones, timelines and resource plans and continuously monitor the schedule and activities. Prepare and disseminate an RACI matrix (Responsible, Accountable, Consulted, and Informed) for all key tasks and an escalation matrix for management of time/scope creeps. The consultant will preferably use an effective project management tool that tracks progress as per plan and provides a simplified dashboard for executive information around project progress and milestones. The tool should also have capabilities for issue tracking, document management, and reporting.

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b) Measure project baseline, deviations, deadlines and performance objectives; detect issues/inconsistencies in the plans and communicate to stakeholders.

c) Report on progress and results accomplished in specified time intervals across all areas of the work plan, cumulative deviations from plan and schedule, corrective actions taken, plan revisions, outstanding issues and expected actions from various stakeholders. The report should preferably be generated from the project management tool.

d) Analyze project financing conditions and results framework of the operation, including the Disbursement Linked Indicators (DLIs) and their verification protocols, and actions as per Program Action Plan (PAP).

There are six DLIs specific to the program interventions that are used for disbursement. Based on this, identify and include appropriate trigger action for disbursements in the work plan and provide timely support to the joint review missions and third party validations. The six DLIs focus on:

i) Ensuring requisite infrastructure of TE Institutions – requires monitoring and reporting on infrastructure upgradation work at teacher education institutions
ii) Ensuring capacity enhancement of TE institutions for effective TE delivery – requires support on staff vacancy status, and improvements in TEIDI scores, and their reporting
iii) Training and certification of unqualified teachers and continuous professional development (CPD) of teachers in service – requires support on D.El.Ed. and other CPD programs and reporting
iv) Ensuring teacher management and performance is effectively monitored and evaluated – requires support on TEMIS and policy formulation on teachers' incentives
v) Enhancing teacher accountability at school level – requires support on SMC strengthening activities, and reporting on attendance levels
vi) Strengthening procurement, financial systems and corporate governance framework in BSEIDC; and incentivizing compliance with State Treasury Rules by DR&T.

The government has hired an Independent Verification Agency (IVA) to validate the achievements under six DLIs identified above. The MU will manage the work of the IVA, fulfillits site-visit and data requests, review the deliverables, and ensure appropriate communication with the World Bank for reporting its findings.

e) Serve as the primary vehicle for all communication between various stakeholders; liaise with government institution and organizations concerned with the Project implementation like SCERT, DIETs, PTECs, BRCs and CRCs etc. and confer information regarding the quality of the training imparted in all these institutions by analyzing and interpreting TEMIS, TEIDI, teacher performance indicators, school report cards, UDISE and other relevant data.

f) Draft all key documents related to the project including preparation of agenda, invites, briefing notes, presentations, and meeting minutes for all key meetings; ad-hoc reports related to the

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project on need basis; reports and presentations for the World Bank; file notes for government proceedings; official memos, notices, orders, and letters; procurement and contractual documents; communication materials for various stakeholders; marketing materials such as operation briefs, achievement booklets and pamphlets, case studies, etc. Create an electronic copy of all project related documents, including legacy documents from the beginning of the project period, and manage all project related documents using an electronic document management system.

g) Organize key events related to the project such as conferences and seminars, round table discussions, knowledge exchange forums, special training programs, field visits by senior government officials and/or World Bank officials, etc.; prepare all documentation required for such events; and provide event management and logistics support.

B. <u>Financial Management Support</u>

a) Lead and implement the overall financial management of the Teacher Education Program, including but not limited to preparing of annual budget proposals relevant to the World Bank project, monitoring fund flows and internal controls, supporting SCERT/DIETs in operating using the mainstream treasury systems and BSEIDC in strengthening its financial management practices, building accounting capacity in the DRT and SCERT, and monitoring time cycles of external audits of BSEIDC.

b) Undertake all financial activities related to budget, providing technical support to expedite the operation as per the established processes for disbursement of funds for different activities related to project including but not limited to funds under the TA component being disbursed and spent using World Bank disbursement and procurement rules with appropriate arrangement of budget and flow of funds, accounting, internal controls, interim and annual reporting (submission of quarterly IUFRs) and external audits to be placed in the public domain.

c) Continuously follow-up so that disbursement modalities for each DLI are met depending on whether they are scalable (DLIs 1, 3, 5) or non-scalable (DLIs 2, 4, 6) in accordance with the verification by the Independent Verification Agency.

d) Liaison with government institutions and organizations concerned with the Project implementation like SCERT, BSEIDC, DIETs, PTECs, BRCs & CRCs, etc. for financial management, data collection, and reporting.

e) Prepare all financial reports related to the program including but not limited to ensuring the preparation of program financial statements of various entities (BSEIDC, TA Component, and DRT, SCERT & DIETs).

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f) Manage and coordinate external audit activities so that the required audit reports by the World Bank are available by their respective due dates. Follow up on compliance with the internal/external audit observations.

C. *Monitoring and Evaluation Support*

a) Perform overall monitoring and evaluation of Teacher Education Project including but not limited to developing annual reporting including teacher management reports (TEMIS), institutional functioning of DIETs, PTECs and BRCs as key entities for training delivery (TEIDI), teacher performance tracking systems, on-site monitoring support and trainee assessment systems, School Management Committees' reporting, tracking DLIs and operations outputs and outcomes, and evaluating the operation's effectiveness and the impact of (i) time-on-task and other teacher assessment tools, (ii) the use of ODL and ICT, and (iii) school based community monitoring and social audit (refer to III Operation Implementation, B Results Monitoring and Evaluation, p. 15 of PAD).

b) Develop and strengthen monitoring, inspection and evaluation procedures using the Teacher Education Management Information System (TEMIS which includes a web-enabled system with easy accessibility and centralized database of teachers uniquely identified with a given data centre architecture), a Teacher Education Institutional Development Index (TEIDI which maps readiness, comprehensively assesses and evaluates curricular shifts and innovative approaches) and Teacher Performance Indicators (creating teacher standards and competencies as well as inputs for the development of a training strategy).

c) Monitor all project activities, expenditure, and progress towards achieving the Project outputs and outcomes.

d) Recommend improvement of the program design by supporting frequent reviews and analyses of teacher performance and student assessment data at all levels, using change management approaches for problem solving and documenting successes and failures.

e) Develop monitoring and impact indicator for the Project success as described in the framework which has been jointly agreed between the Government of Bihar and the World Bank to monitor milestones for achieving the program development objectives of the program-for-results lending instrument.

f) Plan and conduct appropriate evaluations as per agreed strategy to inform program design and logic.

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g) Suggest strategies to the Nodal Officer for improving the efficiency and effectiveness of the Project by identifying bottlenecks in completing project activities and developing plans to minimize or eliminate such bottlenecks.

h) Report monthly, quarterly, half-yearly and annual progress on all project activities.

D. *Procurement and Vendor Management Support*

a) Manage the procurement and vendor management activities to achieve agreed results including but not limited to procurement of civil works for infrastructure up-gradation, multi-media content development, hardware, software, applications, advocacy and other consulting and non-consulting services.

b) Undertake overall responsibility of managing the Procurement Plan for the operation as agreed with the World Bank, driving individual activities as per the Procurement Plan, and periodically revising the plan as needed. For all procurement activities under the Procurement Plan as well as other procurement activities that fall within the purview of the overall operation, the MU responsibilities will include drafting all key procurement documents such as newspaper advertisements, expressions of interest, requests for proposals, draft contract agreements, etc., conducting market scan and preparing approach to market, conducting vendor meetings at various stages, supporting evaluation of proposals, seeking World Bank clearances and fulfilling all other World Bank requirementsas needed, and recommending award of contracts.

c) Provide advice and implementation support on all aspects of procurement and vendor management including but not limited to supporting BSEIDC in playing the lead role in procurement under the program as per, among others, BSEIDC financial and technical rules where applicable, making use of e-Procurement system, ensuring sufficient number of procurement staff at BSEIDC and field-level engineers for supervision, and closing gaps identified. Effectively manage all contracts under the project preferably by using an electronic contract management system.

d) Support BSEIDC in end-to-end vendor management activities including maintenance of a detailed, written audit trail of all discussions and agreements in the document management system established as per para A ("Project Management Support") above, documentation of key personnel and the team details (structure, numbers) of vendors, documentation of vendor tasks and rules of engagement, agreements on implementation strategies and reviewing vendor designs/plans and change requests, analysis and acceptance of outputs and deliverables, performance tracking against contracted scope and service levels, invoices and payment management, penalties, etc.

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e) Ensure that goods and services are provided cost effectively to predetermined standards and in accordance with current tender and procurement regulations including but not limited to efficient functioning of BSEIDC procurement committees, developing a system of procurement planning, suggest improvement in bidding process, competition among bidders, contract administration and site supervision, on-time contract completion, prevention of cost overruns, quality assurance, and complaint redressal mechanism. In particular, prepare a procurement manual and standard bidding documents, implement a system of procurement planning, ensuring timely approval of awarding contract by BSEIDC Board of Directors (BoD), initiate a process of decentralization, conducting regular procurement post review, and establish a complaint handling and redress system/mechanism.

E. *Support for Technology Initiatives*

a) Assist in the articulation of specific system requirements as per identified ICT strategies and assessment of existing ICT infrastructure; collaborate with stakeholders to draft functional requirements of various solutions; support the procurement of third party services with responsibilities as laid out under para D ("Procurement and Vendor Management Support") above

b) Conduct vendor management tasks for ICT vendors including validation of critical deliverables such as functional requirement specification (FRS), design, solution architecture, deployment architecture, system requirements (hardware / software / data centre services) etc.

c) Assist in IT architecture governance activities to ensure that the implementation is in compliance to the architecture design and the agreed IT standards; ensure that the design and development is as per the agreed software development lifecycle; monitor implementation of document and source control tools; track all stages are signed off and agreed upon by all the relevant stakeholders.

d) Coordinate User Acceptance Testing (UAT) activities for different applications and participate in defect review and closure processes to ensure UAT is successfully conducted; review all test reports to ensure software quality is good and free of defects and recommend sign-offs.

e) Review and ensure all SOPs and documentation are released as per the defined timelines of the tender documents.

f) Work with the procured ICT vendors to ensure the delivery of operations and maintenance tasks of the IT infrastructure covering activities such as application production support (release and deployment), technology management of IT infrastructure (database, server, network and security, storage, middleware, virtualization etc.), IT service management (incident management, problem management, asset & release management, capacity & performance management,

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change request management, IT helpdesk etc.), infrastructure monitoring, application performance and end user monitoring, specifications of products that the onboarding agencies need to comply with etc.

g) Assist in preparation of any change request documents by collating scope of changes, and supporting BSEIDC in managing the negotiations and implementation of the same with the ICT vendor(s) and/or other parties required for system integration and related services; review change management methodology, user training manual and other documentations for change management.

h) Using the project management tool as per para A ("Project Management Support") above, review the progress of ICT interventions vis-à-vis implementation plan, apprise management of the progress, make efforts to resolve implementation issues, and ensure timely completion of activities; review operations and maintenance reports such as SLA monitoring, KPI reports etc. for all procured ICT vendors, monitor their performance, identify and communicate exceptions for government attention.

i) Recommend any suitable changes in infrastructure, software and operational processes / procedures / guidelines to keep up with evolving needs and technologies by leveraging best practices from delivered assignments of the same complexity and scope.

j) Review overall performance of ICT systems, verify and recommend payments to selected vendors as per the milestones defined in the payment terms after achieving the milestone (SRS signoff, UAT, phase implementation milestones, operations and maintenance etc.) and incorporating any incentives and penalties.

k) Using the document management system as per para A ("Project Management Support") above, maintain all ICT related systems data including the list of assets such as software licenses, infrastructure along with the configuration details, deployment in the data centres; capacity utilization; project artefacts; batch processes and scripts deployed in the data centres, etc.

l) Assist BSEIDC or a third-party agency in software/hardware audits (Functional & Security, ISO 27001 Audits, License Audits, and Operational Audits).

One of the specific interventions as identified in Para 2 ("Objective(s) of the Assignment") above is the development of a Learning Hub for teachers at SCERT. This specific activity will involve collaboration with not-for-profit vendors as advised by the Government of India as part of the Ministry of Human Resource Development's National Teacher Platform (NTP). The activity will require planning and deployment of a customizable third party software while working with minimal resource support from the not-for-profit vendor. For this activity, the responsibilities of the MU in addition to activities identified earlier will be to:

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a) Enable and drive Learning Hub software development and manage its implementation; prepare an intent and vision document, and create a technology strategy detailing the customizations and configurations needed on the NTP based on government goals and teachers' needs.
b) Coordinate with various Government and external partners to drive the content vision of the Learning Hub and develop a content strategy.
c) Create tools and processes to ensure that high-quality content is created and curated efficiently on the Learning Hub by teachers and teacher educators.
d) Conduct regular user testing to ensure that the Learning Hub platform has the right features and content for teacher professional development.
e) Create outreach, distribution and branding strategies to ensure adoption and sustained use of the Learning Hub by all teachers and teacher educators.

4. Team Composition and Qualification Requirements for the Key Experts (and any other requirements which will be used for evaluating the Key Experts under Data Sheet 21.1 of the ITC)

Based on the scope of services, the Consultant shall assess the actual requirement of the Key Expertsfor carrying out the assignment for different activities during the period of engagement. A reasonably sized team of Non-Key Expert(s)and allocation of additional senior management time may also be required to support the Key Experts.

The broad indicative requirement of only the Key Experts preferably having experience in programs financed by international development organizations, and results based programs, has been indicated in the table below.This team composition is generalized and the Consultants are free to prepare their own estimates of individual Key Experts' time inputs to carry out the assignment and to include the corresponding cost in their proposals. Attention of the Consultant is invited to ITC Data Sheet Clause 14.1.3 which stipulates the procedure for the purpose of evaluation and comparison of Proposals, if a Proposal includes less than the estimated total time-input of Key Experts provided in the said Clause for the 3 (Three) years' duration of the assignment.

The *curricula vitae*of the professionals shall be provided with the technical proposal. However, the *curricula vitae*of only the Key Experts will be evaluated for technical score.It is essential to ensure accuracy in the *curricula vitae* of Key Experts submitted with the proposals. The *curricula vitae* shall be signed by the consultants and the individuals and dated. Once technical proposals are received and opened, consultants shall not be required nor permitted to change the substance, the Key Experts, and so forth.

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Key Experts

The CVs of the professionals below will be evaluated for Technical Score during the technical evaluation.

Sl.	Position (Number)	Qualifications, Skills and Experience	FT/PT	Person-Months		
				Year 1	Year 2	Year 3
1.	**Engagement Leader (1)**	• Post-Graduate degree or equivalent in Management • Minimum 12years of progressive experience in strategy, implementation, and transformation projects with at least 8 years' experience in managing/leading Central/State Government medium- to large-scale projects in the education sector • Experience as Team Leader/Project Director/Programme/Project Manager for minimum 5 projects in the public sector • Strong background in project management, implementation, monitoring, and evaluation • In-depth knowledge of education sector in India; teacher development policies, issues, international experiences; use of technology in education and technology-enabled learning models • Experience of working with MHRD, NCERT, NCTE, RIEs, NUEPA and other government agencies in the education ecosystem in India preferred • Track record of relevant publications and thought leadership • Exceptional leadership skills to manage diverse stakeholders and lead clients in public sector	PT	2	2	2
2.	**Delivery Manager (1)**	• Post-Graduate degree or equivalent in Management • Minimum 8years of progressive experience in strategy and transformation projects with at least 5 years' experience in managing/leading Central/State Government medium- to large-scale projects in the education sector	FT	12	12	12

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		• Experience as Team Leader/Project Director/Programme/Project Manager for minimum 3 projects in the public sector • Strong background in project management, monitoring, and evaluation • Knowledge of teacher development policies, issues, international experiences, and technology-enabled learning models • Exceptional leadership skills to manage diverse stakeholders and lead clients in public sector				
3.	**Delivery Manager (1)**	• Post-Graduate degree or equivalent in Management • Minimum 8years of progressive experience in strategy and transformation projects with at least 5 years' experience in managing/leading Central/State Government medium- to large-scale projects in the education sector • Experience as Team Leader/Project Director/Programme/Project Manager for minimum 3 projects in the public sector • Strong background in project management, monitoring, and evaluation • Knowledge of teacher development policies, issues, international experiences, and technology-enabled learning models • Exceptional leadership skills to manage diverse stakeholders and lead clients in public sector	FT	12	12	12
4.	**Monitoring & Evaluation Specialist (1)**	• Post-Graduate degree in Management, Economics, Social Sciences, or M.Sc.(Statistics), or similar relevant disciplines from a reputed national/international institution • Minimum 8years of experience in development sector monitoring, data management, and research with minimum 5 years' experience in managing/leading monitoring and evaluation functions of Central/State Government medium- to large-scale projects in the education sector • Experience and exposure to education indicators and data systems in India • Extensive experience in conducting studies and impact evaluation of large scale national/state level projects of Central/State Government in India	FT	12	12	12
5.	**Finance Specialist (1)**	• Post-Graduate degree or equivalent in Management / Finance or relevant disciplines, preferably CA/MBA (Finance)	FT	12	12	12

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		• Minimum 10 years of experience in designing, building and implementing financial management systems and procedures including preparation of financial reports, and financial statements • In-depth understanding of government accounting policies and procedures and ability to manage banking transactions and Government Accounts • Candidates well-versed / experienced with government procedures and /or extensive financial management experience in programs financed by international development organizations, especially results based programs, will be accorded preference • Proficiency in English and Hindi Language • Experiences of working in education project of State/Central Government or Central/State PSU				
6.	**Procurement and Vendor Management Specialist (1)**	• Graduate degree from a reputed national/international institution; post-graduates preferred • Minimum 8 years of experience in designing and/or executing procurement of civil works, goods, consulting, and non-consulting services for Central/State Government in India or for multilateral financing institutions • Extensive knowledge and experience in vendor and contract management, preferably using online contract management tools • In-depth understanding of government procurement norms, guidelines and rules; knowledge of World Bank procurement guidelines highly desirable • Excellent writing and documentation skills, and good command on both English and Hindi languages	FT	12	12	0
7.	**Teacher Training/Management Specialist (2)**	• Post-graduate degree in Education, Learning and Development, Economics, Social Work, Social Sciences, or similar relevant disciplines from a reputed national/international institution • Minimum 10 years of experience in school education and teacher-training ecosystem in India • In-depth understanding of domestic and international policies and programs in education and teacher training, distance education programs, and use of ICT in education	PT	12	6	6

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8.	**Technology Manager (1)**	• B.E./B.Tech./MCA from a reputed national/international institution preferably in computer sciences or similar relevant disciplines; post-graduates preferred • Minimum 10 years of experience in technology/operations management, implementation of technology including software application design, development, and architecture preferably in public sector projects; experience with designing and implementing large scale e-education systems highly desirable • In-depth knowledge of industry best practices, education technology solutions, and technology-enablement in public sector environments • Expertise in preparation and review of technical documents around implementing IT related infrastructure solutions. • Experiences of working in education project of State/Central Government or Central/State PSU	FT	12	12	12

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Non-Key Experts

The CVs of the professionals need not be submitted. However, the successful Consultant shall submit the CVs on award of the contract and shall obtain approved from the Nodal Officer.

Sl.	Position (Number)	Qualifications, Skills and Experience	FT/PT	Person-Months		
				Year 1	Year 2	Year 3
1.	**Monitoring & Evaluation Associate (1)**	• Graduate degree in Management, Economics, Social Work, Social Sciences, or similar relevant disciplines from a reputed national/international institution; post-graduates preferred • Minimum 4 years of experience in development sector monitoring, data management, and research • Experience with studies and impact evaluation of large scale national/state level projects of Central/State Government in India • Proficiency in using statistical analysis software, such as SPSS, STATA, Excel; qualitative data analysis software (such as QSR) will be an asset.	FT	12	12	12
2.	**Procurement and Vendor Management Associate (1)**	• Graduate degree from a reputed national/international institution; post-graduates preferred • Minimum 4 years of experience in executing procurement of civil works, goods, consulting, and non-consulting services for Central/State Government in India or for multilateral financing agencies • Knowledge and experience in vendor and contract management, preferably using online contract management tools • Excellent writing and documentation skills, and good command on both English and Hindi languages	FT	12	12	12

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3.	**Technology Solutions Architect (1)**	• B.E./B.Tech./MCA from a reputed national/international institution preferably in computer sciences or similar relevant disciplines; post-graduates preferred • Minimum 10 years of experience in design of overall solution/application architecture and sizing, integration of architecture blocks, data and information architecture, and security architecture • Should have architected and executed at least two major software applications or portals end-to-end • In-depth knowledge of industry best practices, education technology solutions, and technology-enablement in public sector environments • In-depth knowledge and experience with a wide range of online tools; planning, ideating and executing social media campaigns to increase engagement • Knowledge of the education sector and experience of working in politically demanding setups highly desirable • Excellent verbal and written communication skills, negotiation and sales skills an asset	FT	12	12	0
4.	**Digital Outreach Specialist (1)**	• Graduate degree in Marketing, Communications or similar relevant disciplines from a reputed national/international institution; post-graduates preferred • Minimum 8 years of experience in building digital marketing strategies, internet advertising, social media campaigns, search engine optimization, or related fields; experiences in public sector in India highly desirable • In-depth knowledge and experience with a wide range of online tools; planning, ideating and executing social media campaigns to increase engagement • Knowledge of the education sector and experience of working in politically demanding setups highly desirable • Excellent verbal and written communication skills, negotiation and sales skills an asset	FT	12	12	12

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5.	**Collaboration Platform Specialist (1)**	• Graduate degree in Communications or similar relevant disciplines from a reputed national/international institution; post-graduates preferred • Minimum 8 years of experience in implementation of collaboration platforms; experiences in public sector in India highly desirable • In-depth knowledge and experience with web-based collaborative communication tools, driving user adoption and managing user-bases, web and content analytics, and stakeholder management • Conversant with audio/visual products and services in learning management, and training provision to end users • Strong written and verbal communication skills	FT	12	12	12
6.	**Technical Analyst (2)**	• B.E./B.Tech./MCA from a reputed national/international institution preferably in computer sciences or similar relevant disciplines; post-graduates preferred • Minimum 6 years of experience in functional and/or technical design of software, and software development preferably in public sector projects; experience with large scale e-education systems highly desirable • In-depth knowledge of software development lifecycle, technical architectures, web services and data models, requirements and design specifications, networking infrastructure, operations and maintenance of IT infrastructure including physical and on-cloud databases, middleware, network, and storage; industry best practices, and technology-enablement in public sector environments • Expertise in preparation and review of technical documents around implementing IT related infrastructure services	FT	12	12	12
7.	**Program Associate (2)**	• Graduate degree in Management, Economics, Social Work, Social Sciences, or similar relevant disciplines from a reputed national/international institution; post-graduates preferred • Minimum 4 years of experience of working in/with central/state governments in India in consulting or implementation role • Experience of documentation, report writing and preparing presentations	FT	12	12	12

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8.	**Learning Solutions Specialist (1)**	• Graduate degree in Learning and Development or similar relevant disciplines from a reputed national/international institution; post-graduates preferred • Minimum 6 years of experiencein learning and development programs; experiences in public sector in India preferred • Teaching or research experience in educational technology • Development and management of ODL based content materials and accessibility features. • Working experience in ODL system of education • Expertise in creating digital platforms for training and capacity building • Expertise in creating platforms for post-training assessments and evaluating training needs	FT	12	12	12
9.	**Expert Civil Works (1)**	• Bachelor/Master's Degree in Civil Engineering from a reputed University/College. • Minimum 15 years of experience in the civil constructions specifically with institutional or academic building works perfectly should have handled major construction projects. • Management experience of minimum 5 years as a Project Manager (Civil) is considered essential. • Knowledge of Auto CAD, STAAD, Primavera or Similar CAD software. • Ability to send and receive mails and work on MS Office.	FT	12	12	12

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5. Reporting Requirements and Time Schedule for Deliverables

Reporting Requirements –

Within 4 months of starting the assignment, the consultant will prepare an inception report that will include the detailed work plan and implementation schedule, RACI and escalation matrices, priority actions and milestones. In addition, the consultant will prepare a brief monthly report on the activities performed within 10 working days from the end of each month, and a detailed quarterly report within 10 working days from the end of each quarter. The consultant will also submit a final project report within one month of the completion of the project. The consultant will also be responsible for recording minutes of all relevant meetings and submitting them within 5 working days of each meeting.

The detailed contents of the reports on the status of project implementation will be discussed and agreed with the consultant. However, the reports are proposed to contain the following topics:

- Summary of main issues and obstacles, including recommended corrective action
- Summary of project progress, key accomplishments, including financial snapshots and progress against Program results framework and DLIs
- Progress and activities of the vendors including details of work accomplished
- List of invoices issued by vendors and their status
- Progress of systems development and other deliveries
- Progress of construction activities versus original schedule
- Planned activities for the next reporting period
- Changes in the scope of the Project and scope of services, including the list of issued change orders, if any
- Annexes (plans, schedules, progress photographs);

The Management Unit will report to the Director DR&T / Nodal Officer assigned for this purpose. The quality of service and performance will be reviewed as per the norms of the project.

Timelines for Project

The entire services mentioned under the scope of work under this TOR have to be delivered during 3 (Three) years of the contract period.

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6. Client's Input and Counterpart Personnel

The Client will be responsible for the following –

(a) Providing the Consultant access to all required documents, correspondence, and any other information associated with the project and as deemed necessary for performance according to the intended terms of reference under Section 7 of the RFP

(b) Providing the Consultant office space along with internet access, as determined by the Project Director/ Nodal Officer.

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APPENDIX B – KEY EXPERTS

(i) One month equals twenty four (24) working (billable) days. One working (billable) day shall be not less than eight (8) working (billable) hours.

(ii) The distinction of 'home' and 'field' input for the experts is not applicable to this project implementation. The Consultant will deploy fulltime, onsite resources to establish a Management Unit (MU) under the administrative framework of DR&T at Patna, Bihar.

Organization and Staffing

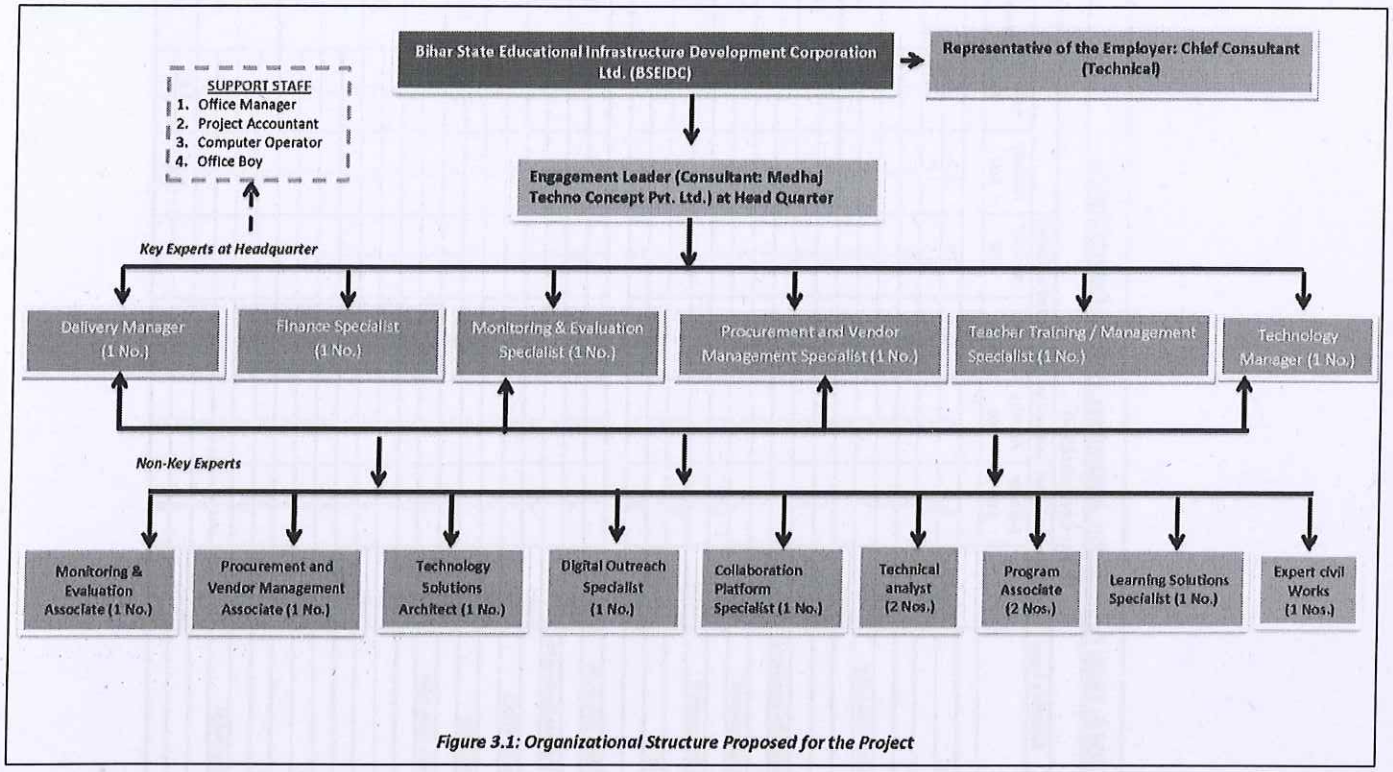

Figure 3.1: Organizational Structure Proposed for the Project

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Form TECH-6: Team Composition, Assignment, And Key Experts' Inputs

Team Composition

S.No.	Name	Position		Experts's Input (in person month) per each deliverable (listed in Tech-5)						Total Time Input		
				Activity 100	Activity 200	Activity 300	Activity 400	Activity 500	Activity 600	Home	Field	Total
KEY EXPERTS												
K-1	Dr. Hemlata Chari	Engagement Leader	Home	3.5	3	3	2.5	2.5	2	16.5	11.5	28
			Field	1.5	3	3	2.5	1.5	0			
K-2	Mr. Vishal Udhani	Delivery Manager	Home	2	4	0	6	0	0	12	24	36
			Field	2	6	4	4	6	2			
K-3	Mr. Tabish Hasmi	Monitoring & Evaluation Specialist	Home	1	3	2	2	2	2	12	14	26
			Field	1	3	4	2	2	2			
K-4	Mr. Siddharth Mehta	Finance Specialit	Home	1	2	0	6	0	2	11	10	21
			Field	0	2	6	0	2	0			
K-5	Mr. Gaurav Lohani	Procurement & Vendor Management	Home	1	3	2	2	0	1	9	15	24
			Field	1	3	0	4	6	1			
K-6	Dr. Natasha Mehta	Teacher Training /Management	Home	2	2	2	2	2	2	12	8	20
			Field	0.5	2	2	2	1.5	0			
K-7	Dr. Navita Mahajan	Teacher Training /Management	Home	2	2	2	2	2	2	12	8	20
			Field	0.5	2	2	2	1.5	0			
K-8	Mrs. Alka Tripathi	Technology Manager	Home	1	2	2	2	0	2	9	9	18
			Field	0	2	0	2	2	3			
NON-KEY EXPERTS												
N-1	To be declared upon award of work	Monitoring & Evaluation Specialist	Home	1	1	1	3	3	3	12	24	36
			Field	4	6	5	3	3	3			
N-2		Procurement & Vendor Management	Home	1	1	1	3	3	3	12	24	36
			Field	4	6	5	3	3	3			
N-3		Technology Solution Architect	Home	1	1	0	3	3	3	11	25	36
			Field	4	6	3	3	3	6			
N-4		Digital Outreach Specialist	Home	1	8	0	2	1	0.5	12.5	5.5	18
			Field	0	2	0	2	1	0.5			
N-5		Collaboration Platform Specialist	Home	0	1	0	2	0	0	3	15	18
			Field	0	1	0	4	6	4			
N-6		Technical Analyst	Home	1	1	2	1	2	2	9	27	36
			Field	4	6	2	3	6	6			
N-7		Technical Analyst	Home	1	1	2	1	2	2	9	27	36
			Field	4	6	2	3	6	6			
N-8		Program Associate	Home	3	3	3	3	3	3	18	18	36
			Field	3	3	3	3	3	3			
N-9		Program Associate	Home	3	3	3	3	3	3	18	18	36
			Field	3	3	3	3	3	3			
N-10		Learning Solution Specialist	Home	3	3	3	3	3	3	18	18	36
			Field	3	3	3	3	3	3			
N-11		Expert Civil Work	Home	0	0	0	0	4.5	4.5	9	9	18
			Field	0	0	0	0	4.5	4.5			

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A. Remuneration								
No.	Name	Position (as TECH-6)	Person-mon Remuneratic Rate	Time Input i Person/Mon (from TECH-5)	{Currency # 1 as in FIN-2}	{Currency # 2 as in FIN-2}	{Currency# 3 as in FIN-2}	{Local Currenc as in FIN-2}
	Key Experts		HOME/FIEDL					
K-1	Dr. Hemlata Chari	Engagemen Leader	315500	16.5	5205750			
			225500	11.5				259325
								520575
K-2	Mr. Vishal Udhani	Delivery Manager	185960	12	2231520			
			180960	24				434304
								223152
K-3	Mr. Tabish Hasmi	Monitoring Evaluation Specialist	185960	12	2231520			
			180960	14				253344
								223152
K-4	Mr. Siddharth Mehta	Finance Specialist	195500	11	2150500			
			180000	10				180000
								215050
K-5	Mr. Gaurav Lohani	Procurement Vendor Managemer	185900	9	1673100			
			180900	15				271350
								167310
K-6	Dr. Natasha Mehta	Teacher Training/Ma gement	206900	12	2482800			
			180900	8				144720
								248280
K-7	Dr. Navita Mahajan	Teacher Training/Ma gement	206900	12	2482800			
			180900	8				144720
								248280
K-8	Alka Tripathi	Technology Partner	205960	9	1853640			
			190960	9				171864
								185364

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	Non-Key Experts							
N-1	Will be shared upon award of work	Monitoring & Evaluatio	106480	24				2555520
			96480	12				1157760
								0
N-2	Will be shared upon award of work	Procurement & Vendor	106480	24				2555520
			96480	12				1157760
								0
N-3	Will be shared upon award of work	Technology Solution Architect	185960	25				4649000
			170960	11				1880560
								0
N-4	Will be shared upon award of work	Digital Outreach Specialist	179600	5.5				987800
			169600	12.5				2120000
								0
N-5	Will be shared upon award of work	Collaboration Platform	179600	15				2694000
			169600	3				508800
								0
N-7	Will be shared upon award of work	Technical Analyst	165600	18				2980800
			155600	18				2800800
								0
N-8	Will be shared upon award of work	Technical Analyst	165600	18				2980800
			155600	6				933600
								0
N-9	Will be shared upon award of work	Program Associate	200960	18				3617280
			190960	18				3437280
								0
N-10		Learning Solution Specialist	165600	18				2980800
			155600	18				2800800
								0
N-11		Civil Works	186000	9				1674000
			166000	9				1494000
								0
				Total Costs				84874780

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APPENDIX D – REIMBURSABLE EXPENSES COST ESTIMATE

N°	Type of Reimbursable Expenses	Unit	Unit Cost	Quantity	{Currency # 1- as in FIN-2}	{Currency # 2- as in FIN-2}	{Currency# 3- as in FIN-2}	{Local Currency- as in FIN-2}
	Domestic Travel of Key Experts	Per Visit	35000	90	3150000	3150000		31,50,000
	Per diem Allowance of Key Experts	Per Month	15000	288	4320000	4320000		43,20,000
	Local Travel of Key Experts	Per Day	3000	720	2160000	2160000		21,60,000
	Domestice Travel of Non-Key Experts	Per Visit	20000	160	3200000	3200000		32,00,000
	Per diem Allowance of Non-Key Experts	Per Day	8000	394	3152000	3152000		31,52,000
	Report Preparation	Report	20000	84	1680000	1680000		16,80,000
	Office Rent	Per Month	150000	36	5400000	5400000		54,00,000
	Office Boy	Month	10000	2	20000	20000		20,000
	Office monthly recurring cost	Per Month	20000	36	720000	720000		7,20,000
	Seminars to be conducted	Yearly	200000	3	600000	600000		6,00,000
	Office Infrastructure Expense	One Time	256000	1	256000	256000		2,56,000
	Local Travel of Non-key Experts	Per Month	18000	288	5184000	5184000		51,84,000
								0

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9-3-2016

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Development Corporation Ltd., Patna

FORM TECH-6
(CONTINUED)
CURRICULUM VITAE (CV)

1. Engagement Leader

Position Title and No.	**K-1, Engagement Leader**
Name of Expert:	**Dr. Hemlata Chari**
Date of Birth:	13/05/1957
Country of Citizenship/ Residence	Indian

Education

Qualification	Educational Institution	Year of Completion
PhD. In Educational Policy Studies –Educational Administration	University of Alberta, Canada	1999-2004
Post-Graduate Diploma in Guidance and Counseling	National Council of Education Research and Training (NCERT)	1993-1994
M.Phil In Education	University of Mumbai	1989-1993
Master in Education	University of Mumbai	1987-1989
B.A Economics, B.ED	Mumbai University	1963 – 1974

Employment record relevant to the assignment:

Period	Employing organization and your title/ position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
Aug 2015 – Till Date	**Medhaj Techno Concept Pvt. Ltd.- Sr.** Consultant (Education & Trainings) *on Project basis* **For References:** **Mr. Gunjan Tripathi,** Director **Contact No.** 011-41090361 **Email Id:** mtcpl@medhaj.com	India	• Associated in conducting various seminars & workshops in school education and teacher-training ecosystem in India as well as international level • Responsible to handle strategy and transformation projects with managing/leading Central/Central/State Government medium- to large-scale projects in the education sector • Development strategy and broad framework to the trainings/ workshops & other skill development program for **Medhaj Skills"** *(an education and training initiative of Medhaj Techno Concept Pvt. Ltd),*: ➢ **Information Technology** ➢ **Management Training and Retail Management** ➢ **Vocational training and IT Enabled Services** ➢ **Other Emerging Technologies** • **To provide advisory services for delivering the complete training solution** • Leadership mentoring; Learning strategies in the knowledge economy; • Knowledge of teacher development policies, issues, international experiences, and technology-enabled learning models
Jan 2017 till date	**ChalkBoard School Solutions,** Advisor **For references:** Dr. Natasha Mehta, Co-Founder and Director Phone: +91-9004608880/ **Email:** info@chalkboardindia.com	India	• Organize and conducted series of workshops on Personality Development, choosing your career and effective study skills for schools and Colleges • Proactively contact and be available for student advisees on a regular basis, plan for extended hours during pre-registration

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Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

FORM TECH-6
(CONTINUED)
CURRICULUM VITAE (CV)

			advising.
July 2009 - Present	**Alkesh Dinesh Mody Institute of Management Mumbai University,** Teaching Masters of Financial Studies Management (MFSM)- Organizational Behavior	India	Visiting Faculty
Sept 2008- May 2017	**IDOL, University of Mumbai- Deputy Director-Academic**	India	• Heading the department and overseeing the programmes related to open distance and learning programmes of the University
Dec 2006- Sept 2008	**Athabasca University** Special Envoy **For references:** Off:1-780-438-5080/ EMail:margaret.haughey@ualberta.ca	India	• Collaborated with Indian Universities
July 2005 to Dec 2006	**Dean, Research and Training**	India	• Training faculty for Classroom Management in Hospitality & Tourism • Training and teaching students
June 2002- June 2003	**Panvel International Eco- friendly School** Deputy Head, Director of Studies (International Baccalaureate)	India	• Taught Grade 11- Economics & TOK (Theory of knowledge)
1994-1999	**Knowledge-based Network Operational Workshop Private Ltd** Director	India	• Conducted and organized leadership training programs for students from 10 to 21 years of age • Organized career fairs and presentations in schools and colleges • Provided academic and career counseling and consultations • Helped develop a counseling program for graduate students
1997-1999	**South Indian Education Society, College of Education, Sion, India;** Hansraj Jivandas College of Education, Juhu, India; Sophia College Arts and Science, Peddar Road, India; Kapila Khandawala College of Education, Juhu, India; and Sreemati Nathibai Damodar Thackersy Women's University, Juhu, India- Visiting Lecturer	India	• Taught various education-related subjects including Guidance and Counseling, Educational Technology, Educational Administration, Philosophical & Sociological foundations of education. • Conducted various workshops on team building and study skills development
1993-1994	**Center for Education Management** Project coordinator	India	• Conducted training programs for principals, vice-principals, and teachers • Conducted Workshops on teaching methods for English and Mathematics
1990-1992	Kapila Khandawala College of Education, Somaiya College of Education Lecturer	India	• Taught educational technology and educational psychology • Taught methods courses in English and Mathematics
1981-1990	Arya Vidya Mandir School, Juhu, India; Children's Academy High School, Malad, India; St. Joseph's	India	• Taught mathematics and computer science to elementary students • Taught English, Mathematics and Social

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FORM TECH-6
(CONTINUED)
CURRICULUM VITAE (CV)

	Convent, Jalgoan, India Teacher		Studies to middle and high school students • Taught English, Mathematics and History to middle school students

Note: Dr. Hemlata Chari has the experience of teaching and counselling students from primary school to higher education in college and university since 1983. Her special areas of interest are E-Learning and research and training in education. Presently, she is guiding 8 Ph.D. and 3 M.Phil. students.

Membership in Professional Associations:

- Membership of ODLAA, ICDE, HERDSA AERA & GFIHE

Publications:

- Chari,H & Haughey, M (2006), ' The Introduction of Online Learning: A case study of YCMOU', Distance Education, Vol.27, No.1, May 2006, pp 87-104, Open and Distance Learning Association of Australia (ODLAA), Australia
- Chari,H & Haughey, M (2006), 'Administrative Issues in a Mega University-The case study of YCMOU, Indian Journal of Open Learning, Vol 15(1), Jan 2006, pp 89-104. Indira Gandhi Open University, New Delhi
- Chari,H & Haughey, M (2005), The Invisible Firewall-Hidden Barriers in conducting Qualitative Research, Research in Distance Education, Australia.
- Haughey, M, Spence, M & Chari, H (Under Review) The extent of technology integration by college teachers in Alberta and Ontario. Canadian Journal of Higher Education
- Chari, H. (1999). "Career choices: selected/ forced—an Indian perspective." International Careers Journal, UK launch edition, (August).
- Chari, H. (1999). "Guidance and Counseling Services: Indian perspective" IAEVG-Newsletter, International Association for Educational and Vocational Guidance, Canada, (May).

Language Skills	*Read*	*Write*	*Speak*
English	Excellent	Excellent	Excellent
Hindi	Excellent	Excellent	Excellent
Marathi	Excellent	Excellent	Excellent
Gujarati	Excellent	Excellent	Excellent

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
As Engagement Leader, play a bridge role between client, project team and other stake holders and shall be responsible for following tasks: • Setting up regular review meetings with the BSEIDC, SCERT, and/or DoE and provide executive reports on progress and key challenges on all activities. • Lead the procurement of relevant vendors, assess their conformance to specifications, requirements and service levels, and manage multiple and diverse stakeholders related to all technology initiatives. • To implement best practices/learning and ensure quality of the highest order in the delivery of the services. • Also assurance necessary continuity throughout the engagement, and the overall strategic direction.	1. *Name of the Assignment:* Institute of Distance and Open Learning (IDOL), University of Mumbai *Year:* 2008-2017 *Location:* Mumbai, India *Client*: University of Mumbai *Position Held:* Deputy Director- Academic *Activities Performed:* • Overall Academic Management of Distance and Online Learning Programs. • Program Development, Course Content Development • Academic Management for various verticals • Administration of Learning Management System for Academic Delivery, Training and Development. • Need Analysis for new programs and Peer Review of existing content for Quality assurance. • Review of ODL materials • Revised assessment strategies for ODL • Capacity building workshops for teacher educators on use of open resources • Development of m-learning strategies • Develop OER systems; identify OER course to develop based upon

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

FORM TECH-6
(CONTINUED)
CURRICULUM VITAE (CV)

- Setting up Pre-requisite project management tools, document management system, contract management system, etc. and developing the implementation plan.
- Laying down the business processes and reporting mechanisms within a very short time-frame of being awarded the contract.

state needs and preparing report
- Select authors and conduct authoring workshops
- Conduct Master training Workshops
- Develop business model for online platforms for CPD of teachers
- Preparing reports and sharing with TL

2. *Name of the Assignment:* Assignment Athabasca University
Year: 2006 to 2008
Client: Athabasca University
Position Held: Special Envoy
Activities Performed:
- Collaborated with Indian Universities

3. *Name of the Assignment*: Assignment with University/Institution
Year: 2005-2006
Location: India
Position Held: Dean-Research and Training
Activities Performed:
- Training faculty for Classroom Management in Hospitality & Tourism
- Training and teaching students

4. *Name of the Assignment:* Assignment with Knowledge-based Network Operational Workshop
Year: 1994-1999
Location: Mumbai, India
Client: Knowledge-based Network Operational Workshop Private Ltd
Position Held: Director
Activities Performed:
- Conducted and organized leadership training programs for students from 10 to 21 years of age
- Organized career fairs and presentations in schools and colleges
- Provided academic and career counseling and consultations
- Helped develop a counseling program for graduate students

5. *Name of the Assignment:* Assignments with various Colleges
Year: 1997-1999
Location: India
Client: South Indian Education Society, College of Education, Sion, India; Hansraj Jivandas College of Education, Juhu, India; Sophia College Arts and Science, Peddar Road, India; Kapila Khandawala College of Education, Juhu, India; and Sreemati Nathibai Damodar Thackersy Women's University, Juhu, India
Position Held: Visiting Lecturer
Activities Performed:
- Taught various education-related subjects including Guidance and Counseling, Educational Technology, Educational Administration, Philosophical & Sociological foundations of education.
- Conducted various workshops on team building and study skills development

6. *Name of the Assignment:* Center for Education Management
Year: 1993-1994
Location: New Delhi, India
Client: Aga Khan Foundation

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Bihar State Educational Infrastructure Development Corporation Ltd., Patna

FORM TECH-6
(CONTINUED)
CURRICULUM VITAE (CV)

	Position Held: Project Coordinator *Activities Performed:* • Conducted training programs for principals, vice-principals, and teachers • Conducted Workshops on teaching methods for English and Mathematics 7. *Other Academic Activities/ Innovations Introduced in Teaching:* • Conducted a session on Historical Research at the Workshop on "Research Methodology in social and Behavioral Sciences" organized by the Department of Education, Maulana Abdul Kalam Educational Bhavan,Vidyanagari • Organized MOODLE workshop for faculties across discipline in development of study Material. Subsequently a training program for faculties from other discipline proposes. • Development of video shots/ programmes related to career development and career information as a supplement to the self-learning modules developed for the Online International Diploma Course in Guidance and Counseling- NCERT New Delhi • Worked on developing course material through Open Education Resources using MOODLE • Attended a consultative meet on optimizing the contribution of psychology to school education organized in collaboration with NCERT-Department of Educational Psychology and Guidance and Counseling • Chaired a session on "Learning Management Systems", at the /National Seminar on "Online Learning and Teaching using Learning Management systems" organized by KKCE College.

Expert's contact information : (e-mail : hemchari@hotmail.com , phone : +91 98201 47307)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Dr. Hemlata Chari Hemlata 30/10/2017

Name of Expert | Signature | Date

Kratika Sharma
(General manager) 30/10/2017

Name of authorized Representative of the Consultant (the same who signs the Proposal) | Signature | Date

9-3-2018

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Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

Medhavi Techno Concept Pvt. Ltd.

FORM TECH-6
(CONTINUED)
CURRICULUM VITAE (CV)

2. Delivery Manager

Position Title and No.	**K-2, Delivery Manager**
Name of Expert:	**Mr. Vishal Udhani**
Date of Birth:	**14.04.1986**
Country of Citizenship/ Residence	Indian

Education

Qualification	Educational Institution	Year of Completion
Ph.D.	Devi Ahilya Vishwa Vidyalaya (DAVV), Indore	2016
MBA-CM	Shri Vaishnav Institute of Management, Indore under DAVV	2008

Employment record relevant to the assignment:

Period	Employing organization and your title/ position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
Aug 2017 – Till Date	**Medhaj Techno Concept Pvt. Ltd.-** Consultant (Education & Trainings) *on Project bais* **For References:** **Mr. Gunjan Tripathi,** Director **Contact No.** 011-41090361 **Email Id:** mtcpl@medhaj.com	India	• Associated in conducting various seminars & workshops in school education and teacher-training ecosystem in India as well as international level • Responsible to handle strategy and transformation projects with managing/leading Central/Central/State Government medium-to large-scale projects in the education sector • Development strategy and broad framework to the trainings/ workshops & other skill development program for **Medhaj Skills"** *(an education and training initiative of Medhaj Techno Concept Pvt. Ltd),*: ➢ **Information Technology** ➢ **Management Training** ➢ **Retail Management** ➢ **Vocational training** ➢ **IT Enabled Services** ➢ **Other Emerging Technologies** • **To provide advisory services for delivering the complete training solution** • Leadership mentoring; Learning strategies in the knowledge economy; • Knowledge of teacher development policies, issues, international experiences, and technology-enabled learning models
Sep 2013 – Till Date	**Tata ClassEdge, Mumbai-** Manager-Academic Services, Indore	India	• Product training to the school teachers • Pedagogy training to the school teachers • Driving product usage and sharing feedback with the school management on actual usage • Establishing and maintaining high level of Customer Satisfaction. • Collaborate with other departments to resolve customer issues/concerns. • Managing onsite team of 20+ Onsite School Coordinators • Conducting TNA for schools • Managing the collections from the school • Received Certificate of Appreciation 4 times from Tata ClassEdge for Driving Effective Usage of Product in Schools. • Got nominated as a Coach by Tata ClassEdge for Skills Development Certification Program. Trained 8 Managers and 8 Mentors. These 8 mentors in-turn did training for 20+ onsite coordinators.

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Development Corporation Ltd., Patna

Medhaj Techno Concept Pvt. Ltd. Lucknow

FORM TECH-6
(CONTINUED)
CURRICULUM VITAE (CV)

			• Received Certificate of Appreciation for initiating a project "Report Card Initiative". This is adopted as a major function and also mapped to KRAs of all the delivery employees. • Had done many activities for Customer Delight and received Testimonials for the same
Jul 2010 – Sep 2013	**Altius Institute of Universal Studies, Indore (M.P)** - Academic Coordinator	India	• Managed all academic functions of the institute • Provided academic leadership and selected, trained, developed, managed and lead faculty & staff team members. • IT Trainer at The Institute of Chartered Accountants of India (ICAI), Indore Branch • Taught Computer Application / IT Subjects at UG & PG Level • Exam Controller for ICAI, DAVV and Internal CCE examinations
Jul 2009 – Jul 2010	**Renaissance College of Commerce & Management, Indore (M.P)** - Assistant Professor (Computer Application and IT)	India	• Taught Computer Application / IT Subjects at UG & PG Level • Mentoring students of UG Level
Sep 2008 – Jun 2009	**Agrawal Group – CPS School, Indore- Faculty (Computer Science)**	India	• Taught Computer Application / IT Subjects

Membership in Professional Associations:

Other Courses / Certifications

- **OCA** – Oracle 9i Certified Associate
- **'O' Level** from National Institute of Electronics and Information Technology (DOEACC),New Delhi
- **DST** – Diploma in Software Testing from Seed InfoTech, Pune

Workshops / FDP/ Corporate Training conducted

- Information Technology Training for *ICAI, Indore chapter office.*
- Workshop on "Data Analysis through Excel" at *Renaissance College.*
- Corporate training on "Advance Excel" at *Chola MS General Insurance Company Limited.*
- Corporate training on "Advance Excel and its Applications" at *Cummins Turbo Technologies Limited.*

Research and Publications

- Research paper published in ISBN Book (ISBN: 978-93-81583-45-6), **The Role of Research and Innovative practices to Revamp the Management Education titled** ***"Promising Perspective Of E-Learning In Indian Education".***
- Research paper published in ISBN Book (ISBN: 978-93-80834-74-0), Innovations, Trends and Practices in Indian Service Sector titled "Nascent Role Of Information Technology In India's Service Sector".

Language Skills	*Read*	*Write*	*Speak*
English	Excellent	Excellent	Excellent
Hindi	Excellent	Excellent	Excellent

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
Responsible to provide timely support to the joint review missions and third party validations on following: • Setting up regular review meetings with	2. *Name of Assignment:* Implementing technology-assisted training activities *Year:* 2010 *Location:* Indore *Client:* The Institute of Chartered Accountants of India (ICAI), Indore *Positions held:* Assistant Professor (Computer Application and IT) *Activities performed:* • Managed all academic functions of the institute

Medhei Techno Concept Pvt. Ltd. * Lucknow *

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Bihar State Educational Infrastructure Development Corporation Ltd., Patna

FORM TECH-6
(CONTINUED)
CURRICULUM VITAE (CV)

the BSEIDC, SCERT, and/or DoE and provide executive reports on progress and key challenges on all activities. • He will also exchange the best practices/learning • To ensure quality of the highest order in the delivery of the services. • Responsible for necessary continuity throughout the engagement, and the overall strategic direction. • Setting up Pre-requisite project management tools, document management system, contract management system, etc. and developing the implementation plan. • Laying down the business processes and reporting mechanisms within a very short time-frame of being awarded the contract.	• Provided academic leadership and selected, trained, developed, managed and lead faculty & staff team members. • Delivering training programs • Formulating training policies • Implementing technology-assisted training activities • Developing e-learning tutorials • Sustaining training standards • Preparing detailed plans • Training instructors • Evaluating instructor performance 3. *Name of Assignment:* Exam Controller for ICAI, DAVV and Internal CCE examinations *Year:* 2012 *Location:* Indore *Client:* ICAI, Devi Ahilya Vishwavidyalaya (DAVV) *Positions held:* Examination Controller *Activities performed:* • Managed all academic functions of the institute • Provided academic leadership and selected, trained, developed, managed and lead faculty & staff team members. • Delivering training programs • Formulating training policies • Implementing technology-assisted training activities • Developing e-learning tutorials • Sustaining training standards • Preparing detailed plans • Training instructors • Evaluating instructor performance • Coordinate the production of draft examination papers by School module teachers for examinations in each semester and for reset examinations. 4. *Name of Assignment:* *Computer Science Faculty for CPS School.* *Year:* 2009 *Location:* Indore *Client:* CPS School, Indore *Positions held:* Faculty (Computer Science) *Activities performed:* • Computer programming, database management, computer analysis • Teach students computer operations and research; how to design programs; and how to analyze computer systems, hardware and software • Identifies varying teaching methods that work best for students who learn differently. • Develops and updates curriculum for the classroom. • Conducts research. • Evaluates student performances in class and on tests and provides feedback. • Ensures that the internet in the classroom is used only for appropriate educational purposes. • Strong organizational and time management skills understanding of computer monitors, central processing units, operating systems, hard drives and file storage.

Expert's contact information : (*e-mail:* vishudhani@gmail.com, **Phone**: +91-7898422657)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

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CURRICULUM VITAE (CV)

Vishal Udhani		30/10/2017
Name of Expert	Signature	Date
Kratika Sharma (General manager)		30/10/2017
Name of authorized Representative of the Consultant (the same who signs the Proposal)	Signature	Date

Medhaj Techno Concept Pvt. Ltd.

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Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Medhaj Techno Concept Pvt. Ltd. Lucknow

FORM TECH-6
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CURRICULUM VITAE (CV)

3. Monitoring & Evaluation Specialist

Position Title and No.	**K-3, Monitoring & Evaluation Specialist**
Name of Expert:	**Mr. Tabish Hashmi**
Date of Birth:	18/01/1972
Country of Citizenship/ Residence	Indian

Education

Qualification	Educational Institution	Year of Completion
Ph.D. submitted	Patna University	2017
M.A in English literature	IGNOU	2017
PRT(Management)	Patna University	2015
MBA in HR	SMU	2013
B.Ed.	IGNOU	2008
UGC / NET Exam Qualified	UGC	2000
SLET	UGC	1996
M.A. History	Patna University	1994
B.A. (Hons.) History	Patna University	1990

Employment record relevant to the assignment:

Period	Employing organization and your title/ position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
Aug 2017 – Till Date	**Medhaj Techno Concept Pvt. Ltd.- Sr.** Consultant (Education & Trainings) *on Project basis* **For References:** **Mr. Gunjan Tripathi,** Director **Contact No.** 011-41090361 **Email Id:** mtcpl@medhaj.com	India	• Associated in conducting various seminars & workshops in school education and teacher-training ecosystem in India as well as international level • Responsible to handle strategy and transformation projects with managing/leading Central/Central/State Government medium- to large-scale projects in the education sector • Development strategy and broad framework to the trainings/ workshops & other skill development program for **Medhaj Skills"** *(an education and training initiative of Medhaj Techno Concept Pvt. Ltd),*: ➢ **Information Technology** ➢ **Management Training and Retail Management** ➢ **Vocational training and IT Enabled Services** ➢ **Other Emerging Technologies** • **To provide advisory services for delivering the complete training solution** • Leadership mentoring; Learning strategies in the knowledge economy; • Knowledge of teacher development policies, issues, international experiences, and technology-enabled learning models
Apr 2015 – Till Date	**East and West Senior Secondary School, Bela (CBSE) Patna**- Principal	India	• Overall responsibility of running the school administration • Supervision of Curriculum Development and Improvement • **Project management, implementation, monitoring, and evaluation of the various competitions/ workshops/ training programs organized by the school management for the advancement of students and teachers both** • Supervision of curricula and Co-curricular Activities, • **Knowledgeable of current trends in education like following in the education ecosystem in India** ➢ **Policies & guidelines followed under MHRD, NCERT, NCTE, CBSE, ICSE, ISC etc.** ➢ **Implementation of international experiences** ➢ **use of technology in education and technology**
Apr 2013 to Mar 2015	**Patna Muslim High School (CBSE), Patna**- Principal	India	
Feb 2007 to Mar 2013	**Acharya Sudarshan Public School (CBSE), Jainagar**- Principal	India	
Feb 2004 to Jan 2007	**Holy Child English Academy (ICSE, ISC), Malda, W.B.**- Vice-Principal	India	

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			enabled learning models • Dealing with external authorities like the government, the state department of education, the High School Education Board and the governing body of the school, • CBSE affiliation process-paperwork, State Education department - coordination. • Managing Schools for proving Academic Training to teachers and ensuring maximum usage of the digital content in the School. • Providing Teacher Training on Interactive Board and use of Digital Content. • **Organizing Inter branch competitions/ workshops/ training programs for the betterment of students and teachers both.** • Supporting Resource coordinators for operational services and Providing Training on various applications and solutions to Schools. • Played the key role in the designing & drafting e-learning modules using simulation software for Digitally Tutorial. • Providing support to Co-Trainers & Resource Coordinators through mentoring, observation, and feedback. Training Feedback Analysis & Review of Training Reports. • Execution of Training Calendar and Training Schedules and Keeping the training cost within stipulated budgets. • Filing of academic correspondence reports, competition brochures and related documents in respective files. • To ensure that all reasonable precautions are taken to safeguard the health and general wellbeing of staffs and students of school.
Aug 2000 to Feb 2004	**DAV, Public School, Patna**- Teacher	India	• Conducting classes of history for the High School and Senior Secondary students • Conducting co-curricular activities

Membership in Professional Associations:

- Visiting **faculty for degree students in the Department of Distance Education(English), Patna University since July 2015.Other Courses / Certifications**

Computer Proficiency:

- Advance Diploma in Computer Application (ADCA) "A" Level from XL College of Computer Science, Patna.

Published Work:

- "Wonderful Panorama of Mithila Painting A saga of women Empowerment" in International Journal, Wisdom Herald, 2014.
- Medieval Reality India (Book), New Asian Age Publication, New Delhi in 2012.
- Beneath Partition, We and You, Aligarh 2010.
- Inching Forward, Sahara Weekly, New Delhi 2007 & 2008.
- Partition of India, Competition Wizard, New Delhi, 2006.

Seminars/ Conferences/ Workshop Paper Presentations:

- Presented paper on Different shades of Mithila Painting through power point in a seminar hosted by Ministry of Youth Culture, Bihar Govt. from 28th Feb to 2nd March 2014.
- Presented paper on "A Study of the Role of Government vis-à-vis Status of Children of the Schedule Caste in Haryana" in National Conference on "Caste and Social Exclusion: Issues and Challenges in Haryana" at CRS Institute of Social & Economic Change, M D University, Rohtak, Haryana between 19th - 21st January, 2013.
- Presented paper on the significance of Armenian Diaspora in Indian Economy in UGC Sponsored National Seminar on 5-6 March, 2014.
- Participated in one day program on "Stress Management and Performance Enhancement" organized By O.P.

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JINDAL UNIVERSITY 3rd September 2016.

- **Participated CBSE Workshop for Principals "Effective School Management and Leadership" in Patna from 25th-29th September 2013.**

Awards and Achievements :

- Leadership Award 2015 from HRD, Govt. of India.
- K.B.L Scholarship for Research-2001.
- National Merit Scholarship (Matriculation) -1984.

Language Skills	*Read*	*Write*	*Speak*
English, Hindi and **Bihari**	Excellent	Excellent	Excellent
Urdu	Good	Good	Good
Persian & Arabic	Fair	Fair	Fair

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
As Monitoring & Evaluation Specialist, play a bridge role between client, project team and other stake holders and shall be responsible for following tasks: • Perform overall monitoring and evaluation of Teacher Education Project including but not limited to developing annual reporting including teacher management reports (TEMIS), institutional functioning of DIETs, PTECs and BRCs as key entities for training delivery (TEIDI), teacher performance tracking systems, on-site monitoring support and trainee assessment systems, School Management Committees' reporting, tracking DLIs and operations outputs and outcomes, and evaluating the operation's effectiveness • To develop an effective teacher management system with a robust monitoring and evaluation mechanism; improving accountability mechanisms at the school level; and improving financial and governance mechanisms. • Responsible for managing the monitoring and reporting requirements with regards to the World Bank support, including reporting on the Results Framework, Disbursement Linked	5. Name *of Assignment:* Overall responsibility of running the school administration and **Project management, implementation, monitoring, and evaluation of the various <u>competitions/ workshops/ training programs organized by the school management for the advancement of students and teachers both</u>** *Year:* 2000 – Till Date *Location:* **Bihar** *Positions held:* **Principal/ Vice Principal/ Academic Head & Teacher of Various Schools in Bihar State** *Activities performed: As* Principal/ Vice Principal/ Academic Head & Teacher of Various Schools responsible for following: • Supervision of curricula and Co-curricular Activities, • **Knowledgeable of current trends in education like following in the education ecosystem in India** ➢ **Policies & guidelines followed under MHRD, NCERT, NCTE, CBSE, ICSE, ISC etc.** ➢ **Implementation of international experiences** ➢ **use of technology in education and technology-enabled learning models** • Dealing with external authorities like the government, the state department of education, the High School Education Board and the governing body of the school, • Organization of internal responsibilities of the school, the school office and administering the school budget and the school plant. • CBSE affiliation process-paperwork, State Education department - coordination. • Managing Schools for proving Academic Training to teachers and ensuring maximum usage of the digital content in the School • Providing Teacher Training on Interactive Board and use of Digital Content. • **<u>Organizing Inter branch competitions/ workshops/ training programs for the betterment of students and teachers both.</u>** • Supporting Resource coordinators for operational services. • Played the key role in the designing & drafting e-learning modules using simulation software for Digitally Tutorial. • Providing support to Co-Trainers & Resource Coordinators through mentoring, observation, and feedback. • Training Feedback Analysis and Review of Training Reports. • Execution of Training Calendar and Training Schedules and Keeping the

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Indicators (DLIs) and their verification, and other program achievements. • Ensuring requisite infrastructure of TE Institutions – requires monitoring and reporting on infrastructure upgradation work at teacher education institutions	training cost within stipulated budgets. • Filing of academic correspondence reports, competition brochures and related documents in respective files. • To ensure that all reasonable precautions are taken to safeguard the health and general wellbeing of staffs and students of school.

Expert's contact information : (*e-mail:* tabish_hashmi@rediffmail.com, **Phone:** +91-9771248300)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Tabish Hashmi		30/10/2017
Name of Expert	Signature	Date
Kratika Sharma (General manager)		30/10/2017
Name of authorized Representative of the Consultant (the same who signs the Proposal)	Signature	Date

Medhej Techno Concept Pvt. Ltd.

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4. Finance Specialist

Position Title and No.	**K-4, Finance Specialist**
Name of Expert:	**Mr. S. Siddharth Mehta**
Date of Birth:	**23/12/1979**
Country of Citizenship/ Residence	Indian

Education

Qualification	Educational Institution	Year of Completion
MBA in Finance	Chetana's R.K Institute of Mgmt. & Research, Mumbai	2004
B.E. in Industrial Production Engineering	K.J Somaiya college of Engineering	2001

Employment record relevant to the assignment:

Period	Employing organization and your title/ position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
Jul 2011- Till Date	**Medhaj Techno Concept Pvt. Ltd., New Delhi-** Sr. Vice President **For References:** **Mr. Gunjan Tripathi,** Director **Contact No.** 011-41090361 **Email Id:** mtcpl@medhaj.com	India	As. Sr. Vice President and Finance Expert, Mr. Mehta is responsible for: • Execution of projects by implementing government accounting policies and procedures • Financial planning and budgeting. • Proving • **Conducted training session on Financial Management and Budgeting on behalf of Medhaj under PMKVY, a Central Government scheme to promote child education in india** • Forecasting of retail tariffs. • Extensive financial management experience in results based programs financed by international development organizations. • Power supply study, market assessment and tariff projections. • ARR and Tariff filing on behalf of the utilities. • Financial analysis of the power sector utilities • Commercial and legal assistance Public Private Partnership • Bid process management. • Preparation of Financial Models & ARR Petition
Oct 2006– Jun 2011	**CRISIL Risk and Infrastructure Solutions Ltd.-** Financial Expert	India	• Development of a conceptual framework and assistance in selection of an appropriate PPP model for UPPTCL. • Analysis of applicable laws, regulations, and other statutory provisions applicable to PPP in Transmission projects in India for UPPTCL. • Preparation of financial model for bid evaluation for UPPTCL. • Consultancy for Policies & Regulatory Compliance and Revenue Requirement Filing etc. (on retainer ship basis) in Distribution Companies in Rajasthan • Assistance in preparing the ARR and Tariff Petition for the FY11, FY12 & FY13 for all three Discoms. • Assistance in development of cost of service model • Analysis & development of quarterly FPPCA and assistance in filing of FPPCA Petition • The assignment was for three years and was executed in

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			three countries namely Vietnam, New Zealand and Thailand. • Financial planning and budgeting
Apr 2004 – Sep 2006	Deputy Manager- **Feedback Ventures Pvt. Ltd.**	India	• Market Assessment of the state of Maharashtra • Development of a financial model for Maharashtra • Preparation of detailed financial model for computing Tariffs for Citigroup Venture. • Review of valuation and assessment of returns based on revenue projections for Citigroup Venture. • Filing of the Demand Supply Gap Petition to the PSERC • Preparation of Model Power Purchase Agreement • Evaluation of the Bids • Approval of the PPA from the PSERC. • Preparation of Financial Model for JSERC. • Review of previous ARR filing and Tariff order & Analysis of data for JSERC • Preparation of State Level transmission Investment Planning report for JSERC.

Membership in Professional Associations and Publications: Nil

Language Skills	*Read*	*Write*	*Speak*
English	Excellent	Excellent	Excellent
Hindi	Excellent	Excellent	Excellent

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
• Supervision and monitoring of all financial activities, progress, billing, taxation etc. • He will be responsible for financial analysis of the project, determination of financial viability and suggest measures to make the project most financially viable. • He will also be responsible for preparation of all the estimates for this. He shall coordinate with all relevant departments for this purpose. • Lead and implement the overall financial management of the Teacher Education Program, including but not limited to preparing of annual budget proposals relevant to the World Bank project, monitoring fund flows and internal controls, supporting SCERT/DIETs in operating using the mainstream treasury systems and BSEIDC in strengthening its financial management practices, building	1. *Name of Assignment:* Provided training sessions on various financial & regulatory courses under Pradhan Mantri Kaushal Vikas Yojana (PMKVY) at Noida (UP), Gurgaon (Haryana), Jaipur (Rajasthan), Pune (Maharashtra) as Channel Partner of Novjyoti Corporate Solutions, Gurgaon *Year:* Aug 2015 – Mar 2016 *Location:* Noida (UP), Gurgaon (Haryana), Jaipur (Rajasthan), Pune (Maharashtra) *Client:* Novjyoti Corporate Solutions, Gurgaon *Positions held:* Technical Advisor cum Financial Expert *Activities performed:* • To conduct skill development training & Certification to successful candidates. • Also impart training in Soft Skills, Entrepreneurship, Financial and Digital Literacy. • Preparation of detailed analysis reports for conducted trainings. • Assisted the project team in drafting content of training material as well as methodologies to be adopted during training. 2. *Name of Assignment*: Assisted the World Bank in preparation of readiness checklist to facilitate the Identification of the most suitable states for implementation of the rooftop projects and **organized a workshop on a pan India level** once the readiness checklist is prepared *Location of Assignment:* PAN India *Position:* Regulatory Advisor *Client:* **The World Bank** *Activities Performed:* To provide financial advisory on various aspects to execute following activities:

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accounting capacity in the DRT and SCERT, and monitoring time cycles of external audits of BSEIDC.

- Undertake all financial activities related to budget, providing technical support to expedite the operation as per the established processes for disbursement of funds for different activities related to project including but not limited to funds under the TA component being disbursed and spent using World Bank disbursement and procurement rules with appropriate arrangement of budget and flow of funds, accounting, internal controls, interim and annual reporting.
- Preparation of all financial reports related to the program including but not limited to ensuring the preparation of program financial statements of various entities (BSEIDC, TA Component, and DRT, SCERT & DIETs).

- Assistance to World Bank in preparation of Discom readiness checklist the identification of the most suitable states for implementation of the rooftop projects
- **Assist the World Bank to organizing the workshops on OPAN India Level basis**
- **Assist the World Bank in preparing presentations and in doing all the groundwork in organizing the workshops.**
- Assist the World Bank from project preparation and appraisal to Board delivery stage in terms of identifying technical assistance and capacity building and minor investment requirements of Disoms in order to get ready for implementation of their states 'Net Metering Policies
- Assistance to World Bank in preparing and imparting training programs to State Discom Official.
- Evaluation and Submission of report on analysis of the response received from various states with respect to eligibility checklist
- Providing technical advice technical advice to the bank team during preparation stage, upto Appraisal stage and upto Bank's Board approval of the project

3. *Name of Assignment:* **Project Management Agency (PMA)** to provide services for implementation of service connections to APL Households under State in 7 Circles under the jurisdication of NBPDCL **and Project Management Agency (PMA)** to provide services for supervision of Rural Electrification works under RGGVY in XIIth Plan & 11th plan Phase-2 in 21 districts of NBPDCL
   Year: 2015 - Present
   Location: **Bihar**
   Client: **North Bihar** Power Distribution Company Limited
   Positions held: Project Coordinator & Financial Advisor
   Activities performed:
   - **Technical feasibility analysis comprising study of the existing infrastructure,** fixing desired state of infrastructure, gap analysis and cost estimates and capital expenditure plan for the project.
   - To provide and implement an efficient and comprehensive reporting mechanism required for effective decision making by senior management during execution of works.
   - **To monitor the effectiveness of funds disbursed with respect to the works completed**
   - To identify and highlight potential risks observed in project progress with respect to time delays and cost overruns
   - To assist in taking remedial actions to avoid slippages, cost and time overruns, delays by the contractor
   - To ensure that effective Contract Administration is achieved.
   - All other works as detailed in the RFP.
4. *Name of assignment or project:* Appointment of Technical Consultant for Udaipur, Ajmer and Jodhpur City distribution system on PPP model.
   Year: 2014-15
   Location: Rajasthan
   Client: WAPCOS Limited
   Position held: Project Manager
   Activities Performed:
   - **Technical feasibility analysis comprising study of the existing infrastructure,** fixing desired state of infrastructure, gap analysis and cost estimates and capital expenditure plan for the project.
   - **Financial analysis and project structuring such as computation of Internal Rate of Return (IRR) over a concession period of 25 years, risk**

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analysis, techno-economic justification, schedules of concession agreement infrastructure, etc.

- Techno-Economic justification: Evaluation and assessment of the technical feasibility and economic justification and financial viability of the Project, including identification of the possible technical and commercial risks together with suggested mitigation options.
- **Transaction Advisory assistance for the appointment of Private Player Udaipur, Ajmer and Jodhpur City.**
- **Financial Analysis**
- ***Cost estimates and capital expenditure plan:***
  - **Demand projections**, including consumer mix, as submitted to and approved by the state regulatory commision
  - Evolving Tentative Business Plan for the next 5 years.
- **Provide an estimate of the investment required to bring about the desired changes /best practices/improvements in the defined timeframe.**

5. *Name of assignment or project:* CAPEX Review and Capitalization of Assets for Delhi Transco Ltd. (DTL)
   Year: 2012
   Location: Delhi
   Client: Delhi Electricity Regulatory Commission
   Position held: Project Leader
   Activities Performed:
   - **Verify the year-wise capitalization during FY 2007-08 to FY 2010-11 of the power utilities in Delhi.**
   - **Benchmarking of capital expenditure** incurred by the power utilities with other leading utilities.
   - Financial analysis and project structuring such as computation of **Internal Rate of Return (IRR) over a concession period of 25 years, risk analysis, techno-economic justification, schedules of concession agreement infrastructure,** etc.
6. *Name of assignment:* **Assistance to Government of Singapore (GIS) in forecasting the retail Tariffs** in the states of Maharashtra and Tamil Nadu.
   Year: Feb 2007- March 2007
   Location : Maharashtra
   Client: **Government of Singapore (GIS)**
   Main Project features: Assignment also includes understand the likely trends in **Tariff** of various consumer categories in these states, to assess the feasibility of GIS investments in these states.
   Positions Held : Financial Analyst
   Activities performed:
   - Assessment of consumer category wise power demand in two states
   - Assessment of merit order dispatch, power purchase cost and other costs
   - **Preparation of detailed financial model for computing Tariffs**
   - Projection of consumer category wise Tariffs based on SERC approach in the State
7. *Name of assignment:* **Assistance to Citigroup Venture Capital International in market assessment, Tariff projections**
   Year : March 2007
   Location : Tamil Nadu, Karnataka, Maharashtra
   Client : **Citigroup Venture Capital International**
   Main Project features: Citigroup Venture Capital International in market assessment, **Tariff** projections for Tamil Nadu, Karnataka, Maharashtra & review of Arkay Energy Raameshwaram & Ind Bharat Power Gencom Ltd
   Positions Held : Team Member
   Activities performed:

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- Commercial due diligence and review of financial model
- Assessment of consumer category wise power demand in 3 states
- Assessment of merit order dispatch, power purchase and other costs
- Preparation of detailed financial model for computing **Tariffs**
- Projection of consumer category wise **Tariffs** based on SERC approach in the State
- Review of valuation and assessment of returns based on revenue projections

6. *Name of assignment:* **Business valuation and transaction assistance to private players**
   Year: 2007
   Location : Arunachal Pradesh
   Main project features: **Business** valuation and transaction assistance to private players (confidential) for picking up equity in generation plants in India.
   Positions Held : Team Member
   Activities performed: Mr. Siddharth was involved in **Business** valuation of a hydel plants in the state of Arunachal Pradesh
7. *Name of assignment:* **Assistance to Punjab Electricity Regulatory Commission (PSERC) in Preparation of the Regulations for open access,**
   Year: May 2004 –Sep 2005
   Location: Punjab
   Client: Punjab Electricity Regulatory Commission
   Main project features: Punjab Electricity Regulatory Commission in Preparation of the regulations for open access
   Positions Held: Team Member
   Activities performed: Mr. Siddharth was involved in following activities :
   - Preparation of a concept paper for financial management systems and procedures including,
   - Preparation of the final guidelines for the same
8. *Name of assignment:* **Assistance to Uttaranchal Electricity Regulatory Commission (UERC) in formulation of Tariff guidelines for hydro-electric projects in the state of Uttaranchal,**
   Year: Oct 2004 – Jan 2005
   Location: Uttaranchal
   Client: Uttaranchal Electricity Regulatory Commission
   Positions Held: Team Member
   Activities performed: Mr. Siddharth was involved in following activities :
   - Analysis of Annual Revenue requirement of Uttaranchal Jal Vidyut Nigam Ltd.
   - Formulation of Tariff Order
   - Assistance to Uttaranchal Electricity Regulatory Commission in discussions with stakeholders

Expert's contact information : (*e-mail:* siddharth.mehta@medhaj.com *Phone:* 9999724647)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

S. Siddharth Mehta — Signature — 30/10/2017
Name of Expert — Date

Kratika Sharma
(General manager)

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd.

30/10/2017

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Name of authorized Representative of the Consultant (the same who signs the Proposal)	Signature	Date

Madhel Techno Concept Pvt. Ltd.

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5. Procurement and Vendor Management Specialist

Position Title and No.	**K-5, Procurement and Vendor Management Specialist**
Name of Expert:	**Mr. Gaurav Lohani**
Date of Birth:	**21/09/1980**
Country of Citizenship/ Residence	Indian

Education

Qualification	Educational Institution	Year of Completion
MBA (Finance)	Kumaun University, Nainital	2007
B. Sc.	Kumaun University, Nainital	2002

Employment record relevant to the assignment:

Period	Employing organization and your title/ position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
Oct 2011 - Till Date	**Medhaj Techno Concept Pvt. Ltd., New Delhi-** Deputy General Manager **For References:** **Mr. Gunjan Tripathi,** Director **Contact No.** 011-41090361 **Email Id:** mtcpl@medhaj.com	India	As. Deputy General Manager & Management Specialist, Mr. Lohani is responsible for: • Execution of various consulting and education projects funded Central/State Government in India or by multilateral financing institutions • **Conducted training session on Financial & Management skills and capacity building workshops on behalf of Medhaj under PMKVY, a Central Government scheme to promote child education in India.** • **Extensive vendor and contract management by offline as well as online contract management tools.** • Provided advisory services for bid process management activities consulting following services: ➢ Preparation of bid documents viz: Request for Proposal (RFP), draft PPA, Escrow and hypothecation deed draft to the satisfaction of UPNEDA/Distribution Company for **procurement** of power from Solar Power Projects. ➢ Assistance in Finalization of award of the Contract on Turnkey basis Including evaluation of bids both technical & finalization ➢ Make presentations for approvals at various levels and other documents, issue of Letter of Intents and signing of agreement with the selected developers for UPNEDA. • **Preparation of customized bid evaluation financial model** to carry out analysis of bid ARR and Tariff filing on behalf of the utilities. • Financial analysis of the power sector utilities • Commercial and legal assistance Public Private Partnership • Bid process management & Stakeholder Consultations • Preparation of Financial Models & ARR Petition • Review of benchmarking norms/ expenditure adopted by various department and its comparison (after benchmarking study)' • Implementation of Contract Management Framework for Monitoring of Progress against Plan at Operational level clearly identifying actions which are behind schedule
Sep. 2010 to Oct.	**CRISIL Risk and Infrastructure Solutions**	India	• Assisted clients in the Regulatory and PMC projects • Assisted JVVNL, AVVNL and JdVVNL in Rajasthan and

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Bihar State Educational Infrastructure Development Corporation Ltd., Patna

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2011	**Ltd.-** Consultant		NDMC in Delhi in filing of tariff petition and assisted them in other regulatory matters. • Assisted DVVNL in Agra in the PMC project. The project included monitoring the performance of Torrent Power Limited on financial and technical parameters in Agra city. • Financial analysis of the power sector utilities.
Apr 2007-Aug 2010	**The Institute of Chartered Accountants of India-** Executive Finance		• Worked on the subject Strategic Financial Management including Merger and Acquisition, International Finance, Derivatives, Fixed Income Securities, Risk Management etc. (up gradation of the syllabus, preparing other background material, etc.) • **Publishing of the journal, 'Management Accounting and Business Finance',** which included inviting articles, review of articles on topics like Money Market, Banking, Wealth Management etc., printing of the journal, maintaining subscriber database, liaison with RNI etc. • **Coordinated the Certificate Course, 'Master in Business Finance' at New Delhi** and Mumbai which included designing curriculum, short listing of faculty, managing student database, handling student query, supplying study material to the students etc.

Membership in Professional Associations and Publications: Nil

Language Skills	*Read*	*Write*	*Speak*
English	Excellent	Excellent	Excellent
Hindi	Excellent	Excellent	Excellent

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
• He will be responsible to manage all the procurement and vendor management activities to achieve agreed results. • To undertake overall responsibility of managing the Procurement Plan for the operation as agreed with the World Bank, driving individual activities as per the Procurement Plan, and periodically revising the plan as needed. • To provide advice and implementation support on all aspects of procurement and vendor management. • To provide support BSEIDC in end-to-end vendor management activities including maintenance of a detailed, written audit trail of all discussions and agreements in the document management system. • Supervision of team handling	9. *Name of Assignment:* Provided training sessions on various financial & regulatory courses under Pradhan Mantri Kaushal Vikas Yojana (PMKVY) at Noida (UP), Gurgaon (Haryana), Jaipur (Rajasthan), Pune (Maharashtra) as Channel Partner of Novjyoti Corporate Solutions, Gurgaon *Year:* Aug 2015 – Mar 2016 *Location:* Noida (UP) and Gurgaon (Haryana) *Client:* Novjyoti Corporate Solutions, Gurgaon *Positions held:* Financial Management Expert *Activities performed:* • To conduct skill development training & Certification to successful candidates. • Also impart training in Soft Skills, Entrepreneurship, Financial and Digital Literacy. • Preparation of detailed analysis reports for conducted trainings. • Assisted the project team in drafting content of training material as well as methodologies to be adopted during training. 10. *Name of Assignment*: Assisted the World Bank in preparation of readiness checklist to facilitate the Identification of the most suitable states for implementation of the rooftop projects and organized a workshop on a pan India level once the readiness checklist is prepared. *Location of Assignment:* PAN India *Position:* Financial Management Expert *Client:* **The World Bank** *Activities Performed:* To provide financial advisory on various aspects to execute

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following tasks:

- Documentation of key personnel and the team details (structure, numbers) of vendors,
- Documentation of vendor tasks and rules of engagement, agreements on implementation strategies and reviewing vendor designs/plans and change requests, analysis and acceptance of outputs and deliverables, performance tracking against contracted scope and service levels, invoices and payment management, penalties, etc.

- Ensure that goods and services are provided cost effectively to predetermined standards and in accordance with current tender and procurement regulations.
- To initiate a process of decentralization, conducting regular procurement post review, and establish a complaint handling and redress system/mechanism.

following activities:

- Assistance to World Bank in preparation of Discom readiness checklist the identification of the most suitable states for implementation of the rooftop projects
- **Assist the World Bank to organizing the workshops on OPAN India Level basis**
- **Assist the World Bank in preparing presentations and in doing all the groundwork in organizing the workshops.**
- Assist the World Bank from project preparation and appraisal to Board delivery stage in terms of identifying technical assistance and capacity building and minor investment requirements of Disoms in order to get ready for implementation of their states 'Net Metering Policies
- Assistance to World Bank in preparing and imparting training programs to State Discom Official.
- Evaluation and Submission of report on analysis of the response received from various states with respect to eligibility checklist
- Providing technical advice technical advice to the bank team during preparation stage, upto Appraisal stage and upto Bank's Board approval of the project

11. *Name of Assignment:* **Project Management Agency (PMA)** to provide services for implementation of service connections to APL Households under State in 7 Circles under the jurisdication of NBPDCL **and Project Management Agency (PMA)** to provide services for supervision of Rural Electrification works under RGGVY in XIIth Plan & 11th plan Phase-2 in 21 districts of NBPDCL
Year: 2015 - Present
Location: **Bihar**
Client: **North Bihar** Power Distribution Company Limited
Positions held: Financial Advisor
Activities performed:
    - **Technical feasibility analysis comprising study of the existing infrastructure,** fixing desired state of infrastructure, gap analysis and cost estimates and capital expenditure plan for the project.
    - To provide and implement an efficient and comprehensive reporting mechanism required for effective decision making by senior management during execution of works.
    - **To monitor the effectiveness of funds disbursed with respect to the works completed**
    - To identify and highlight potential risks observed in project progress with respect to time delays and cost overruns
    - To assist in taking remedial actions to avoid slippages, cost and time overruns, delays by the contractor
    - To ensure that effective Contract Administration is achieved.
    - All other works as detailed in the RFP.

12. *Name of Assignment:* Providing Bid process management service to UPNEDA in selection of developer for setting up of Solar Power Projects upto 300MW in U.P. **through Competitive bidding**
Year: 2014 – 2015
Location: Uttar Pradesh
Client: UPNEDA
Positions held: Vendor Management Analyst
Activities performed:
    - Assist and advice in carrying out detailed evaluation of the RFP received
    - Preparation of bid documents viz: Request for Proposal (RFP), draft PPA,

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Escrow and hypothecation deed draft to the satisfaction of UPNEDA/Distribution Company for procurement of power from Solar Power Projects.

- Assist and advice in selection of successful bidders, Make presentations for approvals at various levels and other documents, issue of Letter of Intents and signing of agreement with the selected developers.
- Preparation of Master Planning/ Land Use Planning, Physical and environmental aspects and focus group discussions, Assessment of physical and Social Infrastructure facilities, Common Utilities, Review of the provision of the building bylaws, Assessment of existing housing condition and associated infrastructure Slum scenario.
- Preparation of customized bid evaluation financial model to carry out analysis of bid.
- Participation in Pre-bid conference and assist and advise in responding to queries/comments of developers and modify RFP and other documents, if required.

13. *Name of assignment or project:* Smart Grid Consultancy Services (SGC) for Smart Grid to be implemented by Contractor in APDCL.
(Ministry of Power Funded Project).
Year: 2013-Present
Location: Assam
Client: Assam Power Distribution Company Ltd (APDCL)
Position held: **Bid Process Management Specialist**
Activities Performed:
    - **Monitoring and coordination of bidding process for section of suitable turnkey Vendor/contractor for project implementation**
    - Preparation and finalization of Detailed RFP
    - Assistance in Finalization of award of the Contract on Turnkey basis Including evaluation of bids both technical & finalization
    - **Supervision and management of of all procurement actvities**
    - Establishing a procedure and establishing a timeline for making necessary contract decisions or modifications
    - Identification of anticipated bottlenecks in project implementation & preparation of remedial action plan in consultation with utilities & Contractor.

14. *Name of assignment or project:* Appointment of Technical Consultant for Udaipur, Ajmer and Jodhpur City distribution system on PPP model.
Year: 2014-15
Location: Rajasthan
Client: WAPCOS Limited
Position held: Finance Manager
Activities Performed:
    - **Technical <u>feasibility analysis comprising study of the existing infrastructure,</u>** fixing desired state of infrastructure, gap analysis and cost estimates and capital expenditure plan for the project.
    - **<u>Financial analysis and project structuring such as computation of Internal Rate of Return (IRR) over a concession period of 25 years, risk analysis, techno-economic justification, schedules of concession agreement infrastructure, etc.</u>**
    - **<u>Techno-Economic justification</u>**: Evaluation and assessment of the technical feasibility and economic justification and financial viability of the Project, including identification of the possible technical and commercial risks together with suggested mitigation options.
    - **<u>Transaction Advisory assistance</u> for the appointment of Private Player Udaipur, Ajmer and Jodhpur City.**

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FORM TECH-6
(CONTINUED)
CURRICULUM VITAE (CV)

	• **Financial Analysis** • *Cost estimates and capital expenditure plan:* ➢ **Demand projections**, including consumer mix, as submitted to and approved by the state regulatory commision ➢ Evolving Tentative Business Plan for the next 5 years. • **Provide an estimate of the investment required to bring about the desired changes /best practices/improvements in the defined timeframe.** 15. *Name of assignment or project:* CAPEX Review and Capitalization of Assets for Delhi Transco Ltd. (DTL) *Year:* 2012 *Location:* Delhi *Client:* Delhi Electricity Regulatory Commission *Position held:* Project Leader *Activities Performed:* • **Verify the year-wise capitalization during FY 2007-08 to FY 2010-11 of the power utilities in Delhi.** • **Benchmarking of capital expenditure** incurred by the power utilities with other leading utilities. • Financial analysis and project structuring such as computation of **Internal Rate of Return (IRR) over a concession period of 25 years, risk analysis, techno-economic justification, schedules of concession agreement infrastructure,** etc.

Expert's contact information : (*Email:* gaurav.lohani@medhaj.com *Phone:* +91-9971926530)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Gaurav Lohani		30/10/2017
Name of Expert	Signature	Date
Kratika Sharma (General manager)		30/10/2017
Name of authorized Representative of the Consultant (the same who signs the Proposal)	*Signature*	Date

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FORM TECH-6
(CONTINUED)
CURRICULUM VITAE (CV)

6. Teacher Training/ Management Specialist-1

Position Title and No.	**K-6, Teacher Training/ Management Specialist-1**
Name of Expert:	**Dr Navita Mahajan**
Date of Birth:	**01/11/1969**
Country of Citizenship/ Residence	Indian

Education

Qualification	Educational Institution	Year of Completion
Doctorate in Educational Psychology (Phd) *(Chandigarh Worked on 'Learning styles, Locus of Control of Gifted and Average students in Different Academic Subjects')*	Education Department, Punjab University (PU), Chandigarh	1999
Post graduate Diploma in Business Management	Bharitya Vidya Bhavan	1996
Masters in Education (MA) *(Specialization in Guidance and Counseling)*	Punjab University (PU), Chandigarh	1993
Bachelor of Education	Punjab University (PU), Chandigarh	1992
Masters of Arts (MA) *(English Literature)*	Punjab University (PU), Chandigarh	1991
Bachelor of Arts (BA) *(majored in Psychology and Geography, PU)*	Punjab University (PU), Chandigarh	1989

Employment record relevant to the assignment:

Period	Employing organization and your title/ position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
From 2016 till present	**ChalkBoard School Solutions**, Advisor **For references:** Dr. Natasha Mehta, Co-Founder and Director Phone: +91-9004608880/ **Email:** info@chalkboardindia.com	India	• Passionately working **in developmental activities in teacher education** and in peace and security processes through track II diplomacy. • Associated in conducting various seminars & workshops in school education and teacher-training ecosystem in India as well as international level • In-depth understanding of domestic and international policies and programs in education and teacher training, distance education programs, and use of ICT in education
2004-Present	An Independent Researcher and Academic **For references:** ***Phone:*** *+91-9814216868/* ***e-mail:*** navita_mahajan@hotmail.com	Across various countries like India, Japan, Austria, Italy, South Asia, Sweden, San Diego, California, Nepal.	• She has worked in the areas of Partition of South Asia and role of education in Peacebuilding through track II.. She is the immediate past National Chair for CII's Young Indians (Yi) Leadership Academy and is the founder member and Moderator of the Leadership Assembly of Commonwealth- Asia Alliance of Young Entrepreneurs (CAAYE). Navita holds a Doctorate in Educational Psychology.

Membership in Professional Associations:

- Chair, Young India, Chandigarh Chapter, Confederation of Indian Industries
- Member, All India Association for Educational Research (AIAER)

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FORM TECH-6
(CONTINUED)
CURRICULUM VITAE (CV)

- President, Carmel Ex Student Association, Chandigarh
- Executive Member, Indian National Theatre – A society of promotion of Clasical Music
- Hiroshima Peacebuilder Center, Program Associate
- Ambassador for International Civilian Peace-keeping and Peace-building Training Program (IPT) at Austrian Study Center for Peace and Conflict Resolution, Stadshlaining, Austria, 2003 Onwards

Publications

- Paper selected for presentation in **20Th European Conference on Modren South Asian Studies** (ECMSAS), University of Manchester, Manchester, Great Britain, 8 – 11 Jul, 2008 in the Panel **Title: Citizenship and Education in South Asia**
- Tokyo Peacebuilders Symposium, **Peacebuilding Experience and Knowledge from Asia to the World** , UN House, Tokyo, Co-organized by the Ministry of Foreign Affairs of Japan and United Nations University (UNU), (Mar 24-25, 2008). ***Presented views on peacebuilding in UN outreach Program.***
- **Pilot Program for Human Resource Development in Asia for Peace Building, OJT Completion Ceremony** on 21 Mar, 2008) invited by Ministry of Foreign Affairs, Japan & Hiroshima Peacebuilders Centre, Hiroshima University.
- **A Human Rights & Peace Audit of Partitions as a Method of Conflict Resolution – A Regional Consultation of South Asia**, South Asian Forum for Human Rights, Kathmandu, Nepal, presented literature survey on Post Partition Punjab ,(Mar 12-15, 2008)
- **Training and Dispatching Civilian Peacebuilder – Responding to New Challenges on the Ground – a Symposium,** Hiroshima Peacebuilders Centre, United Nations Volunteers & Ministry of Foreign Affairs, Japan, Elizabeth Hall, UN house, Tokyo, Japan. (Oct 31, 2007)
- **Pilot Program for Human Resource Development in Asia for Peace Building,** Hiroshima Peacebuilders Centre, Institute for Peace Science, Hiroshima University, Japan. Hiroshima & Tokyo (Sep 15- 26 October, 2007) Nominated and sponsored by Ministry of Foreign Affairs, Japan)
- **International Public Servant Workshop**, United Nations Institute for Training and Research, Hiroshima Office for Asia and the Pacific, Japan. (25 -28 Sep , 2007)
- **Fourth Annual India Pakistan Conflict Transformation Workshop at Women in Security,** Conflict Management and Peace WISCOMP Foundation for Universal Responsibility of HH the Dalai Lama, New Delhi (Oct 1-9, 2005). Presented Paper titled "Untrodden Path – **The Role Educational Institutes can play in Promoting Conflict Transformation"**
- **International Civilian Peace-keeping and Peace-building Training Program** (IPT) , Austrian Study Center for Peace and Conflict Resolution (ASPR) (1-27 Sep 2003) (Sponsored by the Government of Austria)

Language Skills	*Read*	*Write*	*Speak*
English	Excellent	Excellent	Excellent
Hindi	Excellent	Excellent	Excellent

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
Responsible to provide timely support to the joint review missions and third party validations on following: • Ensuring requisite infrastructure of TE Institutions – requires monitoring and reporting on infrastructure upgradation work at teacher education institutions • Ensuring capacity enhancement of TE institutions for effective TE delivery – requires support on staff vacancy status, and improvements in TEIDI scores, and their reporting • Training and certification of unqualified teachers and continuous professional	1. *Name of Assignment:* Organized an **International training program** on **'Working Together To Build A Community Of Responsive Educators'** for the teachers of The Learning School, Kot Radha Krishen, Kasur, Pakistan and Dev Samaj College of Education, Chandigarh, India *Year:* 2006 *Location:* Chandigarh *Client:* Dev Samaj College of Education, Chandigarh, India *Positions held:* Secretary 2. *Name of Assignment:* Organized a National Workshop sponsored by NAAC (Grant awarded by the NAAC) **'Praxis of Policy To Effective Practice: Quality Assurance in Teacher Education'** *Year:* 2007 *Location:* Chandigarh *Client:* NAAC *Positions held:* Secretary 3. *Name of Assignment:* Fourth Annual India Pakistan Conflict Transformation workshop organized by WISCOMP, New Delhi- "The Role of Textbooks and Educational Institutions in Conflict Generation and Conflict Transformation"

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development (CPD) of teachers in service – requires support on D.El.Ed. and other CPD programs and reporting

- Ensuring teacher management and performance is effectively monitored and evaluated – requires support on TEMIS and policy formulation on teachers' incentives
- Enhancing teacher accountability at school level – requires support on SMC strengthening activities, and reporting on attendance levels
- Strengthening procurement, financial systems and corporate governance framework in BSEIDC; and incentivizing compliance with State Treasury Rules by DR&T.

Year: 2005
Location: 1- New Delhi
Client: WISCOMP

4. *Name of Assignment:* Organized **A National Seminar sponsored by University Grants Commission** for **The Education of teachers and the teacher educator in Human Rights**
   Year: 2005
   Location: Chandigarh
   Client: University Grants Commission
   Positions held: Secretary
5. *Name of Assignment:* Organized the **Workshop "Making Peaceful Choices: Teacher Education For Sustainable Future" and Building Bridges:** Promotion of Co-Existence Between India and Pakistan **Through Teacher Education**
   Year: 2006
   Positions held: Secretary
6. *Name of Assignment:* Organized the regional seminar on English **Language Teaching in 21st Century: Methodologies and Techniques in the current academic** (Grant awarded by the UGC)
   Year: 2005
   Client: University Grants Commission
   Positions held: Joint Secretary
7. *Name of Assignment:* Project on **'Impact of Conflict Transformation on Interpersonal Skills of Students'** A Proposal submitted For a Minor Research Project to University Grants Commission
   Year: 2002
   Location: Chandigarh
   Client: University Grants Commission
   Positions held: Secretary
8. *Name of Assignment:* Organized **Dastak: A call for Counseling in Schools,** BCM College of Education, Ludhiana, Moderated a Panel discussion titled - Sensitizing parents & teachers to the Emerging concerns of Adolescents.
   Year: 2008
   Location: Ludhiana
   Client: BCM College of Education, Ludhiana
   Positions held: Counselor
9. *Name of Assignment:* **Counseling in Schools: Emerging need of the hour**
   Year: 2008
   Location: Chandigarh
   Client: Department of Education, Panjab University,
   Positions held: Moderator of the panel discussion
10. *Name of Assignment:* Revisiting Euro – Asia" Cultures, Connections and Conceptualizations held at ICCSR Complex, Panjab University from 13-15 February, 2006. Presented a **paper titled "The Untrodden Path: Consilinence of teacher Education and Euro Asian Diversity**.
    Year: 2006
    Location: Chandigarh
    Client: Department of Education, Panjab University,
    Positions held: Moderator of the panel discussion
11. *Name of Assignment:* Presented a titled "**Education for Peace - Programme of Action" at a seminar 'Education for Peace our Main Priority'** sponsored by NAAC. The paper was adjudged as the Best paper by the Panel constituted for assessing the papers
    Year: **2004**
    Location: Ludhiana

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FORM TECH-6
(CONTINUED)
CURRICULUM VITAE (CV)

	Client: Malwa Central College of Education, Ludhiana *Positions held:* Moderator of the panel discussion 12. *Name of Assignment:* Education in human values for human excellence *amidst* diversity, sponsored by Ford Foundation – USA at Shimla, March 27-28, 2002. Presented a paper titled Peace And International Understanding. *Year:* 2002 *Location:* Shimla *Client:* Malwa Central College of Education, Ludhiana *Positions held:* Moderator of the panel discussion *Activities performed:* • Seminar, coordinating with the speakers, developing the program as well as moderating the entire program and facilitating participants.

Expert's contact information : (*e-mail:* navita_mahajan@hotmail.com *phone: Ph:* 9814216868)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Dr Navita Mahajan — 30/10/2017

Name of Expert — Signature — Date

Kratika Sharma (General manager) — 30/10/2017

Name of authorized Representative of the Consultant (the same who signs the Proposal) — Signature — Date

9-3-2018

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FORM TECH-6
(CONTINUED)
CURRICULUM VITAE (CV)

7. Teacher Training/ Management Specialist-2

Position Title and No.	**K-6, Teacher Training/ Management Specialist-2**
Name of Expert:	**Dr. Natasha Mehta**
Date of Birth:	**21/07/1970**
Country of Citizenship/ Residence	Indian

Education

Qualification	Educational Institution	Year of Completion
Ph.D in Biology, Education	Punjab University	2000 – 2004
Masters in Education	Himanchal University	1997-1998
Masters in English	Punjab University	1996
Masters in Zoology	St. Bede's College, Simla, Himachal Pradesh	1987-1989
B.Sc. (Botany, Zoology, Chemistry)	St. Bede's College, Simla, Himachal Pradesh	1984-1987

Employment record relevant to the assignment:

Period	Employing organization and your title/ position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
Oct 2015 – till date	**ChalkBoard School Solutions**, Director **For references:** Dr. Natasha Mehta, Co-Founder and Director **Email:** info@chalkboardindia.com	India	• Associated in conducting various seminars & workshops in school education and teacher-training ecosystem in India as well as international level • In-depth understanding of domestic and international policies and programs in education and teacher training, distance education programs, and use of ICT in education • Standardisation of Best practices in education; Teacher training; • Leadership mentoring; Learning strategies in the knowledge economy; • Experiential and Blended learning; Inclusive education; • Curriculum design and Implementation; Transformation into new age education; Instructional design; Text book writing ; Performance appraisals; School development Planning and Implementation • School startups • School development Planning and Implementation
Jan 2003 – Present	**Pearson Longman- Author**	India	• Shree Books have authored and published 52 textbooks for children in Science and English.
Oct 2015 – Sep 2016	**Euro School International Pvt. Ltd.** **Leader, Strategy and Innovation**	India	• Driving innovation as a thought leader and subsequently designing strategy • supported by setting of principles and standards for implementation across the network, especially in areas of best educational practices , • Balanced schooling and academic leadership mentoring.
Jun 2016 – Aug 2016	**Aga Khan Education Services, India-** *Consultant*	India	• Consultant, Training and Development
Feb 2010 – Sep 2015	**Euro School-** Group Principal	India	• Management and supervision of all branches
Feb 2009 – Sep 2015	**EuroSchool-** Founder Principal	India	• Management and supervision of all branches
Dec 2007 - Jan 2009	**Avalon Heights International School, IGCSE and ICSE-** Principal	India	• Shaping a vision of academic success for all students • Creating a climate hospitable to education • Cultivating leadership in others • A Profile in Leadership: Dewey Hensley

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FORM TECH-6
(CONTINUED)
CURRICULUM VITAE (CV)

			• Managing people, data and processes • Improving School Leadership
July 2003 – Aug 2006	**EuroKids International** **Curriculum Development**	India	• Working on books and materials for instructional use, observes teachers to make recommendations on changes that could increase student performance, and may be involved in the training of teachers. • Interpreting state guidelines and making changes to school curricula to ensure that the material students learn is in line with the state's standards.
Mar 2003 – Oct 2003	**Oriental College of Education-** Lecturer	India	• Teaching the subject with enhancement of mode of delivering knowledge • The Oriental college of Education, Navi Mumbai, taught students of the bachelors in Education programme with specific focus on the teaching of English and science, Educational administration and Education psychology.
Jun 2000 – Dec 2002	**The Lawrence School, CBSE, Sanawar-** Head Curriculum Development	India	• Developed the science curriculum exclusively for the use of EuroSchools. Developed comprehensive teaching plans integrating best educational practices with special emphasis on Multiple intelligence, Co- operative learning, Inquiry based learning, Project based learning, cross-curricular learning and Blooms Taxonomy.
Oct 1995 – Ma 2000	**Army Public School, Dagshai-** Teacher	India	• Was teaching Science to students

Membership in Professional Associations:
Other Courses / Certifications

- Volunteer
- Summer Hill School, UK
- 2003 Education

Workshops / FDP/ Corporate Training conducted

Research and Publications

- Science Quest - for Pearson Longman Pvt. Ltd.
- Active Science - for Pearson Longman Pvt. Ltd.
- Universal Science- for Pearson Longman Pvt. Ltd.
- Morning Glory (Semester books) for Pearson Longman Pvt. Ltd.
- Vocabulary books for young learners by Shree Books
- Grammar books for young learners by Shree Books
- **Have published about 52 books for various age groups.**
- **Published in 'TEACHER', a publication by the Australian Council of Educational Research (ACER)**

Language Skills	*Read*	*Write*	*Speak*
English	Excellent	Excellent	Excellent
Hindi	Excellent	Excellent	Excellent

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
Responsible to provide timely support to the joint review missions and third party validations on following; • Plan and conduct appropriate evaluations as per agreed strategy to inform program	1. *Name of Assignment:* The project "Changing Tracks" is an experiment to discover what it takes to bring in and sustain a culture of higher order thinking in an education institution, in particular a teacher education college (Seed Partners: Rayat and Bahra College of Education, CEVA & WATIS)

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design and logic.

- Report monthly, quarterly, half-yearly and annual progress on all project activities.
- Ensuring requisite infrastructure of TE Institutions – requires monitoring and reporting on infrastructure upgradation work at teacher education institutions
- Ensuring capacity enhancement of TE institutions for effective TE delivery – requires support on staff vacancy status, and improvements in TEIDI scores, and their reporting
- Training and certification of unqualified teachers and continuous professional development (CPD) of teachers in service – requires support on D.El.Ed. and other CPD programs and reporting
- Ensuring teacher management and performance is effectively monitored and evaluated – requires support on TEMIS and policy formulation on teachers' incentives
- Enhancing teacher accountability at school level – requires support on SMC strengthening activities, and reporting on attendance levels.
- Ensuring teacher management and performance is effectively monitored and evaluated – requires support on TEMIS and policy formulation on teachers' incentives

Year: since 2009
Location: Bihar
Client: **Wipro**
Positions held: Founder Principal
Activities performed:

- The project **"Changing Tracks"** is an experiment to discover what it takes to bring in and sustain a culture of higher order thinking in an education institution, in particular a teacher education college.
- Closely following the recommendations of the **NCFTE** (National Curriculum Framework for Teacher Education, 2010), the College, WATIS and CEVA, the facilitating agency, worked together to bring in the changed perspective wherein the B.Ed curriculum has been taught for six weeks using an interactive teaching methodology.
- Five years back "Changing Tracks" had started with a once a week 'add-on' course in Higher Order Thinking Skills for B.Edstudents . In its third year, this initiative for change had moved into the regular classrooms of the College although for a limited period of six weeks.http://changingtracksrbce.blogspot.com/
- Working together through open door with an intent to make a difference in the understanding of prospective teachers training, with a firm underlying belief that college along with CEVA and 197 prospective teachers were together capable of creating a space where the things that matter most to the people involved and the things that matter to the world at large can come together.

Approach to teacher training involved the following:

- HOTS in teaching
  - Using the HOTS framework we involve the learners in discussions, critical thinking activities, theatre exercises, hands-on-projects and field trips.
  - Use teaching style models as well as incorporates within itself, the higher order thinking skills.
  - Integrate the theories that the students are learning at a theoretical level while empowering them with practical skills and techniques for analyzing and applying their learning in their classroom.
- Evaluation/assessment of teaching-learning
  - Through group discussion, projects and activities we help future teachers in formulating an approach for assessing student learning for the different teaching methods (for example: How to assess student learning in a module taught using theater? How to assess for analytical understandings of a science concept?)
  - The assessment process used for the learners models the HOTS requirements such that conceptual learning and critical thinking are assessed. The learners get an opportunity to compare these forms of assessment to traditional forms that emphasize memorization.
  - The trainees continuously assess their own teaching/learning as well as our mentoring/training process. The intent is to orient them for reflexive teaching in their own classrooms.

2. *Name of Assignment:* Founder Principal with Euroschool (ICSE, IGCSE),

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FORM TECH-6
(CONTINUED)
CURRICULUM VITAE (CV)

	Year: 2015 *Location:* Mumbai *Client:* Euro School *Positions held:* Founder Principal *Activities performed:* • The first company owned school in Mumbai. The school has grown from 325 students in 2009 to 3000 students in 2015. This has involved infrastructure planning; designing marketing strategies and finally establishing the institute as a brand in the eyes of the stakeholders. A school that follows a unique experiential curriculum the work involved, in addition to other responsibilities, intensive training of teachers to ensure effective implementation of the academic curriculum thus working towards academic excellence. 3. *Name of Assignment:* Developed tools for assessment, conducted needs analysis and Implemented skill based *Year: 2013* *Location:* Mumbai *Client:* Aga Khan School (DJHS) *Positions held:* Consultant *Activities performed:* • Developed tools for assessment, conducted needs analysis and implemented skill based trainings for competency enhancement of science teachers.

Expert's contact information : (*e-mail:* natashaed@gmail.com *phone*: +91-9004608880)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Dr Natasha Mehat	Natasha Mehta	30/10/2017
Name of Expert	Signature	Date
Kratika Sharma (General manager)		30/10/2017
Name of authorized Representative of the Consultant (the same who signs the Proposal)	Signature	Date

Medhavi Techno Concept Pvt. Ltd.

9-3-2016

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Medhavi Techno Concept Pvt. Ltd. * Lucknow *

FORM TECH-6
(CONTINUED)
CURRICULUM VITAE (CV)

8. Technology Manager

Position Title and No.	**K-7, Technology Manager**
Name of Expert:	**Mrs. Alka Tripath**
Date of Birth:	**28/08/1970**
Country of Citizenship/ Residence	Indian

Education

Qualification	Educational Institution	Year of Completion
Masters in Science in Computer Science	Banaras Hindu University (B.H.U), Varanasi	1993
Post Graduate Diploma in Computer Applications	Banaras Hindu University (B.H.U), Varanasi	1990
B.Sc. (Hons.)	Banaras Hindu University (B.H.U), Varanasi	1990

Employment record relevant to the assignment:

Period	Employing organization and your title/ position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
June 2007 - Till Date	**Medhaj Techno Concept Pvt. Ltd.**- Director (Finance & Human Resource) **For References:** **Mr. Gunjan Tripathi,** Director **Contact No.** 011-41090361 **Email Id:** mtcpl@medhaj.com	India	• Overall supervision responsibility of software related tools being incorporated in the organization. • Supervision of Development and Improvement for successful execution of project. • **Carrying out supervision and monitoring of experience in technology/operations management, implementation of technology including software application design, development, and architecture as well as e-Learning Solution implementation in respect of organizational growth.** • To perform the required auditing activities including the authentication of the reports presented by the System Integrator. • Provided corporate training to the employees for in-depth knowledge of industry best practices, technology enablement. • Advisory services related to preparation of technical documents for implementing IT solutions. • Capacity Building and in-cordination with Business Development Activities • **Promoting "Medhaj Skills"** *(an education and training initiative of Medhaj Techno Concept Pvt. Ltd)*, to enhance the employability of youth by offering them actionable knowledge and job orientation for a variety of industry sectors. Also ensure that, at the end of the course the learner will gain the competencies to appear for the international certifications in their respective fields of work. **Medhaj Skills prides its reputation on delivering the complete training solution**, offering opportunities and prepare students for a variety of emerging careers. We bring together a broad network of trainers, career counselors and mentors to offer a "best-in-class", yet affordable suite of training. ➢ **Information Technology** ➢ **Management Training** ➢ **Retail Management** ➢ **Vocational training** ➢ **IT Enabled Services**

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FORM TECH-6
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CURRICULUM VITAE (CV)

			➢ **Other Emerging Technologies** • Besides above, **conducted training sessions and content development on IT Management Skills and capacity building workshops on behalf of Medhaj under PMKVY, a Central Government scheme to promote child education in India.** • Created a team of experts for Implementation of task • Extensive experience in the successful execution of various projects like new product developments, new technology transfers, new market developments and development of new technology partners. • An effective communicator with excellent relationship building & interpersonal skills. Strong analytical, problem solving & organizational abilities.
Feb 2005 to March 2007	**Avadh Transformers Pvt. Ltd.-** Software Consultant	India	• Development of software specification requirement for implementing of IT solutions to monitor the production. • MIS generation. • Carrying out Bid process management for selecting system Integrator for various activities of IT • Testing of implemented IT solutions.
February 2004 to Jan 2005	**MS University, Vadodara, Gujarat-** Lecturer	India	• Undertaken teaching, research and administrative duties within a specialist subject area. • Prepare/deliver lectures • Setting up and managing subject's Learning Management System (LMS) • Develop the subject guideline and make it available to teaching team and students via the LMS • Managing students' final results.
April 2002 to January 2004	**Freelancer , Vadodara, Gujarat-** Software Development	India	• Maintained computer programs for clients. • Software Development with writing code, reviewing existing software, making suggestions for improvement, testing products, writing user manuals, and making sure systems are running correctly. • Activities of analytical thinking, and problem-solving orientation
May 1996 to March 2000	**Syscoms Information Tech., Abu Dhabi, UAE-** Head of Academic Division & Chief Internal Verifier	**Abu Dhabi, UAE**	• The responsibility of conducting internal audit in relation to academic activities. • Administrative system operation within the Department/ Institution in order to avoid frauds and malpractices and in the aspect planning. • Evaluation of quality of the performance of the staff.
May 1994 to March 1995	**The Indira Gandhi National Open University (IGNOU), Training Executive**	India	• Undertaken teaching, research and administrative duties within a specialist subject area. • Prepare/deliver lectures • Setting up and managing subject's Learning Management System (LMS)

Membership in Professional Associations and Publications: Nil

Language Skills	*Read*	*Write*	*Speak*
English	Excellent	Excellent	Excellent
Hindi	Excellent	Excellent	Excellent

Adequacy for the Assignment:

9-12-2016

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Bihar State Educational Infrastructure Development Corporation Ltd., Patna

FORM TECH-6
(CONTINUED)
CURRICULUM VITAE (CV)

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
• Assist in the articulation of specific system requirements as per identified ICT strategies and assessment of existing ICT infrastructure • To ensure that the design and development is as per the agreed software development lifecycle; monitor implementation of document and source control tools. • IT service management (*incident management, problem management, asset & release management, capacity & performance management, change request management, IT helpdesk etc.),* infrastructure monitoring, application performance and end user monitoring, specifications of products • Monitoring and supervision to enable and drive Learning Hub software development and manage its implementation; prepare an intent and vision document, and create a technology strategy detailing the customizations and configurations needed on selected third party software based on government goals and teachers' needs. • To conduct & monitor vendor management tasks for ICT vendors including validation of critical deliverables such as functional requirement specification (FRS), design, solution architecture, deployment architecture, system requirements (hardware / software / data centre services) etc. • To provide assist in IT architecture governance activities to ensure that the implementation is in compliance to the architecture design and the agreed IT standards. • Work with the procured ICT vendors to ensure the delivery of operations and maintenance tasks of the IT infrastructure covering activities such as application production support. • Review overall performance of ICT systems, verify and recommend payments to selected vendors as	13. *Name of Assignment:* Promotion and complete management of all financial and technological decisions for the various tasks performed under **"Medhaj Skills"** *(An education and training initiative of Medhaj Techno Concept Pvt. Ltd).* ***Location:*** Uttar Pradesh ***Client:*** An In-housed initiative of Medhaj Techno Concept Pvt. Ltd. ***Main Project Feature:*** **"Medhaj Skills"** *(an education and training initiative of Medhaj Techno Concept Pvt. Ltd),* to enhance the employability of youth by offering them actionable knowledge and job orientation for a variety of industry sectors. ***Positions held:*** Promoter and Management Expert ***Activities performed:*** As promoter perform following tasks: • To bring together a broad network of trainers, career counselors and mentors to offer a "best-in-class", yet affordable suite of training. ➢ Information Technology ➢ Management Training ➢ Retail Management ➢ Vocational training ➢ IT Enabled Services ➢ Other Emerging Technologies • To prepare the strategy to provide best offer opportunities for a variety of emerging careers. • To undertake projects for rural up-liftment and development of education, vocational training and self-help group. • To establish, sustain and support facilities for skill upgradation thereby promoting self-reliance. 14. *Name of Assignment:* Provided training sessions on **various technological skill development courses** under Pradhan Mantri Kaushal Vikas Yojana (PMKVY) at Noida (UP), Gurgaon (Haryana), Jaipur (Rajasthan), Pune (Maharashtra) as Channel Partner of Novjyoti Corporate Solutions, Gurgaon ***Year:*** Aug 2015 – Mar 2016 ***Location:*** Noida (UP) and Gurgaon (Haryana) ***Client:*** Novjyoti Corporate Solutions, Gurgaon ***Positions held:*** Career Counselor cum Technology Expert ***Activities performed:*** • To conduct skill development training & Certification to successful candidates. • Also impart training in Soft Skills, Entrepreneurship, Financial and Digital Literacy. • Preparation of detailed analysis reports for conducted trainings. • Assisted the project team in drafting content of training material as well as methodologies to be adopted during training. 15. *Name of Assignment:* **Consultancy Services For Central Customer Care center** being commissioned at 6th mile APDCL Campus, Guwahati & Circle Level customer care in 19 Circles of APDCL under **RAPDRP scheme** by Govt. of India. ***Year:*** 2013 ***Location:*** Assam ***Client:*** Assam Power Distribution Company Ltd. ***Positions held: ICT*** Advisor ***Activities performed:*** **Supervision of Project Activities** • To Prepare manning pattern of Central Customer care and Circle level customer care for 24X7 operations including communication to and from mobile complaint vans for registering complaints and feedback

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per the milestones defined in the payment terms after achieving the milestone (SRS signoff, UAT, phase implementation milestones, operations and maintenance etc.) and incorporating any incentives and penalties.

cleared/attend complaints.

- Preparation of REF for manning of Customer Care Centers.
- Get the hardware requirement and connectivity study for networking of Circle level customer cared to centralized customer care and to & fro communication with mobile vans.
- Estimation of all above, both capital investment and O&M financial requirements.

16. *Name of Assignment*: Assisted the World Bank in preparation of readiness checklist to facilitate the Identification of the most suitable states for implementation of the rooftop projects and **organized a workshop on a pan India level** once the readiness checklist is prepared
Location of Assignment: PAN India
Position: Technical Advisor for project Team
Client: **The World Bank**
Activities Performed: To provide financial advisory on various aspects to execute following activities:
    - Assistance to World Bank in preparation of Discom readiness checklist the identification of the most suitable states for implementation of the rooftop projects
    - **Assist the World Bank to organizing the workshops on OPAN India Level basis**
    - **Assist the World Bank in preparing presentations and in doing all the groundwork in organizing the workshops.**
    - Assist the World Bank from project preparation and appraisal to Board delivery stage in terms of identifying technical assistance and capacity building and minor investment requirements of Disoms in order to get ready for implementation of their states 'Net Metering Policies
    - Assistance to World Bank in preparing and imparting training programs to State Discom Official.
    - Evaluation and Submission of report on analysis of the response received from various states with respect to eligibility checklist
    - Providing technical advice technical advice to the bank team during preparation stage, upto Appraisal stage and upto Bank's Board approval of the project
17. *Name of Assignment:* Third Party Auditor (TPIA) to conduct Quality Audits to **evaluate Performance of the Mega Cell Call Centre** for Chief Minister Office.
Year: 2016
Location: Uttar Pradesh
Client: UP Development Systems Corporation Limited
Positions held: Team leader
Activities performed:
    - Create frameworks and procedures for audit.
    - Supervision of Project Activities
18. *Name of Assignment:* **Project Management Agency (PMA)** to provide services for implementation of service connections to APL Households under State in 7 Circles under the jurisdication of NBPDCL **and Project Management Agency (PMA)** to provide services for supervision of Rural Electrification works under RGGVY in XIIth Plan & 11th plan Phase-2 in 21 districts of NBPDCL
Year: 2015 - Present
Location: **Bihar**
Client: **North Bihar** Power Distribution Company Limited
Positions held: Financial Advisor
Activities performed:

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CURRICULUM VITAE (CV)

	• **Technical <u>feasibility analysis comprising study of the existing infrastructure,</u>** fixing desired state of infrastructure, gap analysis and cost estimates and capital expenditure plan for the project. • To provide and implement an efficient and comprehensive reporting mechanism required for effective decision making by senior management during execution of works. • **To monitor the effectiveness of funds disbursed with respect to the works completed** • To identify and highlight potential risks observed in project progress with respect to time delays and cost overruns • To assist in taking remedial actions to avoid slippages, cost and time overruns, delays by the contractor • To ensure that effective Contract Administration is achieved. • All other works as detailed in the RFP. • Participation in Pre-bid conference and assist and advise in responding to queries/comments of developers and modify RFP and other documents, if required.

Expert's contact information : *(Email:* <u>alka.tripathi@medhaj.com</u> *Phone:* +91-522-2425912)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Alka Tripathi		30/10/2017
Name of Expert	Signature	Date
Kratika Sharma (General manager)		30/10/2017
Name of authorized Representative of the Consultant (the same who signs the Proposal)	Signature	Date

Medhaj Techno Concept Pvt. Ltd.

9-3-2018

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FORM TECH-6
(CONTINUED)
CURRICULUM VITAE (CV)

Position Title and No.	**NK-1, Monitoring and Evaluation Associate**
Name of Expert:	**Kritika Rai**
Date of Birth:	**11/02/1985**
Country of Citizenship/Residence	**Indian**

Education

Qualification	Educational Institution	Year of Completion
PGP-ABM (Management)	**Indian Institute of Management (Ahmedabad)**	2014
B.Tech.	**SADTM, Rajasthan University**	2009

Employment record relevant to the assignment:

Period	Employing organization and your title/ position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
July, 2017 to Feb, 2018	**KAUSHALYA Foundation**-Documentation manager	India	• Involved in successful conduction of training programs and preparation of training module for 2-day residential training of women farmer BODs in two districts of Bihar • Successfully conducted qualitative and quantitative market research on sustainable Agriculture Practices for two districts of Bihar using statistical tools. • Documented success stories of **10 women farmers** and**7 case studies** onbest practices for Sustainable Agricultural Farming • Responsible for proposal writing, report writing, annual report and donor reports preparation
Sept 2014 to Feb, 2015	**BasixKrushiSamruddhi Ltd, Patna (Bihar)**-Deputy Manager	India	• Facilitated Promotion of FPOs in Bihar & West Bengal, mobilizing farmers, formation of FIGs and providing all marketing and technical support to enable them to establish sustainable Farmers Producers organizations/ companies • Assisted team in exploring model through market research and subsequent analysis for analyzing food security model in Sheohar district of Bihar through the interactions of climate change, economics, politics and trade. • Prepared a proposal on Livelihood **Potential Assessment around off-farm and on-farm activities** for sustainable economic intervention

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May,2014 to July, 2014	**Agrocel Industries Ltd, Mandvi (Gujarat)-** Executive-Output	India	• Responsible for need based assessment of crop growers and other farmers and mapping of their initiatives for a sustainable development • Understanding market scenario and locating potential market linkages for food products
March 2010 to Oct, 2011	**GlodyneTechnoserve Limited, Patna (Bihar)-** Sr. Executive- Capacity Building		• Responsible for gathering and analyzing the business requirements of each project • Involved in Project Management including project formulation, documentation and studies • Trained around **1700 Govt. functionaries** in **331 Panchayats** under the e-Shakti project • Functional study and URS preparation for **20 line departments** and **8** GramPanchayats under the e-Shakti project • Delivered consultancy to Software and Hardware teams in conducting **detailed studies of Govt. administrative structures** and help preparing software applications • Developed training modules and manuals on software & hardware **devices including learning materials and audio visual aids** • Successfully managed client delivery and facility management of e-Shakti project covering **331 panchayats** of Bihar
March, 2009 to Feb, 2010	**CHAND, Nalanda, Bihar-** Technical trainer	India	• Responsible for imparting training to stakeholders undertaking Training needs assessment studies (TNAs) and other feasibility studies • Responsible for providing inputs on the basis of feedback assessment and periodical review.

Membership in Professional Associations and Publications: . Nil

Language Skills	***Read***	***Write***	***Speak***
English	Excellent	Excellent	Excellent
Hindi	Excellent	Excellent	Excellent

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake theassignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

KritikaRai Kritika 09/03/2018

Name of Expert Signature Date

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(KVV Satyanarayana & Namit Kumar)		09/03/2018
Name of authorized Representative of the Consultant (the same who signs the Proposal)	Signature	Date

Medhej Techno Concept Pvt. Ltd.

Medhej Techno Concept Pvt. Ltd.

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FORM TECH-6
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CURRICULUM VITAE (CV)

Position Title and No.	**NK-2, Procurement and Vendor Management Specialist**
Name of Expert:	**Mr. Rajnikant**
Date of Birth:	**28/08/1983**
Country of Citizenship/ Residence	**Indian**

Education

Qualification	Educational Institution	Year of Completion
B.E. (Electronics & Communication)	M.D. University Rohtak (Haryana)	2006

Employment record relevant to the assignment:

Period	Employing organization and your title/ position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
Oct 2015 - Till Date	**Medhaj Techno Concept Pvt. Ltd., New Delhi**- Senior Manager	India	AsSenior Manager, Mr. Rajnikant is responsible for: • Execution of various consulting and education projects funded Central/State Government in India or by multilateral financing institutions • **Vendor and contract management by offline as well as online contract management tools.** • Preparation of bid documents viz: Request for Proposal (RFP), draft PPA, Escrow and hypothecation deed draft to the satisfaction of UPNEDA/Distribution Company for **procurement** of power from Solar Power Projects. • Assistance in Finalization of award of the Contract on Turnkey basis Including evaluation of bids both technical & finalization • Make presentations for approvals at various levels and other documents, issue of Letter of Intents and signing of agreement with the selected developers for UPNEDA. • Financial analysis of the power sector utilities • Bid process management & Stakeholder Consultations • Preparation of Financial Models • Implementation of Contract Management Framework for Monitoring of Progress against Plan at Operational level clearly identifying actions which are behind schedule.
Feb2014 to Oct 2015	**KMG ATOZ Systems (P) Ltd.**:- Project Manager	India	• Assisted clients in the Regulatory and PMC projects. • Assisted MPPKVVCL in M.P. in monitoring progress by providing MIS and project reports. • Performance Monitoring and manpower handling for

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			timely execution of the project. • Managing the billing and reconciliations of the sub-contractors. • Maintaining stock and planning the consumption of raw material as per construction strategy. • Co-ordination with procurement department for the material availability at store.
Sep 2013-Feb 2014	**KMG ATOZ Systems (P) Ltd.:-** Asst. Project Manager	India	• Monitoring the testing of electric line and equipment's at the time of charging of the line. • Manpower handling and monitoring of construction activities as per the planned schedule. • Preparing the billing and reconciliations of the sub-contractors.

Membership in Professional Associations and Publications: Nil

Language Skills	***Read***	***Write***	***Speak***
English	Excellent	Excellent	Excellent
Hindi	Excellent	Excellent	Excellent

Expert's contact information : ***(Email:*** rajnikant@medhaj.com ***Phone:*** 9065512206)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Rajnikant		09/03/2018
Name of Expert	Signature	Date
(KVV Satyanarayana & Namit Kumar)		09/03/2018
Name of authorized Representative of the Consultant (the same who signs the Proposal)	Signature	Date

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FORM TECH-6
(CONTINUED)
CURRICULUM VITAE (CV)

Position Title and No.	**NK-3, Technology Solutions Architect**
Name of Expert:	**Mr. Rajnath Prasad**
Date of Birth:	**12/02/1979**
Country of Citizenship/Residence	**Indian**

Education

Qualification	Educational Institution	Year of Completion
Master in Computer Applications (MCA)	Punjab Technical University(PTU)	2012
Diploma in Software Engineering	NIIT (Patna)	2007
Bachelor in Sciences(B.Sc.)	Magadh University	2003

Employment record relevant to the assignment:

Period	Employing organization and your title/ position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
July 2016 to tilldate	**CARE India - (Bihar TSU)**- Block Manager	India	• Operationalize & institutionalize block level supervision and data driven management to ensure quality of data. • Analyze Block wise data, presentations and factsheets and identify specific issues and action points for sharing with government officials. • Provide technical support / feedback on the status to the block level officials to facilitate appropriate action for further improvisation of the service in the review meetings. • Support MOIC and Block Health manager (Govt.) in developing details implementation plan & guide them in accomplishing objectives for facilities under the program. • Support facilities in adopting quality improvement process in facility. • Monitor NBSUs, share feedback with concerned authorities and support corrective actions • Provide technical support in establishment of NBSUs, monitor quality and provide feedback for corrective actions. • Coordinate activities for linkage of facility and community based new born care programmes in respective block. • Coordinate planning and ensuring conduction of monitoring / visits of Block level officials in scaling up of planned activities (mapping & Enumeration, HSC meeting, ANM Tuesday meeting, LS meeting) in

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			the District. • Monitor all L1, L2 & L3 high load delivery points, share feedback and support corrective actions. • Plan for and facilitate capacity building of government monitors on labor room monitoring. • Analyze MRT data and provide feedback to Block authorities to facilitate increase in notification and investigation of maternal & Child deaths. • Engage and liaise with Block level officials of Health & ICDS department to facilitate block level coordination meeting, ANM meeting, Block level visited to AWC's, conduct random monitoring of VHSND & HSC meetings to monitor the status of solution levers. • Understand various operations at the block level and HSC level to ensure various services and coverage of all beneficiaries. • Support integration & implementation of outreach level solution levers at the block level NRHM PIP and ICDS PIP. • Coordinate comprehensive needs assessment of the facility include review of infrastructure, Human resources, services delivered, equipment, Supplies & Drugs, referral system, indicators and data collection. • As a member of Block Resource group (BRG) Provide training on ILA (information Learning Approach) content to ANM's (Health Department) in ANM's meeting and Lady Supervisor's (ICDS Department) in Sector Meeting. • Provide role of Trainer / Monitor in Health Sub Center, ANM and Sector level meeting.
Jun 2015-Jun 2016	**Concurrent monitoring & learning (CML), CARE India(Bihar TSU)**- Data center supervisor	India	• Data Analysis & Quality Assurance – Ensuring the quality of data entry by 25 to 40 data entry operators by performing Re-punch, spot checks and back checks. • Maintaining & Designing MIS reports • Physical management of questionnaires. • Performing Analysis, data cleaning process. • Prepare summary sheets for data collection errors in field and sharing with the state CML team. • Design Data entry Interface • Data Backup. • Prepare PPT's.

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March 2014 – May 2015	**Concurrent monitoring & learning (CML), CARE India(Bihar TSU)**- District data quality monitoring(DQMC) coordinator	India	• Analyze Block wise data, presentations and factsheets and identify specific issues and action points for sharing with government officials. • To ensure high-level of adherence to the data collection protocol • To maintain high quality of data by conducting back-checks and spot-check of data • To review and edit all the data collected by Block Coordinators (BMLECs) • To identify training needs of each of the Block MLE Coordinator on DM&E, development issues. • To provide support in conducting cognitive testing of any new research study tools. • Preparation of monthly/Quarter/Annual reports to provide feedback on quality of data collection and for documentation of the CML data collection process • Performing data cleaning process of data sets and also preliminary descriptive analysis. • Prepare frequent summary sheets for data collection errors, analysis, feedbacks to supervisors. • Develop relationships with different stakeholders for liaising & sharing at district level. • Perform analysis and report design with statistical support for public and internal staffs. • Assist Program Development / Grants Management in establishing log frames, MLE work plans, and targets during the drafting donor project proposals as well as throughout project implementation.
May 2011-Feb 2014	**Integrated Family Health Initiative(IFHI) – CARE India**- Program assistant	India	• Screening financial documents, review fund request and other project related expenses. • Assist Regional Manager, Regional officer outreach and Regional Manager Facility in program implementation by Administrative, financial and logistics correspondence, sessions and presentations. According to Project demand, find & ensure empanelment of Vendors as per organization norms. • Keep abreast of incoming correspondence to the District office, Information, Attendance, Log Book, Generator • Logbook, Data, Travel plan, General logistic arrangement, Inventories of office equipment and assets. • Prepare Assist program implementation team in program intervention and program support issues. • Keep abreast all program related database such as Procurement /IT / Finance / Administrative and HR. • Analyze Routine immunization data, LQAS (Lot

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			Quality Assurance Survey), Facility assessment Tool, OutreachInformation and prepare desired reports for the CARE INDIA – IFHI. • Evaluate & Provide monthly, quarterly and annual reports to the Regional Manager, Regional Facility officer, Regional Outreach Officer as and when required. • Ensure Data quality, Security & Confidentiality.
August 2009 -May 2011	**National Polio Surveillance Project (NPSP) – WHO India** - Administrative assistant	India	• Analyze all immunization data and information and prepare desired reports for the NPSP and GOI as per therequirements. • Provide monthly, quarterly and annual reports to the National Routine Immunization Team Leader at NPSP or and when required. • Keep abreast of incoming/outgoing correspondence to the District office, Information, Attendance, Log Book, Generator Logbook, Data, Travel plan, General logistic arrangement, Inventories of office equipment and assets. • Assist SMO's in all program related financial transaction including travel, screening financial documents, review fund request and other project related expenses.
December 2005- July 2009	**Chemical & Petro chemical industries** -Sales and marketing consultant		• Visiting institutions for use of the principal products & convincing them regarding quality & price.

Membership in Professional Associations and Publications: Nil

IT SKILLS :

Operating System	Windows XP / 7 / 8 / 10
MS Office (Excel)	Pivot Table / Chart, Data Validation, Formulation, Chart, Manage Excel Database, Macro etc.
MSOffice(Power Point)	Presentation, Link chart through Excel.
MS Office(Access)	Import / Export Excel to Access & Access to Excel, Manage Access Database & Create Form
CS Pro, ODK (Desktop & Android)	Design Data Entry interface (Desktop & Android), Concatenate Data, Export data in the formats of .csv, .sps, .datetc
SPSS	Frequency analyses, Crosstab, Custom Table, Ratio Statics, Random generation, Chart etc.
Tally	Basic accounting functions & inventory management
Hardware & Networking	Hardware and software installation & troubleshooting.

TRAININGS

As a Master trainer Provided training on ICDS MIS Android based real time monitoring app "Common Application Software" (CAS) to KATNI & DINDORI (M.P) ICDS Department

Induction training attended on "Financial & Office Administration" organized by NPSP.

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Language Skills	*Read*	*Write*	*Speak*
English	Excellent	Excellent	Excellent
Hindi	Excellent	Excellent	Excellent

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake theassignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Rajnath Prasad		09/03/2018
Name of Expert	Signature	Date
(KVV Satyanarayana & Namit Kumar)		09/03/2018
Name of authorized Representative of the Consultant (the same who signs the Proposal)	Signature	Date

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Medha Techno Concept Pvt Ltd

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FORM TECH-6
(CONTINUED)
CURRICULUM VITAE (CV)

Position Title and No.	**NK-4, Digital Outreach Specialist**
Name of Expert:	**Mr. ShekharKanojia**
Date of Birth:	**18/11/1980**
Country of Citizenship/Residence	**Indian**

Education

Qualification	Educational Institution	Year of Completion
Masters in Mass Communication	Lucknow University	2005

Employment record relevant to the assignment:

Period	Employing organization and your title/ position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
July 2016 to tilldate	**Alternatives Productions**- Executive Producer	India	• **Produced** 5 **baseline films for energy efficiency in MSME sectors**, produced for **UNIDO** • **Produced 2** Films onEnergy efficient Technology Up-gradation for **SMEs steered by BEE and Ministry of** MSME • **Executive Producer** forEnergy Efficient LED bulb project (Ujala Scheme) for **EESL**
September 2013 – May 2014	**JIA News**- Executive Producer	India	• Securing funding of the ongoing films. • Maintaining a schedule and managing cast and crew • Launch film of ***Digital*ASSOCHAM**
October 2011-Sep 2013	**Freelancer for independent producers**	India	• Produced eco-tourism shows for Travel Trendz. • Produced eco-tourism shows forRajyaSabha. • A film on fishermen in Kerala and their livelihood hazards – **Life on The Shore** for RajyaSabha TV.
July 2009 – October 2011	**UNI TV/CVB News**- Producer Programmes/Promos	India	• Worked as Producer Programmes/Promos for UNI TV/CVB News service
Oct 2006-July 2009	**SPACE TV** - Associate Producer	India	• Worked as Associate Producer for SPACE TV
July 2005-Oct 2006	**S1 News Channel**- Assistant Producer	India	• Worked as an Assistant Producer for S1 News Channel

Membership in Professional Associations and Publications: Nil

Prominent Projects

- A film on energy efficient technology upgradation in steel units for **UNDP** (TK Steel Mill, Ludhiana)
- Films on energy efficient technologies in SME units for **BEE** &**InsPIRE**(Network

9-3-2016

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

Techno Concept Pvt. Ltd.

- Orientation film of Bajaj carpets and HitkariHitechFibres
- Documentaries for Ministry of Rural Development aired on Doordarshan.

Language Skills	*Read*	*Write*	*Speak*
English	Excellent	Excellent	Excellent
Hindi	Excellent	Excellent	Excellent

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake theassignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

ShekharKanojia	Shekhar	09/03/2018
Name of Expert	Signature	Date
(KVV Satyanarayana & Namit Kumar)		09/03/2018
Name of authorized Representative of the Consultant (the same who signs the Proposal)	Signature	Date

Medhavi Techno Concept Pvt. Ltd.

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

FORM TECH-6
(CONTINUED)
CURRICULUM VITAE (CV)

Position Title and No.	**NK-5, Collaboration Platform Specialist**
Name of Expert:	**SaloniSrivastava**
Date of Birth:	**20/09/1987**
Country of Citizenship/Residence	**Indian**

Education

Qualification	Educational Institution	Year of Completion
Bachelors in Mass Communication	MakhanlalPatrakartaVishwavidyalaya	2007

Employment record relevant to the assignment:

Period	Employing organization and your title/ position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
July 2008to tilldate	**Alternatives Productions**- Producer	India	• **Producer for** 5 **Multimedia Tutorials on Energy Efficiency in DRI** produced for **UNDP** • **Producer**for 24 **Multimedia Tutorials on Energy Efficiency in SRRM and EIF units**, produced for **UNDP** • **Producer**for 2 **Renewable Technology Packages for Rural Livelihood**, being produced for **UNDP** • **Post Production head- 2** Films onEnergy efficient Technology Up-gradation for **SMEs steered by BEE and Ministry of** MSME • **Produce Film for EESL-Motor Replacement Programme** • **Produce Film** forEnergy Efficient LED bulb project (Ujala Scheme) for **EESL** • **Made Film for GALVmed** • **Created Corporate Film for Hester biosciences** • **Worked with R vision Pvt. Ltd. As a show producer** [Designed an Entertainment show] • Produced a documentary series for **News Nation** (Client for Dream Treaders Productions) It was a Biopic series **"Phir Teri KahaaniYaadAyi"**. • Worked as **Casting& Assistant Director** for a Cookery Show **"My Yellow Table"** with **Master Chef KunalKapoor,** right now aired on **NDTV Good Times** • Worked with **Midwife Films as Director** for all new **Samsung Galaxy series launch**. • Worked with **Jia News as Anchor cum Associate Producer in** Programming Department ➢ Entertainment Desk **'Bollywood Action &Golden Era'**

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Madhei Techno Concept Pvt. Ltd.

			➢ Morning Show **'Suprabhat'** ➢ Made some **Documentaries&Travelogues** ➢ Also did anchoring for **News & special shows** • Worked as translator (English to Hindi) for Pen Masters International Publications.**Book name – Biography of Sri Raman Maharshi written by Alan Jacobs** • Worked with **4real News Channel as Anchor cum Associate Producer in Programming dpt**

Membership in Professional Associations and Publications: Nil

Programmes Produced

- Good Morning India
- Health Plus
- Education Plus

Language Skills	***Read***	***Write***	***Speak***
English	Excellent	Excellent	Excellent
Hindi	Excellent	Excellent	Excellent

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake theassignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

SaloniSrivastava	Sonali	09/03/2018
Name of Expert	Signature	Date
(KVV Satyanarayana & Namit Kumar)		09/03/2018
Name of authorized Representative of the Consultant (the same who signs the Proposal)	Signature	Date

Techno Concept Pvt. Ltd. Mohali

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

FORM TECH-6
(CONTINUED)
CURRICULUM VITAE (CV)

Position Title and No.	**NK-6, Technical Analyst**
Name of Expert:	**Mr. GyanPrakash Tiwari**
Date of Birth:	**20/02/1987**
Country of Citizenship/ Residence	**Indian**

Education

Qualification	Educational Institution	Year of Completion
MCA	Sikkim Manipal University	2010
BCA	Indira Gandhi National Open University	2008

Employment record relevant to the assignment:

Period	Employing organization and your title/ position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
Nov2013 - Till Date	**Medhaj Techno Concept Pvt. Ltd., New Delhi**- Deputy Manager	India	AsDeputyManager, Mr. GyanPrakash is responsible for: • **Developing the online monitoring tool "MEDHAVI" for checking the physical and financial health of the projects.** • Prepared the networking infrastructure of the software for survey and third party inspection. • Lead the team of IT Contractor for trouble free IT operations in environment of 400-600 laptop and desktop users. • Provided **training underPMKVY in** cyber security and cloud computing. • Troubleshooting of windows operating system and hardware accessories. • Conduct IT Training sessions to enhance the team on new technologies. • Configuring and troubleshooting web services at site for smooth functioning at the execution stage. • System Administration for reliable operation of computer systems

Medhaj Techno Concept Pvt. Ltd.

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Apr 2011-Nov 2013	**iYogi Technical Services Pvt. Ltd.**- Digital Support Executive	India	• IT Support to UK based clients. • Voice as well as remote tools based troubleshooting and Handling issues in limited time frame with CSAT (Req. above 90%). • Technology Enablement:- ➢ Email Clients: Outlook Express, MS Outlook, Lotus, Windows Live Mail, ➢ Hardware: Desktop, Notebook, Printers, Blackberry, i-phone, i-pad and Samsung high end phones ➢ Software/ Apps: Microsoft Office Suite (Ver. 03, 07, 10), Tax Pro, Quick Books, Windows Operating System ➢ Security Software: Norton, McAfee, Bit Defender, Total Defense, Microsoft Security Essentials, IO Bit, AVG etc.

Membership in Professional Associations and Publications: Nil

Language Skills	***Read***	***Write***	***Speak***
English	Excellent	Excellent	Excellent
Hindi	Excellent	Excellent	Excellent

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

GyanPrakash Tiwari	gyan	09/03/2018
Name of Expert	Signature	Date
(KVV Satyanarayana & Namit Kumar)		09/03/2018
Name of authorized Representative of the Consultant (the same who signs the Proposal)	Signature	Date

Medhatechno Consultant Pvt. Ltd.

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

FORM TECH-6
(CONTINUED)
CURRICULUM VITAE (CV)

Position Title and No.	**NK-6, Technical Analyst**
Name of Expert:	**Mr. Kanhaiya Kumar**
Date of Birth:	**15/04/1990**
Country of Citizenship/ Residence	**Indian**

Education

Qualification	Educational Institution	Year of Completion
MCA	Eastern Institute for Integrated Learning in Management University, Sikkim	2014
BA	ChhatrapatiShahuJiMaharaj University, Kanpur	2010

Employment record relevant to the assignment:

Period	Employing organization and your title/ position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
Aug 2016- till now	**Medhaj Techno Concept Pvt. Ltd., New Delhi**- Senior Manager	India	As Senior Manager, Mr. Kanhaiya Kumar is responsible for: • **Developing the online monitoring tool "MEDHAVI" for checking the physical and financial wealth of the projects.** • Prepared the networking infrastructure of the software for survey and third party inspection. • Lead the team of IT Contractor for trouble free IT operations in environment of 400-600 laptop and desktop users. • Provided **training under PMKVY in** cloud computing and big data. • Troubleshooting of windows operating system and hardware accessories.
July 2015 – Aug 2016	**3i Infotech Ltd**- Senior Engineer	India	As Senior Engineer, Mr. Kanhaiya Kumar is responsible for: • Technology designing and enablement at site for online monitoring and Network Support for maintenance of existing corporate network. • In consultation with ITS network engineers, monitors status and performance of operating systems, applications, servers and LANs/WANs using testing tools. Escalates when appropriate. • Lead the team of IT for trouble free IT

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Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

			operations in environment of 400-600 laptop and desktop users. • Troubleshooting of windows operating system and hardware accessories. • Conduct IT Training sessions to enhance the team on new technologies • Maintaining Server Room IT Infrastructure in Bank Offices and Residences of Senior Bank Staff. • Monitoring local leased circuits and the point to point international leased circuit/ISP link with DC. Troubleshoots and diagnoses common network problems, coordinating the resolution with the circuit provider and Bank NOC. • Documentation of incident/problem status and resolution in tracking log. Documents solutions to common problems and responses to frequently asked questions.
April 13 – July 15	**Dimension Data India Ltd & Wipro Infotech -** VIP Support & Desktop Support	India	• IT Support to Chairman, Member and Chief General Manager • IT Assistance in meeting and Press Conference • Video Conference support in NHAI and Ministry of Road and Transport Ministry • Assistance to GM & DGM (IT) in creation of Tender Document. • Assistance to committee member in IT Equipment procurement, Quotation collection from Vendor, Bid Evaluation • Installation of Digital Signature • Point of Contact for Bill Tracking System and Application Tracking System at NHAI. • Project successfully executed: Cisco SX 20 VC equipment setup in NHAI HQ including all regional offices. • Managing NHAI Facebook page
February 2012– April 2013	**Iyogi Technical Services Pvt. Ltd.-** Digital Support Executive	India	• IT Support to USA, UK & Australia based clients 24*7 Environment • Voice as well as remote tools based troubleshooting • Directly answerable for any tickets assigned from assigning to resolution/ escalation As Iyogi was service partner of Avast, McAfee and Total Defense Anti-virus so handled direct clients of these products for any product related issues. • Handling issues in limited time frame with CSAT (Req. above 90%) in such a manner the client don't came/ call back in next 7 days for the same issue.

19-3-2014

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

Adhej Techno Concept Pvt. Ltd.

Nov 10 – Feb 12	**Dimension Data India Ltd & Wipro Infotech -** VIP Support & Desktop Support	India	• Assistance to committee member in IT Equipment procurement, Quotation collection from Vendor and bid Evaluation. • Installation of Digital Signature • Point of Contact for Bill Tracking System and Application Tracking System at NHAI.

Membership in Professional Associations and Publications: Nil

IT Certification

- ITIL Foundation Certificate in IT Service Management – Completed in Jan 2017 from AXELOS.
- Microsoft Certified Technology Specialist – Completed in 2010 from Microsoft
- HCL Certified Network Engineer – Completed in 2010 from HCL Career Development Centre, Allahabad and the course content was A+, N+, MCSE, RHCE, CCNA, CWNA

Language Skills	*Read*	*Write*	*Speak*
English	Excellent	Excellent	Excellent
Hindi	Excellent	Excellent	Excellent

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Kanhaiya Kumar	Kanhai	09/03/2018
Name of Expert	Signature	Date
(KVV Satyanarayana & Namit Kumar)		09/03/2018
Name of authorized Representative of the Consultant (the same who signs the Proposal)	Signature	Date

Medha Techno Concept Pvt. Ltd.

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

FORM TECH-6
(CONTINUED)
CURRICULUM VITAE (CV)

Position Title and No.	**NK-7, Program Associate**
Name of Expert:	**Mr. Mrigendra Kumar**
Date of Birth:	**07/02/1991**
Country of Citizenship/Residence	**Indian**

Education

Qualification	Educational Institution	Year of Completion
B-Tech. (Mechanical Engineering)	SaiNathUniversity,Jharkhand	2015

Employment record relevant to the assignment:

Period	Employing organization and your title/ position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
June 2015 -till present	**Jan Prerna Gramin Vikas Samiti (JPGVS)-** Project Coordinator	India	Mr. Mrigendra Kumar is responsible for: • To deliver ongoing monthly training and guide the teaching staff to deliver the lessons in the schools according to the agreed plan, schedule and methodology. • To guide and supervise the teaching staff as per the project plan • To observe and monitor the performance of the teaching staff during field visits and provide constructive feedback • To assist in the conduct of periodic assessments of the proficiency levels of students and teaching staff in project schools • To submit reports regularly to the Vedanta Foundation Reporting Manager in the agreed templates.

Membership in Professional Associations and Publications: Nil

Language Skills	*Read*	*Write*	*Speak*
English	Excellent	Excellent	Excellent
Hindi	Excellent	Excellent	Excellent

Certification:

9-3-2016

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development C...

Techno Concept

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake theassignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Mrigendra Kumar		09/03/2018
Name of Expert	Signature	Date
(KVV Satyanarayana & Namit Kumar)		09/03/2018
Name of authorized Representative of the Consultant (the same who signs the Proposal)	Signature	Date

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

FORM TECH-6
(CONTINUED)
CURRICULUM VITAE (CV)

Position Title and No.	**NK-7, Program Associate**
Name of Expert:	**Mr. Chandan Kumar Chaudhary**
Date of Birth:	**05/02/1986**
Country of Citizenship/Residence	**Indian**

Education

Qualification	Educational Institution	Year of Completion
MBA(Finance)	Sikkim Manipal University	2012
Bachelor of Commerce B.Com(Hon)	L.N.M.U, DARBHANGA	2007

Employment record relevant to the assignment:

Period	Employing organization and your title/ position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
Dec-17 to till	**Room to Read India Trust-** Associate Accounting & Administration	India	Mr. Chandan Kumar is responsible for: • Overall responsibility of ensuring the proper and effective implementation of finance and admin related policies and guidelines. • Handling independently the finance management related issues and ensure fulfillment of legal compliances and corrective measures by partners through partners visit, communication and regular follow up. • Support and guidance in procurement, logistics and other admin related works. • Budget tracking and provide timely alert to program team on utilization and under spending of budget. • Will be fully responsible to prepare program related annual budget with support from program team. • Helping team in preparing budget and other relevant documentation.

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9-3-2018
Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

Jul-16 to Dec-17	**United Nations Development Program (UNDP)**- Finance & Administrative Assistant	India	• Maintenance of cash & bank books. • Handling petty cash requirement of the State office. • Compile & analyses of financial information to prepare entries to accounts. Prepare accounts statement, report and MIS. • Analyze and review budget & expenditure of funding. • Manage staff's attendance, Maintenance documents related to assets, Procurement and personal files of staff. • Working closely with program staff's and supporting program delivery from finance and admin, perspective. • Coordinating travel logistics for office staff including ticketing and hotel arrangements, requisite support for organizing events and workshops.
Aug-14 to July-16	**Jhpiego-an affiliate of John Hopkins University**- Finance & Administrative Assistant	India	• Maintenance of petty cash for State Office • Maintenance of proper and updated books of account for all financial transactions. • Prepare financial monthly reports, budgets and cash forecast. • Support in Financial Monitoring/Financial Assessment and providing finance training for capacity building of staff's member as required. • Maintain routine liaison with bank. • Analyzing financial information to prepare entries for accounts, such as general ledger accounts.
Feb-14 to July-14	**India Health Action Trust Funded by-BMGF**- Zonal Finance Associate	India	• Maintenance of petty cash for Zonal office. • Maintenance of proper and updated books of account for all financial transactions. • Prepare financial monthly reports, budgets and cash forecast. • Support in Financial Monitoring/Financial assessment. • Payment of salary and allowances. • Maintain routine liaison with bank. • Analyzing financial information to prepare entries for accounts, such as general ledger accounts.
June 2012 to Oct 2013	**IDEAL-SDPP(School Dropout Prevention Pilot Programme) Funded by USAID**- Accounts Officer	India	• Analyze and review budgets and expenditures of funding or grants. • Maintaining documents related to assets purchased like invoices and quotationetc., as per USAID norms. • Assist the Program Manager in daily office tasks regarding organizational finances

Membership in Professional Associations and Publications: Nil

9-3-2016

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Medhej Techno Concept Pvt. Ltd.

Language Skills	*Read*	*Write*	*Speak*
English	Excellent	Excellent	Excellent
Hindi	Excellent	Excellent	Excellent

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake theassignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Chandan Kumar Chaudhary	Chandan	09/03/2018
Name of Expert	Signature	Date
(KVV Satyanarayana & Namit Kumar)		09/03/2018
Name of authorized Representative of the Consultant (the same who signs the Proposal)	Signature	Date

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

FORM TECH-6
(CONTINUED)
CURRICULUM VITAE (CV)

Position Title and No.	**NK-8, Learning Solutions Specialist**
Name of Expert:	**Mr. Anand Kumar**
Date of Birth:	**01/03/1982**
Country of Citizenship/Residence	**Indian**

Education

Qualification	Educational Institution	Year of Completion
Master in Social Work	Tata Institute of Social Sciences, Mumbai	2012
Advance Diploma in Banking Technology	PNBIIT, Lucknow in collaboration with IIBF, Mumbai	2007
Bachelor in Computer Application	I.G.N.O.U, Patna	2003

Employment record relevant to the assignment:

Period	Employing organization and your title/ position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
June 2016-Till Date	**CorStone India Foundation-** Project Manager	India	AsProjectManager, Mr. Anand Kumar is responsible for: • Lead and Manage overall project and field operations for sample schools across 13 blocks of Patna district. • Planning and managing operations for periodic training of teachers and educational functionaries • Manage multiple teams comprised of Training and Monitoring Officers. • Ensuring planning and implementation of activities related to research, training, and monitoring processes using digital techniques. • Liaise closely with government apparatus and structures at district and state level. • Recruitment and capacity building of Team. • Working closely with the Monitoring and Evaluation department to ensure that all research-related activities in accordance with organization's standards and protocols. • Responsible for financial management of implementation activities

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9-3-2016

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

July'12 to May'16	**AzimPremji Foundation-** Resource Person	India	Worked in Teacher education space by working with SCERT, DIETs and PTECs in Bihar • Capacity building of newly appointed faculties of DIET with government on ELM • Was a part of the team for developing module for cluster coordinators (CRCCs) in Bihar and trained DIET faculties across state as Master trainers for capacity building of CRCCs in the state. • Workshops for institutional capacity building with 3 DIETs (Patna, Gaya, and Bhojpur) • Conceptualizing events at state level with SCERT for institutional development of all TEIs (like annual seminar and competitions in DIETs and PTECs) • Mentored team of 4 newly recruited associates for field immersion. • Responsible as an SPOC for research in Bihar on teacher professional development • Worked with school management committees to enhance community participation in education • Contributed in Test Administration for researches, field measurements etc.
Oct' 07 – Dec' 08	**HP Sales India Pvt. Ltd.-** Banking Support Executive	India	• Responsible for banking & technical trouble-shooting in Core Banking solution (Financial) implementation. • Providing real-time solutions to the UCO bank branches across country through trouble-shootings. • Monitoring the running scripts for occurrence of script failure and take corrective actions. • Day-End activity of the bank from DRS site by running scripts and SQL queries for database updates. • Team handling and training to newly recruited people.
January' 09 – April'10	**Career Forum-** Marketing Assistant	India	• Worked for the sales and promotion for the institute • Counselling for students • Arrangement & coordination for education fairs, workshops for students. • Keeping & maintaining the records of study materials, Periodicals, Magazines, & forms

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9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

Jan' 05 – July' 06	**NavJagriti -** SHG Coordinator	India	• Saving and credit mobilization, • Acted as a catalyst to make the group members saving oriented through thrift. • Creation and maintenance of self-help groups • Ensuring sustainable group coordination • Documentation for the organization

Membership in Professional Associations and Publications: Nil

Language Skills	*Read*	*Write*	*Speak*
English	Excellent	Excellent	Excellent
Hindi	Excellent	Excellent	Excellent

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake theassignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Anand Kumar — Signature — 09/03/2018

Name of Expert — Date

(KVV Satyanarayana & Namit Kumar) — Signature — 09/03/2018

Name of authorized Representative of the Consultant (the same who signs the Proposal) — Date

Medhe Techno Concept Pvt. Ltd.

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

FORM TECH-6
(CONTINUED)
CURRICULUM VITAE (CV)

Position Title and No.	**NK-9, Expert Civil Works**
Name of Expert:	**Mr. Madan Kumar Singh**
Date of Birth:	**20/12/1973**
Country of Citizenship/Residence	**Indian**

Education

Qualification	Educational Institution	Year of Completion
B.E. (Civil)	**Sri Siddhartha Institute of Technology, Bangalore**	1998

Employment record relevant to the assignment:

Period	Employing organization and your title/ position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
Nov 2015- Till now	**M/s Medhaj Techno Concept Pvt. Ltd.**- Senior Manager	India	Mr. Madan Kumar Singh is responsible for: • Leads and facilitates field team in monthly meetings to review progress against plans, find solutions to problems, exchange expertise across programs, and to motivate and encourage teamwork. • Design of control room building and switch yard using Auto CAD 2D and 3D. • Supervise and ensure the status of the executed work under RGGVY- 11th and 12th plan. • Supervision during the construction of sub-station for maintaining the quality.
May 2008- Nov 2015	**Frontline (NCR) Business Solutions Pvt. Ltd.**-Sr. Manager for Bihar & Jharkhand Circle.	India	• Executing infra work, tower erection, DG installation & commissioning. • Proper planning for timely execution of the project. • Operation and maintenance of the existing infrastructure. • Handling the manpower at site. • Billing of sub-contractors and raising invoice for the executed work.

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9-3-2016
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Bihar State Educational Infrastructure Development Corporation Ltd., Patna

April 2006 – May 2008	**Ericsson india Pvt. Ltd.-** Cluster manager	India	• Planning manpower requirements in the cluster. • Preparing PERT chart for each particular activity. • Managing all the billings of the cluster. • Inspection of site for monitoring the performance of team members. • Handling the issues of the client and troubleshooting them as soon as possible.
April 2004 – March 2006	**Global Telecom Limited-** Site Engineer	India	• Worked for the construction of civil infra i.e. foundation and erection of server buildings and towers. • Supervision of Optical Fiber Connectivity for BSNL. • Ensuring the quality checks during the execution. • Procurement and availability ofmaterial at site.
April 2001 – March 2004	**Bhullar Construction Pvt. Ltd.-** Site Engineer	India	• Worked for the construction of buildings. • Ensuring the quality checks during the execution. • Estimation and costing of the required material. • Supervision of labors working at site.

Membership in Professional Associations and Publications: Nil

Language Skills	***Read***	***Write***	***Speak***
English	Excellent	Excellent	Excellent
Hindi	Excellent	Excellent	Excellent

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake theassignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Madan Kumar Singh	Madan Kumar	09/03/2018
Name of Expert	Signature	Date
(KVV Satyanarayana & Namit Kumar)		09/03/2018
Name of authorized Representative of the Consultant (the same who signs the Proposal)	Signature	Date

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Annexure I : RFP issued to the Consultants with corrigendums

Annexure II: Technical proposal submitted by the Consultant (Forms TECH-1 to TECH-6)

Annexure III: Financial proposal submitted by the Consultant (Forms FIN-1 to FIN-4)

Annexure I

RFP issued to the Consultants with corrigendums

बिहार राज्य शैक्षणिक आधारभूत संरचना विकास निगम लिमिटेड
BIHAR STATE EDUCATIONAL INFRASTRUCTURE DEVELOPMENT CORPORATION LTD.

(A Govt. of Bihar Undertaking)

ISO 9001; 14001; OHSAS 18001

Shiksha Bhawan, Bihar Rashtrabhasha Parishad Campus, Acharya Shivpujan Sahay Path, Saidpur, Patna - 800 004

Tel. No.: 0612 - 2660850 • Fax No.: 0612 - 2660256

E-mail : bseidc@gmail.com • Website : http://www.bseidc.in • CIN : U80301BR2010SGC015859

NOTICE

Letter No. BSEIDC/ADMIN/470/2017 - 6647 Date : 25.09.17

NIT No. 10A/2017-18

(RFP Based Through e-Tendering mode only (https://www.eproc.bihar.gov.in)

The Department of Education, Government of Bihar (hereinafter called "Borrower") has received financing from the International Development Association (IDA) (the "Bank") in the form of a "credit"(hereinafter called "credit") towards the cost of ENHANCING TEACHER EFFECTIVENESS IN BIHAR OPERATION. The Bihar State Educational Infrastructure Development Corporation Ltd. (BSEIDC), an implementing agency of the Client, intends to apply a portion of the proceeds of this credit to eligible payments under the contract for which this Request for Proposals is issued. The Client intends to apply the funds to eligible payments under the contract for which this Request for Proposals is issued. Payments by the BANK will be made only at the request of the Department of Education, Government of Bihar and upon approval by the Bank, and will be subject, in all respect, to the terms and conditions of the financing agreement.

With reference to NIT No. 10/2017-18 for "SELECTION OF AN AGENCY TO ESTABLISH MANAGEMENT UNIT TO SUPPORT ENHANCING TEACHER EFFECTIVENESS IN BIHAR OPERATION" through e-Tendering website www.eproc.bihar.gov.in, the following Four Bidders have been shortlisted for the RFP response against the Expression of Interest (EOI No. 10/2017-18)

Sl. No.	Vendor Name/ Bidder Name
1	ERNST AND YOUNG LLP
2	MEDHAJ TECHNO CONCEPT PVT. LTD
3	PricewaterhouseCoopers Private Limited
4	S K Patodia & Associates

The above mentioned Vendors/ Bidders are only requested to submit their response against the Request for Proposal based NIT No. 10A/2017-18 as per below Tender Schedule through e-Tendering website www.eproc.bihar.gov.in

Medhaj Techno Concept Pvt. Ltd.

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

Other than above Four Bidders applied for Tender will be rejected after opening of NIT No. 10A/2017-18

Tender Schedule & E-Tendering Process Related Instructions :

Sl. No.		ACTIVITY	DATE / TIME
1	a)	Online Download of Tender Documents	From 26th September 2017 to 30th October 2017 ; 15:00 Hrs
	b)	Pre Bid Meeting	13th October 2017 ; 11 A.M at BSEIDC office address
	c)	Last Date & Time for submission/ uploading of Bid	31st October 2017 ; 15:00 Hrs
	d)	Date and Time for Opening of Technical Bid	31st October 2017 ; 16:00 Hrs
	e)	Date and Time for Opening of Financial Bid	To be announced later by competent authority through e-Tendering website www.eproc.bihar.gov.in

2. BELTRON Tender Processing Fee as appeared on e-Tendering website www.eproc.bihar.gov.in, is mandatory to be paid through e-payment mode i.e, Internet payment gateway(Credit/Debit Card), Net Banking, NEFT/RTGS"

3. Bids along with necessary online payments must be submitted through e-Tendering portal www.eproc.bihar.gov.in, before the DATE and TIME specified in above Tender Schedule/Corrigendum through electronic mode only.

4. The bidder must have the Class II/III Digital Signature Certificate (DSC) with signing + Encryption, and User-id of the e-Procurement website before participating in the e-Tendering process. The bidder may use their DSC if they already have for previous EOI submission. Offline bids shall not be entertained by the Tender Inviting Authority for the tenders published in e-procurement platform.

5. The bidders shall submit their eligibility and qualification details, Technical bid, Financial bid etc., in the online standard formats given in e-Procurement web site at the respective stage only. The bidders shall upload the scanned copies of all the relevant certificates, documents etc., in support of their eligibility criteria / technical bids and other certificate /documents in the e-Procurement web site. The bidder shall digitally sign on the supporting statements, documents, certificates, uploaded by him, owning responsibility for their correctness / authenticity. The bidder shall attach all the required documents for the specific tender after uploading the same during the bid submission as per the tender notice and bid documents.

6. All the required documents should be uploaded at the proper place as mentioned in the e-forms otherwise the tender of the bidder will be rejected.

9.10.2017

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

7. Note: "Bids along with necessary online payments must be submitted through e-Procurement portal www.eproc.bihar.gov.in before the date and time specified in the NIT/RFP. The department / Tendering Authority doesn't take any responsibility for the delay / Non Submission of Tender / Non Reconciliation of online Payment caused due to Non-availability of Internet Connection, Network Traffic / Holidays or any other reason."

8. The Tender opening will be done online only.

9. Any corrigendum or date extension notice will be given on the e-Tendering website only.

10. For support related to e-tendering process, bidders may contact at following address "e- Procurement HELP DESK First Floor, M/22, Bank of India Building, Road No-25, Sri Krishna Nagar, Patna-800001 Ph. No: 0612-2523006, Mob- 7542028164" or may visit the link "Vendor Info" at www.eproc.bihar.gov.in

05-9-2017

(Brajesh Prasad)
Chief Consultant - Technical

Madhej Techno Concept Pvt. Ltd.

9-3-2016

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

SELECTION OF CONSULTANTS

REQUEST FOR PROPOSALS

RFP No.: [NIT No. 10A /17-18]

Selection of Consulting Services for:

Establishing Management Unit to Support "Enhancing Teacher Effectiveness in Bihar Operation"

Issued by:

Bihar State Educational Infrastructure Development Corporation Ltd.
Acharya Shivpujan Sahay Path,
Bihar Rashtrabhasha Parishad Campus,
Shiksha Bhawan, Saidpur, Patna-800004
Ph: 0612-2660850
Email: bseidc@gmail.com

Country: INDIA

Project: Enhancing Teacher effectiveness in Bihar operation.

Medhej Techno Concept Pvt. Ltd.

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna.

Issued on: [*26.09.2017*]

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Medhaj Techno Concept Pvt. Ltd.

7-3-2016

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Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

PART I

Section 1. Letter of Invitation

RFP No NIT No. 10A/17-18 **Credit No** 5578-IN
Patna, 26.09.2017.

1. Ernst & Young LLP, Gurgaon, Haryana 122002
2. M/s Medhaj Techno Concept Private Limited, Lucknow 226012
3. PricewaterhouseCoopers Private Limited Kolkata 700091
4. M/s S K Patodia & Associates (With M/s e- Zest Solution Limited) Mumbai- 400099.

Dear Mr. /Ms.:

1. The *Department of Education, Government of Bihar* (hereinafter called "Borrower") has received financing from the International Development Association (IDA) (the "Bank") in the form of a "credit" (hereinafter called "credit) toward the cost of ENHANCING TEACHER EFFECTIVENESS IN BIHAR OPERATION. The Bihar State Educational Infrastructure Development Corporation Ltd (BSEIDC), an implementing agency of the Client, intends to apply a portion of the proceeds of this credit to eligible payments under the contract for which this Request for Proposals is issued. The *Client* intends to apply the funds to eligible payments under the contract for which this Request for Proposals is issued. Payments by the Bank will be made only at the request of the *Department of Education, Government of Bihar* and upon approval by the Bank, and will be subject, in all respects, to the terms and conditions of the financing agreement. The financing agreement prohibits a withdrawal from the Credit account for the purpose of any payment to persons or entities, or for any import of goods, if such payment or import, to the knowledge of the Bank, is prohibited by a decision of the United Nations Security council taken under Chapter VII of the Charter of the United Nations. No party other than the Client shall derive any rights from the financing agreement or have any claims to the proceeds of the Credit.

2. The Client now invites proposals to provide the following consulting services (hereinafter called "Services"): *Establishing Management Unit to Support "Enhancing Teacher Effectiveness in Bihar Operation"*. More details on the Services are provided in the Terms of Reference (Section 7).

3. This Request for Proposals (RFP) has been addressed to the following shortlisted Consultants:
   1. Ernst & Young LLP, India.
   2. M/s Medhaj Techno Concept Private Limited, India
   3. PricewaterhouseCoopers Private Limited ,India
   4. M/s S K Patodia & Associates, India.

7-3-2018
Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

An RFP is being issued separately for another assignment of Independent Verification Agency (IVA), and some of the short-listed firms may be common in the RFPs for the two assignments. Due to conflict of interest between the two assignments, the Client will take the final decision in selecting the Consultants for the respective assignments, in case same firm happens to be the highest ranked in both the assignments.

4. It is not permissible to transfer this invitation to any other firm.

5. A firm will be selected under *Quality and Cost Based Selection (QCBS)* procedures and in a Full Technical Proposal (FTP) format as described in this RFP, in accordance with the policies of the Bank detailed in the Consultants' Guidelines which can be found at the following website: www.worldbank.org/procure.

6. The RFP includes the following documents:

   Section 1 - Letter of Invitation
   Section 2 - Instructions to Consultants and Data Sheet
   Section 3 - Technical Proposal (FTP) - Standard Forms
   Section 4 - Financial Proposal - Standard Forms
   Section 5 – Eligible Countries
   Section 6 – Bank's Policy – Corrupt and Fraudulent Practices
   Section 7 - Terms of Reference
   Section 8 - Standard Forms of Contract (Time based)

7. The RFP is available online at the Procurement Portal www.eproc.bihar.gov.in for the short-listed consultants only. The short-listed consultants are required to register on this website at no cost and prior to the submission of proposals. Consultant is also required to have a Digital Signature (DSC) from one of the Government of India's authorized Certifying Authorities in order to submit a proposal on line at the web address indicated above. The list of the authorized Certifying Authorities can be found https://eprocure.gov.in/eprocure/app?page=BiddersManualKit&service=page

   Please inform us by 16.10.2017, in writing to Chief Consultant (Technical), Bihar State Educational Infrastructure Development Corporation Ltd, Acharya Shivpujan Sahay Path, Bihar Rashtrabhasha Parishad Campus, Shiksha Bhawan, Saidpur, Patna 800004, by facsimile (0612-2660256), and also inform by E-mail (bseidc@gmail.com):

   (a) that you have received the Letter of Invitation; and
   (b) whether you intend to submit a proposal alone or intend to enhance your experience by requesting permission to associate with other firm(s) (if permissible under Section 2, Instructions to Consultants (ITC), Data Sheet 14.1.1).

8. Details on the proposal's submission date, time and address are provided in Clauses 17.7 and 17.9 of the ITC.

9-3-2017

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

Medinet Technic Concept Pvt. Ltd.

Yours sincerely,

[Insert: Signature, name, and title of Client's authorized representative]

Mahel Techno Concept Pvt. Ltd.

9-3-2016

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Section 2. Instructions to Consultants and Data Sheet

A. General Provisions

1. Definitions

(a) "Affiliate(s)" means an individual or an entity that directly or indirectly controls, is controlled by, or is under common control with the Consultant.

(b) "Applicable Guidelines" means the policies of the Bank governing the selection and Contract award process as set forth in this RFP.

(c) "Applicable Law" means the laws and any other instruments having the force of law in the Client's country, or in such other country as may be specified in the **Data Sheet**, as they may be issued and in force from time to time.

(d) "Bank" means the International Bank for Reconstruction and Development (IBRD) or the International Development Association (IDA).

(e) "Borrower" means the Government, Government agency or other entity that signs the *[loan/financing/grant[1]]* agreement with the Bank.

(f) "Client" means the implementing agency that signs the Contract for the Services with the selected Consultant.

(g) "Consultant" means a legally-established professional consulting firm or an entity that may provide or provides the Services to the Client under the Contract.

(h) "Contract" means a legally binding written agreement signed between the Client and the Consultant and includes all the attached documents listed in its Clause 1 (the General Conditions of Contract (GCC), the Special Conditions of Contract (SCC), and the Appendices).

(i) "Data Sheet" means an integral part of the Instructions to Consultants (ITC) Section 2 that is used to reflect specific country and assignment conditions to supplement, but not to over-write, the provisions of the ITC.

[1] *["loan agreement" term is used for IBRD loans; "financing agreement" is used for IDA credits; and "grant agreement" is used for Recipient-Executed Trust Funds administered by IBRD or IDA]*

9-3-2016

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Bihar State Educational Infrastructure Development Corporation Ltd., Patna

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(j) "Day" means a calendar day.

(k) "Experts" means, collectively, Key Experts, Non-Key Experts, or any other personnel of the Consultant, Sub-consultant or Joint Venture member(s).

(l) "Government" means the government of the Client's country.

(m) "Joint Venture (JV)" means an association with or without a legal personality distinct from that of its members, of more than one Consultant where one member has the authority to conduct all business for and on behalf of any and all the members of the JV, and where the members of the JV are jointly and severally liable to the Client for the performance of the Contract.

(n) "Key Expert(s)" means an individual professional whose skills, qualifications, knowledge and experience are critical to the performance of the Services under the Contract and whose CV is taken into account in the technical evaluation of the Consultant's proposal.

(o) "ITC" (this Section 2 of the RFP) means the Instructions to Consultants that provides the shortlisted Consultants with all information needed to prepare their Proposals.

(p) "LOI" (this Section 1 of the RFP) means the Letter of Invitation being sent by the Client to the shortlisted Consultants.

(q) "Non-Key Expert(s)" means an individual professional provided by the Consultant or its Sub-consultant and who is assigned to perform the Services or any part thereof under the Contract and whose CVs are not evaluated individually.

(r) "Proposal" means the Technical Proposal and the Financial Proposal of the Consultant.

(s) "RFP" means the Request for Proposals to be prepared by the Client for the selection of Consultants, based on the SRFP.

(t) "SRFP" means the Standard Request for Proposals, which must be used by the Client as the basis for the preparation of the RFP.

(u) "Services" means the work to be performed by the

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

Consultant pursuant to the Contract.

(v) "Sub-consultant" means an entity to whom the Consultant intends to subcontract any part of the Services while remaining responsible to the Client during the performance of the Contract.

(w) "TORs" (this Section 7 of the RFP) means the Terms of Reference that explain the objectives, scope of work, activities, and tasks to be performed, respective responsibilities of the Client and the Consultant, and expected results and deliverables of the assignment.

2. Introduction

2.1 The Client named in the **Data Sheet** intends to select a Consultant from those listed in the Letter of Invitation, in accordance with the method of selection specified in the **Data Sheet**.

2.2 The shortlisted Consultants are invited to submit a Technical Proposal and a Financial Proposal, or a Technical Proposal only, as specified in the **Data Sheet**, for consulting services required for the assignment named in the **Data Sheet**. The Proposal will be the basis for negotiating and ultimately signing the Contract with the selected Consultant.

2.3 The Consultants should familiarize themselves with the local conditions and take them into account in preparing their Proposals, including attending a pre-proposal conference if one is specified in the **Data Sheet**. Attending any such pre-proposal conference is optional and is at the Consultants' expense.

2.4 The Client will timely provide, at no cost to the Consultants, the inputs, relevant project data, and reports required for the preparation of the Consultant's Proposal as specified in the **Data Sheet**.

3. Conflict of Interest

3.1 The Consultant is required to provide professional, objective, and impartial advice, at all times holding the Client's interests paramount, strictly avoiding conflicts with other assignments or its own corporate interests, and acting without any consideration for future work.

3.2 The Consultant has an obligation to disclose to the Client any situation of actual or potential conflict that impacts its capacity to serve the best interest of its Client. Failure to disclose such situations may lead to the disqualification of the Consultant or the termination of its Contract and/or sanctions by the Bank.

3.2.1 Without limitation on the generality of the

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Bihar State Educational Infrastructure Development Corporation Ltd., Patna

foregoing, the Consultant shall not be hired under the circumstances set forth below:

a. Conflicting activities

(i) Conflict between consulting activities and procurement of goods, works or non-consulting services: a firm that has been engaged by the Client to provide goods, works, or non-consulting services for a project, or any of its Affiliates, shall be disqualified from providing consulting services resulting from or directly related to those goods, works, or non-consulting services. Conversely, a firm hired to provide consulting services for the preparation or implementation of a project, or any of its Affiliates, shall be disqualified from subsequently providing goods or works or non-consulting services resulting from or directly related to the consulting services for such preparation or implementation.

b. Conflicting assignments

(ii) Conflict among consulting assignments: a Consultant (including its Experts and Sub-consultants) or any of its Affiliates shall not be hired for any assignment that, by its nature, may be in conflict with another assignment of the Consultant for the same or for another Client.

c. Conflicting relationships

(iii) Relationship with the Client's staff: a Consultant (including its Experts and Sub-consultants) that has a close business or family relationship with a professional staff of the Borrower (or of the Client, or of implementing agency, or of a recipient of a part of the Bank's financing) who are directly or indirectly involved in any part of (i) the preparation of the Terms of Reference for the assignment, (ii) the selection process for the Contract, or (iii) the supervision of the Contract, may not be awarded a Contract, unless the conflict stemming from this relationship has been resolved in a manner acceptable to the Bank throughout the selection process and the execution of the Contract.

4. Unfair Competitive Advantage

4.1 Fairness and transparency in the selection process require that the Consultants or their Affiliates competing for a specific assignment do not derive a competitive advantage from having provided consulting services related to the assignment in question. To that end, the Client shall indicate in the **Data Sheet** and make available to all shortlisted Consultants together with this RFP all information that would in that respect give such Consultant any unfair competitive advantage over competing Consultants.

5. Corrupt and Fraudulent Practices

5.1 The Bank requires compliance with its policy in regard to corrupt and fraudulent practices as set forth in Section 6.

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Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Medhavi Techno Concept Pvt. Ltd.

5.2 In further pursuance of this policy, Consultant shall permit and shall cause its agents, Experts, Sub-consultants, sub-contractors, services providers, or suppliers to permit the Bank to inspect all accounts, records, and other documents relating to the submission of the Proposal and contract performance (in case of an award), and to have them audited by auditors appointed by the Bank.

6. Eligibility

6.1 The Bank permits consultants (individuals and firms, including Joint Ventures and their individual members) from all countries to offer consulting services for Bank-financed projects.

6.2 Furthermore, it is the Consultant's responsibility to ensure that its Experts, joint venture members, Sub-consultants, agents (declared or not), sub-contractors, service providers, suppliers and/or their employees meet the eligibility requirements as established by the Bank in the Applicable Guidelines.

6.3 As an exception to the foregoing Clauses 6.1 and 6.2 above:

a. Sanctions

6.3.1 A firm or an individual sanctioned by the Bank in accordance with the above Clause 5.1 or in accordance with "Anti-Corruption Guidelines" shall be ineligible to be awarded a Bank-financed contract, or to benefit from a Bank-financed contract, financially or otherwise, during such period of time as the Bank shall determine. The list of debarred firms and individuals is available at the electronic address specified in the **Data Sheet**.

b. Prohibitions

6.3.2 Firms and individuals of a country or goods manufactured in a country may be ineligible if so indicated in Section 5 (Eligible Countries) and:

(a) as a matter of law or official regulations, the Borrower's country prohibits commercial relations with that country, provided that the Bank is satisfied that such exclusion does not preclude effective competition for the provision of Services required; or

(b) by an act of compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, the Borrower's Country prohibits any import of goods from that country or any payments to any country, person, or entity in that country.

c. Restrictions for Government-owned Enterprises

6.3.3 Government-owned enterprises or institutions in the Borrower's country shall be eligible only if they can establish that they (i) are legally and financially autonomous, (ii) operate under commercial law, and (iii)

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Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

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that they are not dependent agencies of the Client

To establish eligibility, the government-owned enterprise or institution should provide all relevant documents (including its charter) sufficient to demonstrate that it is a legal entity separate from the government; it does not currently receive any substantial subsidies or budget support; it is not obligated to pass on its surplus to the government; it can acquire rights and liabilities, borrow funds, and can be liable for repayment of debts and be declared bankrupt; and it is not competing for a contract to be awarded by the government department or agency which, under the applicable laws or regulations, is its reporting or supervisory authority or has the ability to exercise influence or control over it.

d. Restrictions for public employees

6.3.4 Government officials and civil servants of the Borrower's country are not eligible to be included as Experts in the Consultant's Proposal unless such engagement does not conflict with any employment or other laws, regulations, or policies of the Borrower's country, and they

(i) are on leave of absence without pay, or have resigned or retired;

(ii) are not being hired by the same agency they were working for before going on leave of absence without pay, resigning, or retiring

(in case of resignation or retirement, for a period of at least 6 (six) months, or the period established by statutory provisions applying to civil servants or government employees in the Borrower's country, whichever is longer. Experts who are employed by the government-owned universities, educational or research institutions are not eligible unless they have been full time employees of their institutions for a year or more prior to being included in Consultant's Proposal.; and

(iii) their hiring would not create a conflict of interest.

B. Preparation of Proposals

7. General Considerations

7.1 In preparing the Proposal, the Consultant is expected to examine the RFP in detail. Material deficiencies in providing the

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

information requested in the RFP may result in rejection of the Proposal.

8. Cost of Preparation of Proposal

8.1 The Consultant shall bear all costs associated with the preparation and submission of its Proposal, and the Client shall not be responsible or liable for those costs, regardless of the conduct or outcome of the selection process. The Client is not bound to accept any proposal, and reserves the right to annul the selection process at any time prior to Contract award, without thereby incurring any liability to the Consultant.

9. Language

9.1 The Proposal, as well as all correspondence and documents relating to the Proposal exchanged between the Consultant and the Client, shall be written in the language(s) specified in the **Data Sheet**.

10. Documents Comprising the Proposal

10.1 The Proposal shall comprise the documents and forms listed in the **Data Sheet**.

10.2 If specified in the **Data Sheet**, the Consultant shall include a statement of an undertaking of the Consultant to observe, in competing for and executing a contract, the Client country's laws against fraud and corruption (including bribery).

10.3 The Consultant shall furnish information on commissions, gratuities, and fees, if any, paid or to be paid to agents or any other party relating to this Proposal and, if awarded, Contract execution, as requested in the Financial Proposal submission form (Section 4).

11. Only One Proposal

11.1 The Consultant (including the individual members of any Joint Venture) shall submit only one Proposal, either in its own name or as part of a Joint Venture in another Proposal. If a Consultant, including any Joint Venture member, submits or participates in more than one proposal, all such proposals shall be disqualified and rejected. This does not, however, preclude a Sub-consultant, or the Consultant's staff from participating as Key Experts and Non-Key Experts in more than one Proposal when circumstances justify and if stated in the **Data Sheet**.

12. Proposal Validity

12.1 **The Data Sheet** indicates the period during which the Consultant's Proposal must remain valid after the Proposal submission deadline.

12.2 During this period, the Consultant shall maintain its original Proposal without any change, including the availability of the Key Experts, the proposed rates and the total price.

12.3 If it is established that any Key Expert nominated in the

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Consultant's Proposal was not available at the time of Proposal submission or was included in the Proposal without his/her confirmation, such Proposal shall be disqualified and rejected for further evaluation, and may be subject to sanctions in accordance with Clause 5 of this ITC.

a. Extension of Validity Period

12.4 The Client will make its best effort to complete the negotiations within the proposal's validity period. However, should the need arise, the Client may request, in writing, all Consultants who submitted Proposals prior to the submission deadline to extend the Proposals' validity.

12.5 If the Consultant agrees to extend the validity of its Proposal, it shall be done without any change in the original Proposal and with the confirmation of the availability of the Key Experts.

12.6 The Consultant has the right to refuse to extend the validity of its Proposal in which case such Proposal will not be further evaluated.

b. Substitution of Key Experts at Validity Extension

12.7 If any of the Key Experts become unavailable for the extended validity period, the Consultant shall provide a written adequate justification and evidence satisfactory to the Client together with the substitution request. In such case, a replacement Key Expert shall have equal or better qualifications and experience than those of the originally proposed Key Expert. The technical evaluation score, however, will remain to be based on the evaluation of the CV of the original Key Expert.

12.8 If the Consultant fails to provide a replacement Key Expert with equal or better qualifications, or if the provided reasons for the replacement or justification are unacceptable to the Client, such Proposal will be rejected with the prior Bank's no objection.

c. Sub-Contracting

12.9 The Consultant shall not subcontract the whole of the Services.

13. Clarification and Amendment of RFP

13.1 The Consultant may request a clarification of any part of the RFP during the period indicated in the **Data Sheet** before the Proposals' submission deadline. Any request for clarification must be sent in writing, or by standard electronic means, to the Client's address indicated in the **Data Sheet**. The Client will respond in writing, or by standard electronic means, and will send written copies of the response (including an explanation of the query but without identifying its source) to all shortlisted Consultants. Should the Client deem it necessary to amend the RFP as a result of a clarification, it shall do so following the procedure described

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below:

13.1.1 At any time before the proposal submission deadline, the Client may amend the RFP by issuing an amendment in writing or by standard electronic means. The amendment shall be sent to all shortlisted Consultants and will be binding on them. The shortlisted Consultants shall acknowledge receipt of all amendments in writing.

13.1.2 If the amendment is substantial, the Client may extend the proposal submission deadline to give the shortlisted Consultants reasonable time to take an amendment into account in their Proposals.

13.2 The Consultant may submit a modified Proposal or a modification to any part of it at any time prior to the proposal submission deadline. No modifications to the Technical or Financial Proposal shall be accepted after the deadline.

14. Preparation of Proposals – Specific Considerations

14.1 While preparing the Proposal, the Consultant must give particular attention to the following:

14.1.1 If a shortlisted Consultant considers that it may enhance its expertise for the assignment by associating with other consultants in the form of a Joint Venture or as Sub-consultants, it may do so with either (a) non-shortlisted Consultant(s), or (b) shortlisted Consultants if permitted in the **Data Sheet**. In all such cases a shortlisted Consultant must obtain the written approval of the Client prior to the submission of the Proposal. When associating with non-shortlisted firms in the form of a joint venture or a sub-consultancy, the shortlisted Consultant shall be a lead member. If shortlisted Consultants associate with each other, any of them can be a lead member.

14.1.2 The Client may indicate in the **Data Sheet** the estimated Key Experts' time input (expressed in person-month) or the Client's estimated total cost of the assignment, but not both. This estimate is indicative and the Proposal shall be based on the Consultant's own estimates for the same.

14.1.3 If stated in the **Data Sheet**, the Consultant shall include in its Proposal at least the same time input (in the same unit as indicated in the **Data Sheet**) of Key Experts, failing which the Financial Proposal will be adjusted for the purpose of comparison of proposals and decision for award in accordance with the procedure in the **Data Sheet**.

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14.1.4 For assignments under the Fixed-Budget selection method, the estimated Key Experts' time input is not disclosed. Total available budget, with an indication whether it is inclusive or exclusive of taxes, is given in the **Data Sheet**, and the Financial Proposal shall not exceed this budget.

15. Technical Proposal Format and Content

15.1 The Technical Proposal shall not include any financial information. A Technical Proposal containing material financial information shall be declared non-responsive.

15.1.1 Consultant shall not propose alternative Key Experts. Only one CV shall be submitted for each Key Expert position. Failure to comply with this requirement will make the Proposal non-responsive.

15.2 Depending on the nature of the assignment, the Consultant is required to submit a Full Technical Proposal (FTP), or a Simplified Technical Proposal (STP) as indicated in the **Data Sheet** and using the Standard Forms provided in Section 3 of the RFP.

16. Financial Proposal

16.1 The Financial Proposal shall be prepared using the Standard Forms provided in Section 4 of the RFP. It shall list all costs associated with the assignment, including (a) remuneration for Key Experts and Non-Key Experts, (b) reimbursable expenses indicated in the **Data Sheet**.

a. Price Adjustment

16.2 For assignments with a duration exceeding 18 months, a price adjustment provision for foreign and/or local inflation for remuneration rates applies if so stated in the **Data Sheet**.

b. Taxes

16.3 The Consultant and its Sub-consultants and Experts are responsible for meeting all tax liabilities arising out of the Contract unless stated otherwise in the **Data Sheet**. Information on taxes in the Client's country is provided in the **Data Sheet**.

c. Currency of Proposal

16.4 The Consultant may express the price for its Services in the currency or currencies as stated in the **Data Sheet**. If indicated in the **Data Sheet**, the portion of the price representing local cost shall be stated in the national currency.

d. Currency of Payment

16.5 Payment under the Contract shall be made in the currency or currencies in which the payment is requested in the Proposal.

C. Submission, Opening and Evaluation

17. Submission, Sealing,

17.1 The Consultant shall submit a signed and complete

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and Marking of Proposals

Proposal comprising the documents and forms in accordance with Clause 10 (Documents Comprising Proposal). The submission can be done by mail or by hand. If specified in the **Data Sheet**, the Consultant has the option of submitting its Proposals electronically.

17.2 An authorized representative of the Consultant shall sign the original submission letters in the required format for both the Technical Proposal and, if applicable, the Financial Proposal and shall initial all pages of both. The authorization shall be in the form of a written power of attorney attached to the Technical Proposal.

17.2.1 A Proposal submitted by a Joint Venture shall be signed by all members so as to be legally binding on all members, or by an authorized representative who has a written power of attorney signed by each member's authorized representative.

17.3 Any modifications, revisions, interlineations, erasures, or overwriting shall be valid only if they are signed or initialed by the person signing the Proposal.

17.4 The signed Proposal shall be marked "ORIGINAL", and its copies marked "COPY" as appropriate. The number of copies is indicated in the **Data Sheet**. All copies shall be made from the signed original. If there are discrepancies between the original and the copies, the original shall prevail.

17.5 The original and all the copies of the Technical Proposal shall be placed inside of a sealed envelope clearly marked "**TECHNICAL PROPOSAL**", "[Name of the Assignment]", reference number, name and address of the Consultant, and with a warning "**DO NOT OPEN UNTIL** *[insert the date and time of the technical proposal submission deadline]*."

17.6 Similarly, the original Financial Proposal (if required for the applicable selection method) shall be placed inside of a sealed envelope clearly marked "**FINANCIAL PROPOSAL**" followed by the name of the assignment, reference number, name and address of the Consultant, and with a warning "**DO NOT OPEN WITH THE TECHNICAL PROPOSAL.**"

17.7 The sealed envelopes containing the Technical and Financial Proposals shall be placed into one outer envelope and sealed. This outer envelope shall bear the submission address, RFP reference number, the name of the assignment, Consultant's name and the address, and shall be clearly marked

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"DO NOT OPEN BEFORE *[insert the time and date of the submission deadline indicated in the Data Sheet]*".

17.8 If the envelopes and packages with the Proposal are not sealed and marked as required, the Client will assume no responsibility for the misplacement, loss, or premature opening of the Proposal.

17.9 The Proposal or its modifications must be sent to the address indicated in the **Data Sheet** and received by the Client no later than the deadline indicated in the **Data Sheet**, or any extension to this deadline. Any Proposal or its modification received by the Client after the deadline shall be declared late and rejected, and promptly returned unopened.

18. Confidentiality

18.1 From the time the Proposals are opened to the time the Contract is awarded, the Consultant should not contact the Client on any matter related to its Technical and/or Financial Proposal. Information relating to the evaluation of Proposals and award recommendations shall not be disclosed to the Consultants who submitted the Proposals or to any other party not officially concerned with the process, until the publication of the Contract award information.

18.2 Any attempt by shortlisted Consultants or anyone on behalf of the Consultant to influence improperly the Client in the evaluation of the Proposals or Contract award decisions may result in the rejection of its Proposal, and may be subject to the application of prevailing Bank's sanctions procedures.

18.3 Notwithstanding the above provisions, from the time of the Proposals' opening to the time of Contract award publication, if a Consultant wishes to contact the Client or the Bank on any matter related to the selection process, it should do so only in writing.

19. Opening of Technical Proposals

19.1 The Client's evaluation committee shall conduct the opening of the Technical Proposals in the presence of the shortlisted Consultants' authorized representatives who choose to attend (in person, or online if this option is offered in the **Data Sheet**). The opening date, time and the address are stated in the **Data Sheet**. The envelopes with the Financial Proposal shall remain sealed and shall be securely stored with a reputable public auditor or independent authority until they are opened in accordance with Clause 23 of the ITC.

19.2 At the opening of the Technical Proposals the following shall be read out: (i) the name and the country of the Consultant

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or, in case of a Joint Venture, the name of the Joint Venture, the name of the lead member and the names and the countries of all members; (ii) the presence or absence of a duly sealed envelope with the Financial Proposal; (iii) any modifications to the Proposal submitted prior to proposal submission deadline; and (iv) any other information deemed appropriate or as indicated in the **Data Sheet**.

20. Proposals Evaluation

20.1 Subject to provision of Clause 15.1 of the ITC, the evaluators of the Technical Proposals shall have no access to the Financial Proposals until the technical evaluation is concluded and the Bank issues its "no objection", if applicable.

20.2 The Consultant is not permitted to alter or modify its Proposal in any way after the proposal submission deadline except as permitted under Clause 12.7 of this ITC. While evaluating the Proposals, the Client will conduct the evaluation solely on the basis of the submitted Technical and Financial Proposals.

21. Evaluation of Technical Proposals

21.1 The Client's evaluation committee shall evaluate the Technical Proposals on the basis of their responsiveness to the Terms of Reference and the RFP, applying the evaluation criteria, sub-criteria, and point system specified in the **Data Sheet**. Each responsive Proposal will be given a technical score. A Proposal shall be rejected at this stage if it does not respond to important aspects of the RFP or if it fails to achieve the minimum technical score indicated in the **Data Sheet**.

22. Financial Proposals for QBS

22.1 Following the ranking of the Technical Proposals, when the selection is based on quality only (QBS), the top-ranked Consultant is invited to negotiate the Contract.

22.2 If Financial Proposals were invited together with the Technical Proposals, only the Financial Proposal of the technically top-ranked Consultant is opened by the Client's evaluation committee. All other Financial Proposals are returned unopened after the Contract negotiations are successfully concluded and the Contract is signed.

23. Public Opening of Financial Proposals (for QCBS, FBS, and LCS methods)

23.1 After the technical evaluation is completed and the Bank has issued its no objection (if applicable), the Client shall notify those Consultants whose Proposals were considered non-responsive to the RFP and TOR or did not meet the minimum qualifying technical score (and shall provide information relating to the Consultant's overall technical score, as well as scores obtained for each criterion and sub-criterion) that their Financial Proposals will be returned unopened after completing

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the selection process and Contract signing. The Client shall simultaneously notify in writing those Consultants that have achieved the minimum overall technical score and inform them of the date, time and location for the opening of the Financial Proposals. The opening date should allow the Consultants sufficient time to make arrangements for attending the opening. The Consultant's attendance at the opening of the Financial Proposals (in person, or online if such option is indicated in the **Data Sheet**) is optional and is at the Consultant's choice.

23.2 The Financial Proposals shall be opened by the Client's evaluation committee in the presence of the representatives of those Consultants whose proposals have passed the minimum technical score. At the opening, the names of the Consultants, and the overall technical scores, including the break-down by criterion, shall be read aloud. The Financial Proposals will then be inspected to confirm that they have remained sealed and unopened. These Financial Proposals shall be then opened, and the total prices read aloud and recorded. Copies of the record shall be sent to all Consultants who submitted Proposals and to the Bank.

24. Correction of Errors

24.1 Activities and items described in the Technical Proposal but not priced in the Financial Proposal, shall be assumed to be included in the prices of other activities or items, and no corrections are made to the Financial Proposal.

a. Time-Based Contracts

24.1.1 If a Time-Based contract form is included in the RFP, the Client's evaluation committee will (a) correct any computational or arithmetical errors, and (b) adjust the prices if they fail to reflect all inputs included for the respective activities or items in the Technical Proposal. In case of discrepancy between (i) a partial amount (sub-total) and the total amount, or (ii) between the amount derived by multiplication of unit price with quantity and the total price, or (iii) between words and figures, the former will prevail. In case of discrepancy between the Technical and Financial Proposals in indicating quantities of input, the Technical Proposal prevails and the Client's evaluation committee shall correct the quantification indicated in the Financial Proposal so as to make it consistent with that indicated in the Technical Proposal, apply the relevant unit price included in the Financial Proposal to the corrected quantity, and correct the total Proposal cost.

b. Lump-Sum Contracts

24.2 If a Lump-Sum contract form is included in the RFP, the Consultant is deemed to have included all prices in the

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Financial Proposal, so neither arithmetical corrections nor price adjustments shall be made. The total price, net of taxes understood as per Clause ITC 25 below, specified in the Financial Proposal (Form FIN-1) shall be considered as the offered price.

25. Taxes

25.1 The Client's evaluation of the Consultant's Financial Proposal shall exclude taxes and duties in the Client's country in accordance with the instructions in the **Data Sheet**.

26. Conversion to Single Currency

26.1 For the evaluation purposes, prices shall be converted to a single currency using the selling rates of exchange, source and date indicated in the **Data Sheet**.

27. Combined Quality and Cost Evaluation

a. Quality- and Cost-Based Selection (QCBS)

27.1 In the case of QCBS, the total score is calculated by weighting the technical and financial scores and adding them as per the formula and instructions in the **Data Sheet**. The Consultant achieving the highest combined technical and financial score will be invited for negotiations.

b. Fixed-Budget Selection (FBS)

27.2 In the case of FBS, those Proposals that exceed the budget indicated in Clause 14.1.4 of the **Data Sheet** shall be rejected.

27.3 The Client will select the Consultant that submitted the highest-ranked Technical Proposal that does not exceed the budget indicated in the RFP, and invite such Consultant to negotiate the Contract.

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c. Least-Cost Selection

27.4 In the case of Least-Cost Selection (LCS), the Client will select the Consultant with the lowest evaluated total price among those consultants that achieved the minimum technical score, and invite such Consultant to negotiate the Contract.

D. Negotiations and Award

28. Negotiations

28.1 The negotiations will be held at the date and address indicated in the **Data Sheet** with the Consultant's representative(s) who must have written power of attorney to negotiate and sign a Contract on behalf of the Consultant.

28.2 The Client shall prepare minutes of negotiations that are signed by the Client and the Consultant's authorized representative.

a. Availability of Key Experts

28.3 The invited Consultant shall confirm the availability of all Key Experts included in the Proposal as a pre-requisite to the negotiations, or, if applicable, a replacement in accordance with Clause 12 of the ITC. Failure to confirm the Key Experts' availability may result in the rejection of the Consultant's Proposal and the Client proceeding to negotiate the Contract with the next-ranked Consultant.

28.4 Notwithstanding the above, the substitution of Key Experts at the negotiations may be considered if due solely to circumstances outside the reasonable control of and not foreseeable by the Consultant, including but not limited to death or medical incapacity. In such case, the Consultant shall offer a substitute Key Expert within the period of time specified in the letter of invitation to negotiate the Contract, who shall have equivalent or better qualifications and experience than the original candidate.

b. Technical negotiations

28.5 The negotiations include discussions of the Terms of Reference (TORs), the proposed methodology, the Client's inputs, the special conditions of the Contract, and finalizing the "Description of Services" part of the Contract. These discussions shall not substantially alter the original scope of services under the TOR or the terms of the contract, lest the quality of the final product, its price, or the relevance of the initial evaluation be affected.

c. Financial negotiations

28.6 The negotiations include the clarification of the Consultant's tax liability in the Client's country and how it should be reflected in the Contract.

28.7 If the selection method included cost as a factor in the

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evaluation, the total price stated in the Financial Proposal for a Lump-Sum contract shall not be negotiated.

28.8 In the case of a Time-Based contract, unit rates negotiations shall not take place, except when the offered Key Experts and Non-Key Experts' remuneration rates are much higher than the typically charged rates by consultants in similar contracts. In such case, the Client may ask for clarifications and, if the fees are very high, ask to change the rates after consultation with the Bank.

The format for (i) providing information on remuneration rates in the case of Quality Based Selection; and (ii) clarifying remuneration rates' structure under Clause 28.8 above, is provided in Appendix A to the Financial Form FIN-3: Financial Negotiations – Breakdown of Remuneration Rates.

29. Conclusion of Negotiations

29.1 The negotiations are concluded with a review of the finalized draft Contract, which then shall be initialed by the Client and the Consultant's authorized representative.

29.2 If the negotiations fail, the Client shall inform the Consultant in writing of all pending issues and disagreements and provide a final opportunity to the Consultant to respond. If disagreement persists, the Client shall terminate the negotiations informing the Consultant of the reasons for doing so. After having obtained the Bank's no objection, the Client will invite the next-ranked Consultant to negotiate a Contract. Once the Client commences negotiations with the next-ranked Consultant, the Client shall not reopen the earlier negotiations.

30. Award of Contract

30.1 After completing the negotiations the Client shall obtain the Bank's no objection to the negotiated draft Contract, if applicable; sign the Contract; publish the award information as per the instructions in the **Data Sheet**; and promptly notify the other shortlisted Consultants.

30.2 The Consultant is expected to commence the assignment on the date and at the location specified in the **Data Sheet**.

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Instructions to Consultants
E. Data Sheet

A. General	
ITC Clause Reference	
1 (c)	*Country – India*
2.1	**Name of the Client:** Bihar State Educational Infrastructure Development Corporation Ltd (BSEIDC) **Method of selection:** Quality and Cost Based Selection (QCBS) Quality 70% and Cost 30% as per **Applicable Guidelines**: Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers, dated January 2011 and revised on July 2014 available on www.worldbank.org/procure
2.2	**Financial Proposal to be submitted together with Technical Proposal:** Yes **The name of the assignment is:** Establishing Management Unit to Support "Enhancing Teacher Effectiveness in Bihar Operation"
2.3	**A pre-proposal conference will be held:** Yes Date of pre-proposal conference **13.10.2017** Time: 11.00 AM **Address:** The Managing Director Bihar State Educational Infrastructure Development Corporation Ltd Acharya Shivpujan Sahay Path, Bihar Rashtrabhasha Parishad Campus, Shiksha Bhawan, Saidpur, Patna-800004 Telephone: 0612-2660850; Facsimile: 0612-2660256 E-mail: bseidc@gmail.com Contact person/conference coordinator: Chief Consultant (Technical), BSEIDC.
2.4	**The Client will provide the following inputs, project data, reports, etc. to facilitate the preparation of the Proposals:**

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	Give access to all the required documents, correspondence, and any other information associated with the project and as deemed necessary for preparation of Proposals according to the intended terms of reference under Section 7 of this RFP.
4.1	*"Unfair Competitive Advantage" applies to the selection, - No*
6.3.1	**A list of debarred firms and individuals is available at the Bank's external website**: www.worldbank.org/debarr
	B. Preparation of Proposals
9.1	**This RFP has been issued in the English language.** **Proposals shall be submitted in English *language*.** **All correspondence exchange shall be in English language.**
10.1	**The Proposal shall comprise the following:** **For FULL TECHNICAL PROPOSAL (FTP):** **1st Inner Envelope with the Technical Proposal:** Power of Attorney to sign the Proposal 1. TECH-1 2. TECH-2 3. TECH-3 4. TECH-4 5. TECH-5 6. TECH-6 AND **2nd Inner Envelope with the Financial Proposal (if applicable):** (1) FIN-1 (2) FIN-2 (3) FIN-3 (4) FIN-4 (5) Statement of Undertaking
10.2	**Statement of Undertaking is required: Yes**

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	Refer to paragraph (f) in Form TECH-1
11.1	**Participation of Sub-consultants, Key Experts and Non-Key Experts in more than one Proposal is permissible:** No
12.1	**Proposals must remain valid for** *120* calendar days after the proposal submission deadline (i.e., until:**28.02.2018**).
13.1	ITC Clauses 13.1 and 13.2 are replaced with the following and a new Clause 13.3 is added: **13.1** The Consultant may submit a request an online for seeking clarification of any part of the RFP no later than 10 days before the Proposals' submission deadline. Requests for clarifications submitted through any other medium shall not be entertained. The Client will respond online by uploading the response on the Procurement Portal www.eproc.bihar.gov.in (including an explanation of the query but without identifying its source) for information of all shortlisted Consultants. Should the Client deem it necessary to amend the RFP as a result of a clarification, it shall do so following the procedure described below: 13.1.1 At any time before the proposal submission deadline, the Client may amend the RFP by issuing an online amendment by uploading it on the Portal for information of all shortlisted Consultants. The amendment shall be binding on all shortlisted Consultants. The shortlisted Consultants will get an automatic e-mail notification through the system informing them about the addendum. 13.1.2 If the amendment is substantial, the Client may extend the proposal submission deadline to give the shortlisted Consultants reasonable time to take an amendment into account in their Proposals. **13.2** The Consultants may modify their Proposal online or any part of it at any time prior to the proposal submission deadline. The electronic system will not allow any modifications to the Technical or Financial Proposal after the deadline. **13.3** For modification and consequential re-submission of Proposal, the Consultant is not required to withdraw his Proposal submitted earlier online. The last modified proposal submitted by the Consultant within the proposal submission time shall be considered as the binding Proposal. For this purpose, modification/withdrawal of a Proposal by other means will not be accepted. In online system of Proposal Submission, modification and subsequent re-

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	submission of Proposal is allowed any number of times. The Consultants may withdraw their Proposals before the deadline for submission of proposals. However, if the proposal is withdrawn, re-submission of the Proposal is not allowed.
14.1.1	**Shortlisted Consultants may associate with** **(a) non-shortlisted consultant(s):** Yes Or **(b) other shortlisted Consultants:** No
14.1.2 (do not use for Fixed Budget method)	Not Applicable
14.1.3 for time-based contracts only	The Consultant's Proposal must include the minimum Key Experts' time-input of **198 person-months.** **For the evaluation and comparison of Proposals only** – if a Proposal includes less than the estimated time-input, the missing time-input (expressed in person-month) is calculated as follows: The missing time-input is multiplied by the highest remuneration rate for a Key Expert in the Consultant's Proposal and added to the total remuneration amount. Proposals that quoted higher than the required minimum of time-input will not be adjusted.
14.1.4 and 27.2 use for Fixed Budget method	**Not Applicable**
15.2	The format of the Technical Proposal to be submitted is: FTP Submission of the Technical Proposal in a wrong format may lead to the Proposal being deemed non-responsive to the RFP requirements.
16.1	The Reimbursable Expenses are (1) a per diem allowance, including hotel, for experts for every day of absence from the home office for the purposes of the Services; (2) cost of travel by the most appropriate means of transport and the most direct practicable route; (3) other allowances where applicable and provisional or fixed sums (if any).

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16.2	**A price adjustment provision applies to remuneration rates:** Yes
16.3	Consultants are requested to consult tax consultants for guidance regarding information on taxes in the Client's country.
16.4	**The Financial Proposal shall be stated in the following currencies:** Consultant may express the price for their Services in any fully convertible currency, singly or in combination of up to three foreign currencies. **The Financial Proposal should state local costs in the Client's country currency (local currency):** Yes
	C. Submission, Opening and Evaluation
17.1	**17.1** The Consultants shall submit the Proposals only online on the Portal www.eproc.bihar.gov.in. Manual submission of Proposals is not permissible. The Consultant shall submit a digitally signed, encrypted and complete Proposal comprising the documents and forms in accordance with ITC Clause 10 (Documents Comprising Proposal). **17.2** An authorized representative of the Consultant shall digitally sign the Proposal submission letters in the required formats for both the Technical Proposal and the Financial Proposal. The authorization shall be in the form of a written power of attorney scanned and uploaded together with the Technical Proposal. The digitally signed and encrypted Technical and Financial Proposals shall be uploaded in respective folders in the Procurement Portal as mentioned below, using valid DSC. **17.2.1** In the case of a Joint Venture, Proposal submission letters shall be signed by all members so as to be legally binding on all members, or by an authorized representative who has a written power of attorney signed by each member's authorized representative. The submission letters and the power of attorney shall then be scanned and uploaded together with the Technical Proposal. **17.3** Consultants should be aware that the electronic procurement system does not allow for any interlineations, erasures, or overwriting. Any modifications or revisions to the Proposal shall be done in accordance with Clause ITC Data Sheet Clauses 13.2 and 13.3. **17.4** The Proposal or its modifications must be uploaded on the portal no later than the deadline indicated in the **Data Sheet**, or any extension to this deadline. The electronic system will not allow any Proposal or its modification being uploaded after the due date & time as per server.

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	Once the Proposal is uploaded on the Portal, the system will generate a unique identification number with the stamped submission time. The unique identification number with the time stamp represents an acknowledgement of the Proposal submission. **Other requirements are specified below:** 1. The Consultants must have Class II/III Digital Signature Certificate (DSC) with signing + Encryption, and User-id of the e-Procurement website before participating in the selection process. The Consultant may use their DSC if they already have. They can also obtain DSC from any of the Government of India's authorized Certifying Authorities. For user-id they have to get registered themselves on e-procurement website www.eproc.bihar.gov.in and submit their Proposals online on the same. Offline bids shall not be entertained by the Client. 2. For support related to e-tendering process, bidders may contact at following address "e- Procurement HELP DESK First Floor, M/22, Bank of India Building, Road No-25, Sri Krishna Nagar, Patna-800001 Ph. No: 0612-2523006, Mob- 7542028164" or may visit the link "Vendor Info" at www.eproc.bihar.gov.in.
17.7 and 17.9	**The Proposals must be submitted online as per details given above no later than** **Date:** 31.10.2017 **Time:** 15:00 local time
19.1	19.1 The Client's evaluation committee shall conduct the opening of the Technical Proposals online on the date and time specified below. The opening of proposals can be viewed by the Consultants online. The folder with the Financial Proposal shall remain unopened, encrypted and shall be securely stored on the portal. *The online opening procedure shall be available on the e-procurement portal of the State i.e.* www.eproc.bihar.gov.in **The opening shall take place at:** Office of the Managing Director, Bihar State Educational Infrastructure Development Corporation Ltd., Bihar Rastrabhasha Parishad Campus, Acharya Shiv Pujan Sahay Path, Saidpur Patna- 800004. Country: India **Date**: Same as the submission deadline indicated in 17.7. **Time:** 16:30 local time

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	In the event of the specified date of opening being declared a holiday for the Client, the Proposals will be opened at the appointed time on the next working day.
19.2	**In addition, the following information will be read aloud at the opening of the Technical Proposals:** Name and address of the Consultant Firm, any joint Venture or Sub-consultant.
21.1 (for FTP)	Criteria, sub-criteria, and point system for the evaluation of the Full Technical Proposals:

Sl.	Description		Maximum Points
(A)	Specific experience of the Consultant (as a firm) relevant to the Assignment		50
	Experience of completion of a project of similar nature and comparable magnitude	*50*	
(B)	Adequacy and quality of the proposed methodology, and work plan in responding to the Terms of Reference (TORs) *{Notes to Consultant: Client will assess whether the proposed methodology is clear, responds to the TORs, work plan is realistic and implementable; overall team composition is balanced and has an appropriate skills mix; and the work plan has right input of Experts}*		150
	Technical Approach and Methodology	*100*	
	Work Plan	*25*	
	Organization and Staffing	*25*	
(C)	Key Experts' qualifications and competence for the Assignment *{Notes to Consultant: Each position number corresponds to the same for the Key Experts in Form TECH-6 to be prepared by the Consultant}*		300
	Engagement Leader (1)	*40*	
	Delivery Manager (1)	*50*	
	Monitoring & Evaluation Specialist (1)	*40*	
	Finance Specialist (1)	*40*	
	Procurement & Vendor Management Specialist (1)	*30*	
	Teacher Training/ Management Specialist (2)	*30x2=60*	

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	Technology Manager (1)	*40*	
	The number of points to be assigned **to each of the above positions** shall be determined considering the following three sub-criteria and relevant percentage weights: a) General qualifications (general education, training, and experience): 20% b) Adequacy for the Assignment (relevant education, training, experience in the sector/similar assignments): 70% c) Relevant experience in the region (working level fluency in local language(s)/knowledge of local culture or administrative system, government organization, etc.): 10%		
	TOTAL POINTS (N)		**500**
	Minimum total points (N) required to pass/qualify = 350 **Technical Score (S_t) = N/5**		

23.1	ITC Clause 23.1 is substituted by the following: **23.1** After the technical evaluation is completed and the Bank has issued its no objection, the Client shall upload a Notification on the e-Procurement Portal to notify the Consultants whose Proposals were considered non-responsive to the RFP and TOR or did not meet the minimum qualifying technical score. The Notification shall also include information relating to the Consultant's overall technical score, as well as scores obtained for each criterion and sub-criterion. The Notification shall also mention that the Financial Proposals of those Consultants whose Technical Proposals did not meet the minimum qualifying score shall not be opened. The Client shall simultaneously notify those Consultants that have achieved the minimum overall technical score and inform them of the date, time and location for online opening of the Financial Proposals. The opening date should allow the Consultants sufficient time to make arrangements for attending the opening. The Consultant's attendance at the opening of the Financial Proposals is optional and is at the Consultant's choice. **23.2** The Financial Proposals shall be opened online by the Client's evaluation committee in the presence of the representatives of those Consultants whose proposals have passed the minimum technical score. At the opening, the names of the Consultants, and the overall

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	technical scores, including the break-down by criterion, shall be read aloud first and recorded. The Financial Proposals shall be then opened, the total prices read aloud and recorded. Copy of the record of the opening shall be scanned and uploaded on the e-Procurement Portal for the information of the Consultants who submitted Proposals and the same will also be mailed to the Bank. .
24.1	ITC Clause 24.1.1 is substituted by the following: **24.1.1** If a Time-Based contract form is included in the RFP, the Client's evaluation committee will adjust the prices if they fail to reflect all inputs included for the respective activities or items in the Technical Proposal. The e-procurement system automatically calculates the amount in words from the amount in figures and automatically calculates the total amount. In case of discrepancy between the Technical and Financial Proposals in indicating quantities of input, the Technical Proposal prevails and the Client's evaluation committee shall correct the quantification indicated in the Financial Proposal so as to make it consistent with that indicated in the Technical Proposal, apply the relevant unit price included in the Financial Proposal to the corrected quantity, and correct the total Proposal cost. The evaluation committee will also adjust the prices if they fail to reflect all inputs in accordance with ITC Data Sheet Clause 14.1.3.
25.1	For the purpose of the evaluation, the Client will exclude: (a) all local identifiable indirect taxes such as Goods and Services Tax or similar taxes levied on the contract's invoices; and (b) all additional local indirect tax on the remuneration of services rendered by non-resident experts in the Client's country. If a Contract is awarded, at Contract negotiations, all such taxes will be discussed, finalized (using the itemized list as a guidance but not limiting to it) and added to the Contract amount as a separate line, also indicating which taxes shall be paid by the Consultant and which taxes are withheld and paid by the Client on behalf of the Consultant.
26.1	The single currency for the conversion of all prices expressed in various currencies into a single one is: **INR** The official source of the selling (exchange) rate is: **Rates declared by Reserve Bank of India (RBI)** The date of the exchange rate is: **Last date of Submission of RFP.**
27.1 (QCBS only)	The lowest price quoted in all evaluated Financial Proposals (F_m) will be awarded the maximum financial score (S_f) of 100. The formula for determining the financial scores (S_f) of all other Proposals is the following:

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	$S_f = 100 \text{ X } (F_m / F)$ Where; S_f = the financial score, F_m = the lowest price quoted in all evaluated Proposals, and F = the price quoted in the Proposal under consideration. The weights allocated to the Technical and Financial Proposals are: T = the weight given to the Technical Proposal = 70% P = the weight given to the Financial Proposal = 30% Proposals will be ranked according to their combined technical (S_t) and financial (S_f) scores using the weights) as follows: $S = (S_t \text{ X } T) + (S_f \text{ X } P)$
	D. Negotiations and Award
28.1	**Expected date and address for contract negotiations:** **Date**: 11TH December 2017 **Address:** The Managing Director Bihar State Educational Infrastructure Development Corporation Ltd Acharya Shivpujan Sahay Path, Bihar Rashtrabhasha Parishad Campus, Shiksha Bhawan, Saidpur, Patna-800004
30.1	The publication of the contract award information following the completion of the contract negotiations and contract signing will be done on the e-Procurement portal http://www.bseidc.in The publication will be done within 15 days after the contract signing.
30.2	**Expected date for the commencement of the Services:** **Date**: JANUARY, 2018 **at**: Patna

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Development Corporation Ltd., Patna

Section 3. Technical Proposal – Standard Forms

{Notes to Consultant shown in brackets { } throughout Section 3 provide guidance to the Consultant to prepare the Technical Proposal; they should not appear on the Proposals to be submitted.}

CHECKLIST OF REQUIRED FORMS

Required for FTP or STP (√)		FORM	DESCRIPTION	Page Limit
FTP	STP			
√	√	TECH-1	Technical Proposal Submission Form.	
"√" If applicable		TECH-1 Attachment	If the Proposal is submitted by a joint venture, attach a letter of intent or a copy of an existing agreement.	
"√" If applicable		Power of Attorney	No pre-set format/form. In the case of a Joint Venture, several are required: a power of attorney for the authorized representative of each JV member, and a power of attorney for the representative of the lead member to represent all JV members	
√		TECH-2	Consultant's Organization and Experience.	Not more than 10 pages
√		TECH-2A	A. Consultant's Organization	
√		TECH-2B	B. Consultant's Experience	
√		TECH-3	Comments or Suggestions on the Terms of Reference and on Counterpart Staff and Facilities to be provided by the Client.	
√		TECH-3A	A. On the Terms of Reference	
√		TECH-3B	B. On the Counterpart Staff and Facilities	
√	√	TECH-4	Description of the Approach, Methodology, and Work Plan for Performing the Assignment	Not more than 25 pages
√	√	TECH-5	Work Schedule and Planning for Deliverables	Not more than 5-7 pages
√	√	TECH-6	Team Composition, Key Experts Inputs, and attached Curriculum Vitae (CV)	Not more than 3-4 pages per CV.

All pages of the original Technical and Financial Proposal shall be initialled by the same authorized representative of the Consultant who signs the Proposal.

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FORM TECH-1

TECHNICAL PROPOSAL SUBMISSION FORM

{Location, Date}

To:

The Managing Director
Bihar State Educational Infrastructure Development Corporation Ltd
Acharya Shivpujan Sahay Path,
Bihar Rashtrabhasha Parishad Campus,
Shiksha Bhawan, Saidpur, Patna-800004

Dear Sirs:

We, the undersigned, offer to provide the consulting services for "Establishing Management Unit to Support "Enhancing Teacher Effectiveness in Bihar Operation, Bihar" in accordance with your Request for Proposals dated *[Insert Date]* and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and a Financial Proposal sealed in a separate envelope.

{If the Consultant is a joint venture, insert the following: We are submitting our Proposal a joint venture with: {Insert a list with full name and the legal address of each member, and indicate the lead member}. We have attached a copy {insert: "of our letter of intent to form a joint venture" or, if a JV is already formed, "of the JV agreement"} signed by every participating member, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture.

{OR

If the Consultant's Proposal includes Sub-consultants, insert the following: We are submitting our Proposal with the following firms as Sub-consultants: {Insert a list with full name and address of each Sub-consultant.}

We hereby declare that:

(a) All the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification by the Client and/or may be sanctioned by the Bank.

(b) Our Proposal shall be valid and remain binding upon us for the period of time specified in the Data Sheet, Clause 12.1.

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(c) We have no conflict of interest in accordance with ITC 3.

(d) We meet the eligibility requirements as stated in ITC 6, and we confirm our understanding of our obligation to abide by the Bank's policy in regard to corrupt and fraudulent practices as per ITC 5.

(e) We, along with any of our sub-consultants, subcontractors, suppliers, or service providers for any part of the contract, are not subject to, and not controlled by any entity or individual that is subject to, a temporary suspension or a debarment imposed by a member of the World Bank Group or a debarment imposed by the World Bank Group in accordance with the Agreement for Mutual Enforcement of Debarment Decisions between the World Bank and other development banks. Further, we are not ineligible under the Employer's country laws or official regulations or pursuant to a decision of the United Nations Security Council.

(f) In competing for (and, if the award is made to us, in executing) the Contract, we undertake to observe the laws against fraud and corruption, including bribery, in force in the country of the Client.

(g) Except as stated in the Data Sheet, Clause 12.1, we undertake to negotiate a Contract on the basis of the proposed Key Experts. We accept that the substitution of Key Experts for reasons other than those stated in ITC Clause 12 and ITC Clause 28.4 may lead to the termination of Contract negotiations.

(h) Our Proposal is binding upon us and subject to any modifications resulting from the Contract negotiations.

We undertake, if our Proposal is accepted and the Contract is signed, to initiate the Services related to the assignment no later than the date indicated in Clause 30.2 of the Data Sheet.

We understand that the Client is not bound to accept any Proposal that the Client receives.

We remain,

Yours sincerely,

Authorized Signature {In full and initials}: _____
Name and Title of Signatory: _____
Name of Consultant (company's name or JV's name):
In the capacity of: _____

Address: _____

a-3-2018

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Contact information (phone and e-mail): _____

{For a joint venture, either all members shall sign or only the lead member, in which case the power of attorney to sign on behalf of all members shall be attached}

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Development Corporation Ltd., Patna

FORM TECH-2 (FOR FULL TECHNICAL PROPOSAL ONLY)

CONSULTANT'S ORGANIZATION AND EXPERIENCE

{A brief description of the Consultant's organization and an outline of the recent experience of the Consultant that is most relevant to the assignment. In the case of a joint venture, information on similar assignments shall be provided for each partner. For each assignment, the outline should indicate the names of the Consultant's Key Experts and Sub-consultants who participated, the duration of the assignment, the contract amount (total and, if it was done in a form of a joint venture or a sub-consultancy, the amount paid to the Consultant), and the Consultant's role/involvement.}

A - Consultant's Organization

{1. Provide here a brief description of the background and organization of your company, and – in case of a joint venture – of each member for this assignment.

2. Include organizational chart, a list of Board of Directors, and beneficial ownership}

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B - Consultant's Experience

{1. List only previous similar assignments successfully completed in the last 5 years as on 31.03.2017.

2. List only those assignments for which the Consultant was legally contracted by the Client as a company or was one of the joint venture partners. Assignments completed by the Consultant's individual experts working privately or through other consulting firms cannot be claimed as the relevant experience of the Consultant, or that of the Consultant's partners or sub-consultants, but can be claimed by the Experts themselves in their CVs. The Consultant should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if so requested by the Client.}

Duration	Assignment name/& brief description of main deliverables/outputs	Name of Client & Country of Assignment	Approx. Contract value (in US$ equivalent)/ Amount paid to your firm	Role on the Assignment
{e.g., Jan.2009–Apr.2010}	{e.g., "Improvement quality of.....": designed master plan for rationalization of .....; }	{e.g., Ministry of ....., country}	{e.g., US$1 mill/US$0.5 mill}	{e.g., Lead partner in a JV A&B&C}
{e.g., Jan-May 2008}	{e.g., "Support to sub-national government....." : drafted secondary level regulations on.....}	{e.g., municipality of....., country}	{e.g., US$0.2 mil/US$0.2 mil}	{e.g., sole Consultant}

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FORM TECH-3 (FOR FULL TECHNICAL PROPOSAL)

COMMENTS AND SUGGESTIONS ON THE TERMS OF REFERENCE, COUNTERPART STAFF, AND FACILITIES TO BE PROVIDED BY THE CLIENT

{Form TECH-3: comments and suggestions on the Terms of Reference that could improve the quality/effectiveness of the assignment; and on requirements for counterpart staff and facilities, which are provided by the Client, including: administrative support, office space, local transportation, equipment, data, etc.}

A - On the Terms of Reference

{Improvements to the Terms of Reference, if any}

B - On Counterpart Staff and Facilities

{comments on counterpart staff and facilities to be provided by the Client. For example, administrative support, office space, local transportation, equipment, data, background reports, etc., if any}

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FORM TECH-4 (FOR FULL TECHNICAL PROPOSAL ONLY)

DESCRIPTION OF APPROACH, METHODOLOGY, AND WORK PLAN IN RESPONDING TO THE TERMS OF REFERENCE

Form TECH-4: a description of the approach, methodology and work plan for performing the assignment, including a detailed description of the proposed methodology and staffing for training, if the Terms of Reference specify training as a specific component of the assignment.

{Suggested structure of your Technical Proposal (in FTP format):

a) Technical Approach and Methodology
b) Work Plan
c) Organization and Staffing}

a) ***Technical Approach and Methodology.*** {Please explain your understanding of the objectives of the assignment as outlined in the Terms of Reference (TORs), the technical approach, and the methodology you would adopt for implementing the tasks to deliver the expected output(s), and the degree of detail of such output. Please do not repeat/copy the TORs in here.}

b) ***Work Plan.*** {Please outline the plan for the implementation of the main activities/tasks of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and tentative delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing your understanding of the TOR and ability to translate them into a feasible working plan. A list of the final documents (including reports) to be delivered as final output(s) should be included here. The work plan should be consistent with the Work Schedule Form.}

c) ***Organization and Staffing.*** {Please describe the structure and composition of your team, including the list of the Key Experts, Non-Key Experts and relevant technical and administrative support staff.}

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FORM TECH-5 (FOR FTP AND STP)

WORK SCHEDULE AND PLANNING FOR DELIVERABLES

N°	Deliverables [1] (D-..)	Months											
		1	2	3	4	5	6	7	8	9	.....	n	TOTAL
D-1	{e.g., Deliverable #1: Report A												
	1) data collection												
	2) drafting												
	3) inception report												
	4) incorporating comments												
	5)												
	6) delivery of final report to Client}												
D-2	{e.g., Deliverable #2:.....}												
n													

1 List the deliverables with the breakdown for activities required to produce them and other benchmarks such as the Client's approvals. For phased assignments, indicate the activities, delivery of reports, and benchmarks separately for each phase.
2 Duration of activities shall be indicated in a form of a bar chart.
3 Include a legend, if necessary, to help read the chart.

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FORM TECH-6 (FOR FTP AND STP)

TEAM COMPOSITION, ASSIGNMENT, AND KEY EXPERTS' INPUTS

N°	Name	Expert's input (in person/month) per each Deliverable (listed in TECH-5)								Total time-input (in Months)		
		Position		D-1	D-2	D-3	.....	D-...		Home	Field	Total
KEY EXPERTS												
K-1	{e.g., Mr. Abbbb}	[Team Leader]	*[Home]*	[2 month]	[1.0]	[1.0]						
			[Field]	[0.5 m]	[2.5]	[0]						
K-2												
K-3												
n												
								Subtotal				
NON-KEY EXPERTS												
N-1			*[Home]*									
			[Field]									
N-2												
n												
								Subtotal				
								Total				

1 For Key Experts, the input should be indicated individually for the same positions as required under the Data Sheet ITC21.1.

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2 Months are counted from the start of the assignment/mobilization. One (1) month equals twenty two (22) working (billable) days. One working (billable) day shall be not less than eight (8) working (billable) hours.

3 "Home" means work in the office in the expert's country of residence. "Field" work means work carried out in the Client's country or any other country outside the expert's country of residence.

Full time input

Part time input

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FORM TECH-6
(CONTINUED)

CURRICULUM VITAE (CV)

Position Title and No.	{e.g., K-1, TEAM LEADER}
Name of Expert:	{Insert full name}
Date of Birth:	{day/month/year}
Country of Citizenship/Residence	

Education: {List college/university or other specialized education, giving names of educational institutions, dates attended, degree(s)/diploma(s) obtained}

Employment record relevant to the assignment: {Starting with present position, list in reverse order. Please provide dates, name of employing organization, titles of positions held, types of activities performed and location of the assignment, and contact information of previous clients and employing organization(s) who can be contacted for references. Past employment that is not relevant to the assignment does not need to be included.}

Period	Employing organization and your title/position. Contact infor for references	Country	Summary of activities performed relevant to the Assignment
{e.g., May 2005-present}	{e.g., Ministry of ....., advisor/consultant to... For references: Tel...../e-mail.....; Mr. Hbbbbb, deputy minister}		

Membership in Professional Associations and Publications:

Language Skills (indicate only languages in which you can work):

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Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
{List all deliverables/tasks as in TECH- 5 in which the Expert will be involved)}	

Expert's contact information : (e-mail ..... phone.....)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

{day/month/year}

Name of Expert | Signature | Date

{day/month/year}

Name of authorized Representative of the Consultant (the same who signs the Proposal) | Signature | Date

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9-3-2014

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Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Section 4. Financial Proposal - Standard Forms

{*Notes to Consultant* shown in brackets { } provide guidance to the Consultant to prepare the Financial Proposals; they should not appear on the Financial Proposals to be submitted.}

Financial Proposal Standard Forms shall be used for the preparation of the Financial Proposal according to the instructions provided in Section 2.

FIN-1 Financial Proposal Submission Form

FIN-2 Summary of Costs

FIN-3 Breakdown of Remuneration, including Appendix A "Financial Negotiations - Breakdown of Remuneration Rates" in the case of QBS method

FIN-4 Reimbursable expenses

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Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

FORM FIN-1
FINANCIAL PROPOSAL SUBMISSION FORM

{Location, Date}

To:

The Managing Director
Bihar State Educational Infrastructure Development Corporation Ltd
Acharya Shivpujan Sahay Path,
Bihar Rashtrabhasha Parishad Campus,
Shiksha Bhawan, Saidpur, Patna-800004

Dear Sir,

We, the undersigned, offer to provide the consulting services for ***Establishing Management Unit to Support "Enhancing Teacher Effectiveness in Bihar Operation"*** in accordance with your Request for Proposal dated {Insert Date} and our Technical Proposal.

Our attached Financial Proposal is for the amount of {Indicate the corresponding to the amount(s) currency(ies)} {Insert amount(s) in words and figures}, *"excluding" of all indirect local taxes in accordance with Clause 25.1 in the Data Sheet.* The estimated amount of local indirect taxes is {Insert currency} {Insert amount in words and figures} which shall be confirmed or adjusted, if needed, during negotiations. {Please note that all amounts shall be the same as in Form FIN-2}.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal, i.e. before the date indicated in Clause 12.1 of the Data Sheet.

Commissions and gratuities paid or to be paid by us to an agent or any third party relating to preparation or submission of this Proposal and Contract execution, paid if we are awarded the Contract, are listed below:

Name and Address of Agents	Amount and Currency	Purpose of Commission or Gratuity

{If no payments are made or promised, add the following statement: "No commissions or gratuities have been or are to be paid by us to agents or any third party relating to this Proposal and Contract execution."}

We understand you are not bound to accept any Proposal you receive.

We remain,

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Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Yours sincerely,

Authorized Signature {In full and initials}: _____
Name and Title of Signatory: _____
In the capacity of: _____
Address: _____
E-mail: _____

{For a joint venture, either all members shall sign or only the lead member/consultant, in which case the power of attorney to sign on behalf of all members shall be attached}

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Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

FORM FIN-2 SUMMARY OF COSTS

Item	Cost			
	{Consultant must state the proposed Costs in accordance with Clause 16.4 of the Data Sheet; delete columns which are not used}			
	{Insert Foreign Currency # 1}	*{Insert Foreign Currency # 2, if used}*	*{Insert Foreign Currency # 3, if used}*	*{Insert Local Currency, if used and/or required (16.4 Data Sheet}*
Cost of the Financial Proposal				
Including:				
(1) **Remuneration**				
(2) **Reimbursables**				
Total Cost of the Financial Proposal: {Should match the amount in Form FIN-1}				
Indirect Local Tax Estimates – to be discussed and finalized at the negotiations if the Contract is awarded				
(i) Goods and Services Tax				
Total Estimate for Indirect Local Tax:				

Footnote: Payments will be made in the currency(ies) expressed above (Reference to ITC 16.4).

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FORM FIN-3 BREAKDOWN OF REMUNERATION

When used for **Lump-Sum contract** assignment, information to be provided in this Form shall only be used to demonstrate the basis for the calculation of the Contract's ceiling amount; to calculate applicable taxes at contract negotiations; and, if needed, to establish payments to the Consultant for possible additional services requested by the Client. This Form shall not be used as a basis for payments under Lump-Sum contracts

A. Remuneration

No.	Name	Position (as in TECH-6)	Person-month Remuneration Rate	Time Input in Person/Month (from TECH-6)	{Currency # 1- as in FIN-2}	{Currency # 2- as in FIN-2}	{Currency# 3- as in FIN-2}	{Local Currency- as in FIN-2}
	Key Experts							
K-1			[Home]					
			[Field]					
K-2								
	Non-Key Experts							
N-1			[Home]					
N-2			[Field]					
				Total Costs				

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FORM FIN-4 BREAKDOWN OF REIMBURSABLE EXPENSES

When used for Lump-Sum contract assignment, information to be provided in this Form shall only be used to demonstrate the basis for calculation of the Contract ceiling amount, to calculate applicable taxes at contract negotiations and, if needed, to establish payments to the Consultant for possible additional services requested by the Client. This form shall not be used as a basis for payments under Lump-Sum contracts

B. Reimbursable Expenses

N°	Type of Reimbursable Expenses	Unit	Unit Cost	Quantity	{Currency # 1- as in FIN-2}	{Currency # 2- as in FIN-2}	{Currency# 3- as in FIN-2}	{Local Currency- as in FIN-2}
	{e.g., Per diem allowances**}	{Day}						
	{e.g., International flights}	{Ticket}						
	{e.g., In/out airport transportation}	{Trip}						
	{e.g., Communication costs between Insert place and Insert place}							
	{ e.g., reproduction of reports}							
	{e.g., Office rent}							
	.....							
	{Training of the Client's personnel – if required in TOR}							
				Total Costs				

Legend:
"Per diem allowance" is paid for each night the expert is required by the Contract to be away from his/her usual place of residence. Client can set up a ceiling.

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Section 5. Eligible Countries

In reference to ITC6.3.2, for the information of shortlisted Consultants, at the present time firms, goods and services from the following countries are excluded from this selection:

Under the ITC 6.3.2 (a): None

Under the ITC 6.3.2 (b): None

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9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure
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Section 6. Bank Policy – Corrupt and Fraudulent Practices

(This Section 6 shall not be modified)

Guidelines for Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers, dated January 2011:

"Fraud and Corruption

1.23 It is the Bank's policy to require that Borrowers (including beneficiaries of Bank loans), consultants, and their agents (whether declared or not), sub-contractors, sub-consultants, service providers, or suppliers, and any personnel thereof, observe the highest standard of ethics during the selection and execution of Bank-financed contracts [footnote: In this context, any action taken by a consultant or any of its personnel, or its agents, or its sub-consultants, sub-contractors, services providers, suppliers, and/or their employees, to influence the selection process or contract execution for undue advantage is improper.]. In pursuance of this policy, the Bank:

(a) defines, for the purposes of this provision, the terms set forth below as follows:

(i) "corrupt practice" is the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party[2];

(ii) "fraudulent practice" is any act or omission, including misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain financial or other benefit or to avoid an obligation[3];

(iii) "collusive practices" is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party[4];

(iv) "coercive practices" is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party[5];

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[2] For the purpose of this sub-paragraph, "another party" refers to a public official acting in relation to the selection process or contract execution. In this context "public official" includes World Bank staff and employees of other organizations taking or reviewing selection decisions.

[3] For the purpose of this sub-paragraph, "party" refers to a public official; the terms "benefit" and "obligation" relate to the selection process or contract execution; and the "act or omission" is intended to influence the selection process or contract execution.

[4] For the purpose of this sub-paragraph, "parties" refers to participants in the procurement or selection process (including public officials) attempting either themselves, or through another person or entity not participating in the procurement or selection process, to simulate competition or to establish prices at artificial, non-competitive levels, or are privy to each other's bid prices or other conditions.

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(v) "obstructive practice" is

(aa) deliberately destroying, falsifying, altering, or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a Bank investigation into allegations of a corrupt, fraudulent, coercive, or collusive practice; and/or threatening, harassing, or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation, or

(bb) acts intended to materially impede the exercise of the Bank's inspection and audit rights;

(b) will reject a proposal for award if it determines that the consultant recommended for award or any of its personnel, or its agents, or its sub-consultants, sub-contractors, services providers, suppliers, and/or their employees, has, directly or indirectly, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for the contract in question;

(c) will declare misprocurement and cancel the portion of the Loan allocated to a contract if it determines at any time that representatives of the Borrower or of a recipient of any part of the proceeds of the Loan were engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices during the selection process or the implementation of the contract in question, without the Borrower having taken timely and appropriate action satisfactory to the Bank to address such practices when they occur, including by failing to inform the Bank in a timely manner they knew of the practices;

(d) will sanction a firm or an individual at any time, in accordance with prevailing Bank's sanctions procedures[6], including by publicly declaring such firm or an ineligible, either indefinitely or for a stated period of time: (i) to be awarded a Bank-financed contract, and (ii) to be a nominated[7] sub-consultant, supplier, or service provider of an otherwise eligible firm being awarded a Bank-financed contract.

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[5] For the purpose of this sub-paragraph, "party" refers to a participant in the selection process or contract execution.

[6] A firm or an individual may be declared ineligible to be awarded a Bank-financed contract upon (i) completion of the Bank's sanctions proceedings as per its sanctions procedures, including inter alia: cross-debarment as agreed with other International Financial Institutions, including Multilateral Development Banks, and through the application of the World Bank Group corporate administrative procurement sanctions procedures for fraud and corruption; and (ii) as a result of temporary suspension or early temporary suspension in connection with an ongoing sanctions proceedings. See footnote 12 and paragraph 8 of Appendix 1 of these Guidelines.

[7] A nominated sub-consultant, supplier, or service provider is one which has been either (i) included by the consultant in its proposal because it brings specific and critical experience and know-how that are accounted for in the technical evaluation of the consultant's proposal for the particular services; or (ii) appointed by the Borrower.

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Section 7. Terms of Reference

Establishing Management Unit to Support "Enhancing Teacher Effectiveness in Bihar Operation"

1. Background

The Department of Education (DoE) of the Government of Bihar (GoB) launched *Mission Gunwatta* (translates to Mission Quality) in the year 2013, with one of the key goals being: 'every child in Bihar enrolled in primary schools attains learning competencies of the class that he/she is in'. *Mission Gunwatta* was intended to enable a dramatic improvement in learning outcomes for primary learners, enable teacher educators to make a real difference to the classroom processes, and to support teacher training institutions become vibrant and effective. In 2014, the Government of Bihar requested the World Bank to support the Mission and help the Department in improving its teacher education system with the introduction of effective delivery mechanisms, institutional reforms and a robust training and professional development strategy.

The World Bank supported "Enhancing Teacher Effectiveness in Bihar Operation" was launched subsequently with the development objective of improving the effectiveness of elementary school teachers in Bihar. The Operation's key focus areas are (a) developing high-quality teacher education institutions for improved program delivery; (b) enabling certification of unqualified elementary school teachers and their continuous professional development; (c) developing an effective teacher management system with a robust monitoring and evaluation mechanism; (d) improving accountability mechanisms at the school level; and (e) improving financial and governance mechanisms. The outputs of the project are monitored annually through the Results Framework and are synchronized with a Disbursement Linked Indicators (DLI) matrix.

DoE is the key implementing agency for the project, and its Directorate of Research and Training (DR&T) housed in the Department itself, serves as the nodal agency for overseeing and co-coordinating implementation and fund flows to all other entities. Bihar State Educational Infrastructure Development Corporation Ltd. (BSEIDC) is the main procurement agency that handles procurement of all goods and services including civil works for infrastructure upgradation, multi-media content development, ICT hardware and consulting services etc. The State Council for Educational Research and Training (SCERT) is the academic lead of the project, and is responsible for curriculum and syllabus development, content and materials production, the development of teacher educators, capacity building of DIETS, BRCs and CRCs and managing the ICT and ODL architecture for teacher training.

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2. Objective(s) of the Assignment

The DoE / BSEIDC, GoB, intends to select an agency ("Consultant") to establish a "Management Unit" to support Enhancing Teacher effectiveness in Bihar operation with requisite experience and capabilities for providing adequate support and coordination with various project stakeholders and assisting government counterparts for successful implementation of the Project, and to achieve its objectives. The selection shall be applicable for a period of 3 (Three) Years.

The Consultant will deploy fulltime, onsite resources to establish a Management Unit (MU) under the administrative framework of DR&T at Patna, Bihar. The MU will primarily support three key agencies: (i) DR&T, (ii) BSEIDC, and (iii) SCERT, with respect to all their activities and responsibilities under the project. The MU will also be responsible for managing the monitoring and reporting requirements with regards to the World Bank support, including reporting on the Results Framework, Disbursement Linked Indicators (DLIs) and their verification, and other program achievements.

It is expected that the Consultant will primarily focus on implementation of the identified strategic initiatives as part of the operation, and will deploy resources with extensive experience in providing hands-on implementation support while working with public officials. The MU will serve as a nodal centre of action for all activities, and will partly be incentivized based on achievement of specific results. Any strategic advisory from the Consultant will largely be limited to identifying better ways of implementing identified activities.

As part of its strategic function, the MU will support the government in identifying fit-for-purpose ICT infrastructure for teacher education in Bihar based on government's strategic direction, align the needs with the latest market trends, and support BSEIDC in procurement, development, deployment, and maintenance of such relevant ICT infrastructure. At this stage, establishment of following ICT infrastructure has been planned / under implementation as part of the program:

a) Teacher Education Management Information System (TEMIS)
b) Learning Hub for teachers at SCERT
c) ICT Labs at teacher education institutions
d) Blended learning pilots in select schools
e) Handheld devices for data collection using BRCCs and BEOs
f) Enterprise Resource Planning (ERP) system at BSEIDC

Some of the above needs might be met through alternate provisions, and additional ICT

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requirements may arise during the engagement of the Consultant. It is expected that the Consultant will proactively assess, evaluate, and provide recommendations on the bouquet of ICT infrastructure planned / in-use, and their utility towards meeting program objectives. It will lead the procurement of relevant vendors, assess their conformance to specifications, requirements and service levels, and manage multiple and diverse stakeholders related to all technology initiatives. In this context, the Consultant shall play both strategic and operational roles effectively and shall make sure that all technology infrastructure is installed and operated effectively.

The engagement with the Consultant will also involve the time of the senior management of the Consultant who will be responsible for setting up regular review meetings with the BSEIDC, SCERT, and/or DoE and provide executive reports on progress and key challenges on all activities. He/she will also exchange the best practices/learning from other similar MUs that the Consultant manages to ensure quality of the highest order in the delivery of the services. The senior management from Consultant will be responsible for necessary continuity throughout the engagement, and the overall strategic direction.

It is expected that the Consultant will be extremely swift and agile in mobilizing and deploying the MU team; setting up the pre-requisite project management tools, document management system, contract management system, etc.; developing the implementation plan; and laying down the business processes and reporting mechanisms within a very short time-frame of being awarded the contract. **The hallmark of success will be the execution of on-ground activities and achievement of results, and not the provisioning of ideas, advice, and plans.**

3. Scope of Services, Tasks (Components) and Expected Deliverables

Consulting support is required under the following categories:

A. Project Management Support

a) Overall management of Teacher Education Project: create an organized work plan for the project with activities, milestones, timelines and resource plans and continuously monitor the schedule and activities. Prepare and disseminate an RACI matrix (Responsible, Accountable, Consulted, and Informed) for all key tasks and an escalation matrix for management of time/scope creeps. The consultant will preferably use an effective project management tool that tracks progress as per plan and provides a simplified dashboard for executive information around project progress and milestones. The tool should also have capabilities for issue tracking, document management, and reporting.

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b) Measure project baseline, deviations, deadlines and performance objectives; detect issues/inconsistencies in the plans and communicate to stakeholders.

c) Report on progress and results accomplished in specified time intervals across all areas of the work plan, cumulative deviations from plan and schedule, corrective actions taken, plan revisions, outstanding issues and expected actions from various stakeholders. The report should preferably be generated from the project management tool.

d) Analyze project financing conditions and results framework of the operation, including the Disbursement Linked Indicators (DLIs) and their verification protocols, and actions as per Program Action Plan (PAP).

There are six DLIs specific to the program interventions that are used for disbursement. Based on this, identify and include appropriate trigger action for disbursements in the work plan and provide timely support to the joint review missions and third party validations. The six DLIs focus on:

i) Ensuring requisite infrastructure of TE Institutions – requires monitoring and reporting on infrastructure upgradation work at teacher education institutions
ii) Ensuring capacity enhancement of TE institutions for effective TE delivery – requires support on staff vacancy status, and improvements in TEIDI scores, and their reporting
iii) Training and certification of unqualified teachers and continuous professional development (CPD) of teachers in service – requires support on D.El.Ed. and other CPD programs and reporting
iv) Ensuring teacher management and performance is effectively monitored and evaluated – requires support on TEMIS and policy formulation on teachers' incentives
v) Enhancing teacher accountability at school level – requires support on SMC strengthening activities, and reporting on attendance levels
vi) Strengthening procurement, financial systems and corporate governance framework in BSEIDC; and incentivizing compliance with State Treasury Rules by DR&T.

The government has hired an Independent Verification Agency (IVA) to validate the achievements under six DLIs identified above. The MU will manage the work of the IVA, fulfill its site-visit and data requests, review the deliverables, and ensure appropriate communication with the World Bank for reporting its findings.

e) Serve as the primary vehicle for all communication between various stakeholders; liaise with government institution and organizations concerned with the Project implementation like SCERT, DIETs, PTECs, BRCs and CRCs etc. and confer information regarding the

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quality of the training imparted in all these institutions by analyzing and interpreting TEMIS, TEIDI, teacher performance indicators, school report cards, UDISE and other relevant data.

f) Draft all key documents related to the project including preparation of agenda, invites, briefing notes, presentations, and meeting minutes for all key meetings; ad-hoc reports related to the project on need basis; reports and presentations for the World Bank; file notes for government proceedings; official memos, notices, orders, and letters; procurement and contractual documents; communication materials for various stakeholders; marketing materials such as operation briefs, achievement booklets and pamphlets, case studies, etc. Create an electronic copy of all project related documents, including legacy documents from the beginning of the project period, and manage all project related documents using an electronic document management system.

g) Organize key events related to the project such as conferences and seminars, round table discussions, knowledge exchange forums, special training programs, field visits by senior government officials and/or World Bank officials, etc.; prepare all documentation required for such events; and provide event management and logistics support.

B. *Financial Management Support*

a) Lead and implement the overall financial management of the Teacher Education Program, including but not limited to preparing of annual budget proposals relevant to the World Bank project, monitoring fund flows and internal controls, supporting SCERT/DIETs in operating using the mainstream treasury systems and BSEIDC in strengthening its financial management practices, building accounting capacity in the DRT and SCERT, and monitoring time cycles of external audits of BSEIDC.

b) Undertake all financial activities related to budget, providing technical support to expedite the operation as per the established processes for disbursement of funds for different activities related to project including but not limited to funds under the TA component being disbursed and spent using World Bank disbursement and procurement rules with appropriate arrangement of budget and flow of funds, accounting, internal controls, interim and annual reporting (submission of quarterly IUFRs) and external audits to be placed in the public domain.

c) Continuously follow-up so that disbursement modalities for each DLI are met depending on whether they are scalable (DLIs 1, 3, 5) or non-scalable (DLIs 2, 4, 6) in accordance with the verification by the Independent Verification Agency.

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d) Liaison with government institutions and organizations concerned with the Project implementation like SCERT, BSEIDC, DIETs, PTECs, BRCs & CRCs, etc. for financial management, data collection, and reporting.

e) Prepare all financial reports related to the program including but not limited to ensuring the preparation of program financial statements of various entities (BSEIDC, TA Component, and DRT, SCERT & DIETs).

f) Manage and coordinate external audit activities so that the required audit reports by the World Bank are available by their respective due dates. Follow up on compliance with the internal/external audit observations.

C. *Monitoring and Evaluation Support*

a) Perform overall monitoring and evaluation of Teacher Education Project including but not limited to developing annual reporting including teacher management reports (TEMIS), institutional functioning of DIETs, PTECs and BRCs as key entities for training delivery (TEIDI), teacher performance tracking systems, on-site monitoring support and trainee assessment systems, School Management Committees' reporting, tracking DLIs and operations outputs and outcomes, and evaluating the operation's effectiveness and the impact of (i) time-on-task and other teacher assessment tools, (ii) the use of ODL and ICT, and (iii) school based community monitoring and social audit (refer to III Operation Implementation, B Results Monitoring and Evaluation, p. 15 of PAD).

b) Develop and strengthen monitoring, inspection and evaluation procedures using the Teacher Education Management Information System (TEMIS which includes a web-enabled system with easy accessibility and centralized database of teachers uniquely identified with a given data centre architecture), a Teacher Education Institutional Development Index (TEIDI which maps readiness, comprehensively assesses and evaluates curricular shifts and innovative approaches) and Teacher Performance Indicators (creating teacher standards and competencies as well as inputs for the development of a training strategy).

c) Monitor all project activities, expenditure, and progress towards achieving the Project outputs and outcomes.

d) Recommend improvement of the program design by supporting frequent reviews and analyses of teacher performance and student assessment data at all levels, using change management approaches for problem solving and documenting successes and failures.

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e) Develop monitoring and impact indicator for the Project success as described in the framework which has been jointly agreed between the Government of Bihar and the World Bank to monitor milestones for achieving the program development objectives of the program-for-results lending instrument.

f) Plan and conduct appropriate evaluations as per agreed strategy to inform program design and logic.

g) Suggest strategies to the Nodal Officer for improving the efficiency and effectiveness of the Project by identifying bottlenecks in completing project activities and developing plans to minimize or eliminate such bottlenecks.

h) Report monthly, quarterly, half-yearly and annual progress on all project activities.

D. Procurement and Vendor Management Support

a) Manage the procurement and vendor management activities to achieve agreed results including but not limited to procurement of civil works for infrastructure up-gradation, multi-media content development, hardware, software, applications, advocacy and other consulting and non-consulting services.

b) Undertake overall responsibility of managing the Procurement Plan for the operation as agreed with the World Bank, driving individual activities as per the Procurement Plan, and periodically revising the plan as needed. For all procurement activities under the Procurement Plan as well as other procurement activities that fall within the purview of the overall operation, the MU responsibilities will include drafting all key procurement documents such as newspaper advertisements, expressions of interest, requests for proposals, draft contract agreements, etc., conducting market scan and preparing approach to market, conducting vendor meetings at various stages, supporting evaluation of proposals, seeking World Bank clearances and fulfilling all other World Bank requirements as needed, and recommending award of contracts.

c) Provide advice and implementation support on all aspects of procurement and vendor management including but not limited to supporting BSEIDC in playing the lead role in procurement under the program as per, among others, BSEIDC financial and technical rules where applicable, making use of e-Procurement system, ensuring sufficient number of procurement staff at BSEIDC and field-level engineers for supervision, and closing gaps identified. Effectively manage all contracts under the project preferably by using an electronic contract management system.

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d) Support BSEIDC in end-to-end vendor management activities including maintenance of a detailed, written audit trail of all discussions and agreements in the document management system established as per para A ("Project Management Support") above, documentation of key personnel and the team details (structure, numbers) of vendors, documentation of vendor tasks and rules of engagement, agreements on implementation strategies and reviewing vendor designs/plans and change requests, analysis and acceptance of outputs and deliverables, performance tracking against contracted scope and service levels, invoices and payment management, penalties, etc.

e) Ensure that goods and services are provided cost effectively to predetermined standards and in accordance with current tender and procurement regulations including but not limited to efficient functioning of BSEIDC procurement committees, developing a system of procurement planning, suggest improvement in bidding process, competition among bidders, contract administration and site supervision, on-time contract completion, prevention of cost overruns, quality assurance, and complaint redressal mechanism. In particular, prepare a procurement manual and standard bidding documents, implement a system of procurement planning, ensuring timely approval of awarding contract by BSEIDC Board of Directors (BoD), initiate a process of decentralization, conducting regular procurement post review, and establish a complaint handling and redress system/mechanism.

E. Support for Technology Initiatives

a) Assist in the articulation of specific system requirements as per identified ICT strategies and assessment of existing ICT infrastructure; collaborate with stakeholders to draft functional requirements of various solutions; support the procurement of third party services with responsibilities as laid out under para D ("Procurement and Vendor Management Support") above

b) Conduct vendor management tasks for ICT vendors including validation of critical deliverables such as functional requirement specification (FRS), design, solution architecture, deployment architecture, system requirements (hardware / software / data centre services) etc.

c) Assist in IT architecture governance activities to ensure that the implementation is in compliance to the architecture design and the agreed IT standards; ensure that the design and development is as per the agreed software development lifecycle; monitor implementation of document and source control tools; track all stages are signed off and agreed upon by all the relevant stakeholders.

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d) Coordinate User Acceptance Testing (UAT) activities for different applications and participate in defect review and closure processes to ensure UAT is successfully conducted; review all test reports to ensure software quality is good and free of defects and recommend sign-offs.

e) Review and ensure all SOPs and documentation are released as per the defined timelines of the tender documents.

f) Work with the procured ICT vendors to ensure the delivery of operations and maintenance tasks of the IT infrastructure covering activities such as application production support (release and deployment), technology management of IT infrastructure (database, server, network and security, storage, middleware, virtualization etc.), IT service management (incident management, problem management, asset & release management, capacity & performance management, change request management, IT helpdesk etc.), infrastructure monitoring, application performance and end user monitoring, specifications of products that the onboarding agencies need to comply with etc.

g) Assist in preparation of any change request documents by collating scope of changes, and supporting BSEIDC in managing the negotiations and implementation of the same with the ICT vendor(s) and/or other parties required for system integration and related services; review change management methodology, user training manual and other documentations for change management.

h) Using the project management tool as per para A ("Project Management Support") above, review the progress of ICT interventions vis-à-vis implementation plan, apprise management of the progress, make efforts to resolve implementation issues, and ensure timely completion of activities; review operations and maintenance reports such as SLA monitoring, KPI reports etc. for all procured ICT vendors, monitor their performance, identify and communicate exceptions for government attention.

i) Recommend any suitable changes in infrastructure, software and operational processes / procedures / guidelines to keep up with evolving needs and technologies by leveraging best practices from delivered assignments of the same complexity and scope.

j) Review overall performance of ICT systems, verify and recommend payments to selected vendors as per the milestones defined in the payment terms after achieving the milestone (SRS signoff, UAT, phase implementation milestones, operations and maintenance etc.) and incorporating any incentives and penalties.

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k) Using the document management system as per para A ("Project Management Support") above, maintain all ICT related systems data including the list of assets such as software licenses, infrastructure along with the configuration details, deployment in the data centres; capacity utilization; project artefacts; batch processes and scripts deployed in the data centres, etc.

l) Assist BSEIDC or a third-party agency in software/hardware audits (Functional & Security, ISO 27001 Audits, License Audits, and Operational Audits).

One of the specific interventions as identified in Para 2 ("Objective(s) of the Assignment") above is the development of a Learning Hub for teachers at SCERT. The activity will require planning and deployment of a customizable third party software, potentially working with external partners. For this activity, the responsibilities of the MU in addition to activities identified earlier will be to:

a) Enable and drive Learning Hub software development and manage its implementation; prepare an intent and vision document, and create a technology strategy detailing the customizations and configurations needed on selected third party software based on government goals and teachers' needs.
b) Coordinate with various Government and external partners to drive the content vision of the Learning Hub and develop a content strategy.
c) Create tools and processes to ensure that high-quality content is created and curated efficiently on the Learning Hub by teachers and teacher educators.
d) Conduct regular user testing to ensure that the Learning Hub platform has the right features and content for teacher professional development.
e) Create outreach, distribution and branding strategies to ensure adoption and sustained use of the Learning Hub by all teachers and teacher educators.

4. Team Composition and Qualification Requirements for the Key Experts (and any other requirements which will be used for evaluating the Key Experts under Data Sheet 21.1 of the ITC)

Based on the scope of services, the Consultant shall assess the actual requirement of the Key Experts for carrying out the assignment for different activities during the period of engagement. A reasonably sized team of Non-Key Expert(s) and allocation of additional senior management time may also be required to support the Key Experts.

The broad indicative requirement of only the Key Experts preferably having experience in programs financed by international development organizations, and results based programs, has

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been indicated in the table below. This team composition is generalized and the Consultants are free to prepare their own estimates of individual Key Experts' time inputs to carry out the assignment and to include the corresponding cost in their proposals. Attention of the Consultant is invited to ITC Data Sheet Clause 14.1.3 which stipulates the procedure for the purpose of evaluation and comparison of Proposals, if a Proposal includes less than the estimated total time-input of Key Experts provided in the said Clause for the 3 (Three) years' duration of the assignment.

The *curricula vitae* of the professionals shall be provided with the technical proposal. However, the *curricula vitae* of only the Key Experts will be evaluated for technical score. It is essential to ensure accuracy in the *curricula vitae* of Key Experts submitted with the proposals. The *curricula vitae* shall be signed by the consultants and the individuals and dated. Once technical proposals are received and opened, consultants shall not be required nor permitted to change the substance, the Key Experts, and so forth.

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Key Experts

The CVs of the professionals below will be evaluated for Technical Score during the technical evaluation.

Sl.	Position (Number)	Qualifications, Skills and Experience	FT/PT	Person-Months		
				Year 1	Year 2	Year 3
1.	Engagement Leader (1)	• Post-Graduate degree or equivalent in Management • Minimum 12 years of progressive experience in strategy, implementation, and transformation projects with at least 8 years' experience in managing/leading Central/State Government medium- to large-scale projects in the education sector • Experience as Team Leader/Project Director/Programme/Project Manager for minimum 5 projects in the public sector • Strong background in project management, implementation, monitoring, and evaluation • In-depth knowledge of education sector in India; teacher development policies, issues, international experiences; use of technology in education and technology-enabled learning models • Experience of working with MHRD, NCERT, NCTE, RIEs, NUEPA and other government agencies in the education ecosystem in India preferred • Track record of relevant publications and thought leadership • Exceptional leadership skills to manage diverse stakeholders and lead clients in public sector	PT	2	2	2
2.	Delivery Manager (1)	• Post-Graduate degree or equivalent in Management • Minimum 8 years of progressive experience in strategy and transformation projects with at least 5 years' experience in managing/leading Central/State Government medium- to large-scale projects in the education sector • Experience as Team Leader/Project Director/Programme/Project Manager for minimum 3 projects in the public sector • Strong background in project management, monitoring, and evaluation	FT	12	12	12

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		• Knowledge of teacher development policies, issues, international experiences, and technology-enabled learning models • Exceptional leadership skills to manage diverse stakeholders and lead clients in public sector				
3.	Monitoring & Evaluation Specialist (1)	• Post-Graduate degree in Management, Economics, Social Sciences, or M.Sc.(Statistics), or similar relevant disciplines from a reputed national/international institution • Minimum 8 years of experience in development sector monitoring, data management, and research with minimum 5 years' experience in managing/leading monitoring and evaluation functions of Central/State Government medium- to large-scale projects in the education sector • Experience and exposure to education indicators and data systems in India • Extensive experience in conducting studies and impact evaluation of large scale national/state level projects of Central/State Government in India	FT	12	12	12
4.	Finance Specialist (1)	• Post-Graduate degree or equivalent in Management / Finance or relevant disciplines, preferably CA/MBA (Finance) • Minimum 10 years of experience in designing, building and implementing financial management systems and procedures including preparation of financial reports, and financial statements • In-depth understanding of government accounting policies and procedures and ability to manage banking transactions and Government Accounts • Candidates well-versed / experienced with government procedures and /or extensive financial management experience in programs financed by international development organizations, especially results based programs, will be accorded preference • Proficiency in English and Hindi Language • Experiences of working in education project of State/Central Government or Central/State PSU	FT	12	12	12
5.	Procurement and Vendor Management	• Graduate degree from a reputed national/international institution; post-graduates preferred • Minimum 8 years of experience in designing and/or executing procurement	FT	12	12	0

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	Specialist (1)	of civil works, goods, consulting, and non-consulting services for Central/State Government in India or for multilateral financing institutions • Extensive knowledge and experience in vendor and contract management, preferably using online contract management tools • In-depth understanding of government procurement norms, guidelines and rules; knowledge of World Bank procurement guidelines highly desirable • Excellent writing and documentation skills, and good command on both English and Hindi languages				
6.	Teacher Training/ Management Specialist (2)	• Post-graduate degree in Education, Learning and Development, Economics, Social Work, Social Sciences, or similar relevant disciplines from a reputed national/international institution • Minimum 10 years of experience in school education and teacher-training ecosystem in India • In-depth understanding of domestic and international policies and programs in education and teacher training, distance education programs, and use of ICT in education	PT	12	6	6
7.	Technology Manager (1)	• B.E./B.Tech./MCA from a reputed national/international institution preferably in computer sciences or similar relevant disciplines; post-graduates preferred • Minimum 10 years of experience in technology/operations management, implementation of technology including software application design, development, and architecture preferably in public sector projects; experience with designing and implementing large scale e-education systems highly desirable • In-depth knowledge of industry best practices, education technology solutions, and technology-enablement in public sector environments • Expertise in preparation and review of technical documents around implementing IT related infrastructure solutions. • Experiences of working in education project of State/Central Government or Central/State PSU	FT	12	12	12

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Non-Key Experts

The CVs of the professionals need not be submitted. However, the successful Consultant shall submit the CVs on award of the contract and shall obtain approved from the Nodal Officer.

Sl.	Position (Number)	Qualifications, Skills and Experience	FT/PT	Person-Months		
				Year 1	Year 2	Year 3
1.	Monitoring & Evaluation Associate (1)	• Graduate degree in Management, Economics, Social Work, Social Sciences, or similar relevant disciplines from a reputed national/international institution; post-graduates preferred • Minimum 4 years of experience in development sector monitoring, data management, and research • Experience with studies and impact evaluation of large scale national/state level projects of Central/State Government in India • Proficiency in using statistical analysis software, such as SPSS, STATA, Excel; qualitative data analysis software (such as QSR) will be an asset.	FT	12	12	12
2.	Procurement and Vendor Management Associate (1)	• Graduate degree from a reputed national/international institution; post-graduates preferred • Minimum 4 years of experience in executing procurement of civil works, goods, consulting, and non-consulting services for Central/State Government in India or for multilateral financing agencies • Knowledge and experience in vendor and contract management, preferably using online contract management tools • Excellent writing and documentation skills, and good command on both English and Hindi languages	FT	12	12	12
3.	Technology Solutions Architect (1)	• B.E./B.Tech./MCA from a reputed national/international institution preferably in computer sciences or similar relevant disciplines; post-graduates preferred • Minimum 10 years of experience in design of overall solution/application	FT	12	12	0

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		architecture and sizing, integration of architecture blocks, data and information architecture, and security architecture • Should have architected and executed at least two major software applications or portals end-to-end • In-depth knowledge of industry best practices, education technology solutions, and technology-enablement in public sector environments • In-depth knowledge and experience with a wide range of online tools; planning, ideating and executing social media campaigns to increase engagement • Knowledge of the education sector and experience of working in politically demanding setups highly desirable • Excellent verbal and written communication skills, negotiation and sales skills an asset				
4.	**Digital Outreach Specialist (1)**	• Graduate degree in Marketing, Communications or similar relevant disciplines from a reputed national/international institution; post-graduates preferred • Minimum 8 years of experience in building digital marketing strategies, internet advertising, social media campaigns, search engine optimization, or related fields; experiences in public sector in India highly desirable • In-depth knowledge and experience with a wide range of online tools; planning, ideating and executing social media campaigns to increase engagement • Knowledge of the education sector and experience of working in politically demanding setups highly desirable • Excellent verbal and written communication skills, negotiation and sales skills an asset	FT	12	12	12
5.	**Collaboration Platform Specialist (1)**	• Graduate degree in Communications or similar relevant disciplines from a reputed national/international institution; post-graduates preferred • Minimum 8 years of experience in implementation of collaboration platforms; experiences in public sector in India highly desirable • In-depth knowledge and experience with web-based collaborative	FT	12	12	12

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		communication tools, driving user adoption and managing user-bases, web and content analytics, and stakeholder management • Conversant with audio/visual products and services in learning management, and training provision to end users • Strong written and verbal communication skills				
6.	Technical Analyst (2)	• B.E./B.Tech./MCA from a reputed national/international institution preferably in computer sciences or similar relevant disciplines; post-graduates preferred • Minimum 6 years of experience in functional and/or technical design of software, and software development preferably in public sector projects; experience with large scale e-education systems highly desirable • In-depth knowledge of software development lifecycle, technical architectures, web services and data models, requirements and design specifications, networking infrastructure, operations and maintenance of IT infrastructure including physical and on-cloud databases, middleware, network, and storage; industry best practices, and technology-enablement in public sector environments • Expertise in preparation and review of technical documents around implementing IT related infrastructure services	FT	12	12	12
7.	Program Associate (2)	• Graduate degree in Management, Economics, Social Work, Social Sciences, or similar relevant disciplines from a reputed national/international institution; post-graduates preferred • Minimum 4 years of experience of working in/with central/state governments in India in consulting or implementation role • Experience of documentation, report writing and preparing presentations	FT	12	12	12
8.	Learning Solutions Specialist (1)	• Graduate degree in Learning and Development or similar relevant disciplines from a reputed national/international institution; post-graduates preferred • Minimum 6 years of experience in learning and development programs; experiences in public sector in India preferred • Teaching or research experience in educational technology	FT	12	12	12

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		• Development and management of ODL based content materials and accessibility features. • Working experience in ODL system of education • Expertise in creating digital platforms for training and capacity building • Expertise in creating platforms for post-training assessments and evaluating training needs				
9.	**Expert Civil Works (1)**	• Bachelor/Master's Degree in Civil Engineering from a reputed University/College. • Minimum 15 years of experience in the civil constructions specifically with institutional or academic building works perfectly should have handled major construction projects. • Management experience of minimum 5 years as a Project Manager (Civil) is considered essential. • Knowledge of Auto CAD, STAAD, Primavera or Similar CAD software. • Ability to send and receive mails and work on MS Office.	FT	12	12	12

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5. Reporting Requirements and Time Schedule for Deliverables

Reporting Requirements –

Within 4 months of starting the assignment, the consultant will prepare an inception report that will include the detailed work plan and implementation schedule, RACI and escalation matrices, priority actions and milestones. In addition, the consultant will prepare a brief monthly report on the activities performed within 10 working days from the end of each month, and a detailed quarterly report within 10 working days from the end of each quarter. The consultant will also submit a final project report within one month of the completion of the project. The consultant will also be responsible for recording minutes of all relevant meetings and submitting them within 5 working days of each meeting.

The detailed contents of the reports on the status of project implementation will be discussed and agreed with the consultant. However, the reports are proposed to contain the following topics:

- Summary of main issues and obstacles, including recommended corrective action
- Summary of project progress, key accomplishments, including financial snapshots and progress against Program results framework and DLIs
- Progress and activities of the vendors including details of work accomplished
- List of invoices issued by vendors and their status
- Progress of systems development and other deliveries
- Progress of construction activities versus original schedule
- Planned activities for the next reporting period
- Changes in the scope of the Project and scope of services, including the list of issued change orders, if any
- Annexes (plans, schedules, progress photographs);

The Management Unit will report to the Director DR&T / Nodal Officer assigned for this purpose. The quality of service and performance will be reviewed as per the norms of the project.

Timelines for Project

The entire services mentioned under the scope of work under this TOR have to be delivered during 3 (Three) years of the contract period.

6. Client's Input and Counterpart Personnel

The Client will be responsible for the following –

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(a) Providing the Consultant access to all required documents, correspondence, and any other information associated with the project and as deemed necessary for performance according to the intended terms of reference under Section 7 of the RFP

(b) Providing the Consultant office space along with internet access, as determined by the Project Director/ Nodal Officer.

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PART II

Section 8. Conditions of Contract and Contract Forms

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FORM OF CONTRACT

Consultant's Services

Time-Based

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

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CONTRACT FOR CONSULTANT'S SERVICES
Time-Based

Project Name Enhancing Teacher effectiveness in Bihar operation
[Credit] **No.** 5578-IN

Contract No. _____

between

9-3-2016
Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Medhavi Techno Concept Pvt. Ltd.

Bihar State Educational Infrastructure Development Corporation Ltd

and

[Name of the Consultant]

Dated: _____

I. Form of Contract

TIME-BASED

(Text in brackets [ ] is optional; all notes should be deleted in the final text)

This CONTRACT (hereinafter called the "Contract") is made the *[number]* day of the month of *[month]*, *[year]*, between, on the one hand, *Bihar State Educational Infrastructure Development Corporation Ltd* (hereinafter called the "Client") and, on the other hand, *[name of Consultant]* (hereinafter called the "Consultant").

[If the Consultant consist of more than one entity, the above should be partially amended to read as follows: "…(hereinafter called the "Client") and, on the other hand, a Joint Venture (name of the JV) consisting of the following entities, each member of which will be jointly and severally liable to the Client for all the Consultant's obligations under this Contract, namely, *[name of member]* and *[name of member]* (hereinafter called the "Consultant").]

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Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

WHEREAS

(a) the Client has requested the Consultant to provide certain consulting services as defined in this Contract (hereinafter called the "Services");

(b) the Consultant, having represented to the Client that it has the required professional skills, expertise and technical resources, has agreed to provide the Services on the terms and conditions set forth in this Contract;

(c) the Client has received a credit from *International Development Association (IDA)]* toward the cost of the Services and intends to apply a portion of the proceeds of this Credit to eligible payments under this Contract, it being understood that (i) payments by the Bank will be made only at the request of the Client and upon approval by the Bank; (ii) such payments will be subject, in all respects, to the terms and conditions of the financing agreement, including prohibitions of withdrawal from the Credit account for the purpose of any payment to persons or entities, or for any import of goods, if such payment or import, to the knowledge of the Bank, is prohibited by the decision of the United Nations Security council taken under Chapter VII of the Charter of the United Nations; and (iii) no party other than the Client shall derive any rights from the financing agreement or have any claim to the Credit proceeds;

NOW THEREFORE the parties hereto hereby agree as follows:

1. The following documents attached hereto shall be deemed to form an integral part of this Contract:

(a) The General Conditions of Contract (including Attachment 1 "Bank Policy – Corrupt and Fraudulent Practices);
(b) The Special Conditions of Contract;
(c) Appendices:

Appendix A: Terms of Reference
Appendix B: Key Experts
Appendix C: Remuneration Cost Estimates
Appendix D: Reimbursables Cost Estimates
Appendix E: Form of Advance Payments Guarantee

In the event of any inconsistency between the documents, the following order of precedence shall prevail: the Special Conditions of Contract; the General Conditions of Contract, including Attachment 1; Appendix A; Appendix B; Appendix C and Appendix D; Appendix E. Any reference to this Contract shall include, where the context permits, a reference to its Appendices.

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2. The mutual rights and obligations of the Client and the Consultant shall be as set forth in the Contract, in particular:

(a) the Consultant shall carry out the Services in accordance with the provisions of the Contract; and
(b) the Client shall make payments to the Consultant in accordance with the provisions of the Contract.

IN WITNESS WHEREOF, the Parties hereto have caused this Contract to be signed in their respective names as of the day and year first above written.

For and on behalf of *[Bihar State Educational Infrastructure Development Corporation Ltd*

Managing Director
Bihar State Educational Infrastructure Development Corporation Ltd

_____
[Authorized Representative of the Client – name, title and signature]

For and on behalf of *[Name of Consultant or Name of a Joint Venture]*

_____
[Authorized Representative of the Consultant – name and signature]

[For a joint venture, either all members shall sign or only the lead member, in which case the power of attorney to sign on behalf of all members shall be attached.]

For and on behalf of each of the members of the Consultant [insert the name of the Joint Venture]

[Name of the lead member]

_____
[Authorized Representative on behalf of a Joint Venture]

[add signature blocks for each member if all are signing]

Meghel Techno Concept Pvt. Ltd.

9-3-2016
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II. General Conditions of Contract

A. General Provisions

1. Definitions

1.1. Unless the context otherwise requires, the following terms whenever used in this Contract have the following meanings:

(a) "Applicable Guidelines" means the Guidelines for Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers, dated January 2011 ("Consultants' Guidelines").

(b) "Applicable Law" means the laws and any other instruments having the force of law in the Client's country, or in such other country as may be specified in the **Special Conditions of Contract (SCC)**, as they may be issued and in force from time to time.

(c) "Bank" means the International Bank for Reconstruction and Development (IBRD) or the International Development Association (IDA).

(d) "Borrower" means the Government, Government agency or other entity that signs the financing agreement with the Bank.

(e) "Client" means the implementing agency that signs the Contract for the Services with the Selected Consultant.

(f) "Consultant" means a legally-established professional consulting firm or entity selected by the Client to provide the Services under the signed Contract.

(g) "Contract" means the legally binding written agreement signed between the Client and the Consultant and which includes all the attached documents listed in its paragraph 1 of the Form of Contract (the General Conditions (GCC), the Special Conditions (SCC), and the Appendices).

(h) "Day" means a working day unless indicated otherwise.

(i) "Effective Date" means the date on which this Contract comes into force and effect pursuant to Clause GCC 11.

(j) "Experts" means, collectively, Key Experts, Non-Key Experts, or any other personnel of the Consultant, Sub-consultant or JV member(s) assigned by the Consultant to perform the Services or any part thereof under the Contract.

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(k) "Foreign Currency" means any currency other than the currency of the Client's country.

(l) "GCC" means these General Conditions of Contract.

(m) "Government" means the government of the Client's country.

(n) "Joint Venture (JV)" means an association with or without a legal personality distinct from that of its members, of more than one entity where one member has the authority to conduct all businesses for and on behalf of any and all the members of the JV, and where the members of the JV are jointly and severally liable to the Client for the performance of the Contract.

(o) "Key Expert(s)" means an individual professional whose skills, qualifications, knowledge and experience are critical to the performance of the Services under the Contract and whose Curricula Vitae (CV) was taken into account in the technical evaluation of the Consultant's proposal.

(p) "Local Currency" means the currency of the Client's country.

(q) "Non-Key Expert(s)" means an individual professional provided by the Consultant or its Sub-consultant to perform the Services or any part thereof under the Contract.

(r) "Party" means the Client or the Consultant, as the case may be, and "Parties" means both of them.

(s) "SCC" means the Special Conditions of Contract by which the GCC may be amended or supplemented but not over-written.

(t) "Services" means the work to be performed by the Consultant pursuant to this Contract, as described in Appendix A hereto.

(u) "Sub-consultants" means an entity to whom/which the Consultant subcontracts any part of the Services while remaining solely liable for the execution of the Contract.

(v) "Third Party" means any person or entity other than the Government, the Client, the Consultant or a Sub-consultant.

2. Relationship between the Parties

2.1. Nothing contained herein shall be construed as establishing a relationship of master and servant or of principal and agent as between the Client and the Consultant. The Consultant, subject to this Contract, has complete charge of the Experts and Sub-consultants, if any, performing the Services and shall be fully responsible for the Services performed by them or on their behalf hereunder.

3. Law Governing

3.1. This Contract, its meaning and interpretation, and the relation

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Contract		between the Parties shall be governed by the Applicable Law.
4. Language	4.1.	This Contract has been executed in the language specified in the **SCC**, which shall be the binding and controlling language for all matters relating to the meaning or interpretation of this Contract.
5. Headings	5.1.	The headings shall not limit, alter or affect the meaning of this Contract.
6. Communications	6.1.	Any communication required or permitted to be given or made pursuant to this Contract shall be in writing in the language specified in Clause GCC 4. Any such notice, request or consent shall be deemed to have been given or made when delivered in person to an authorized representative of the Party to whom the communication is addressed, or when sent to such Party at the address specified in the **SCC**.
	6.2.	A Party may change its address for notice hereunder by giving the other Party any communication of such change to the address specified in the **SCC**.
7. Location	7.1.	The Services shall be performed at such locations as are specified in **Appendix A** hereto and, where the location of a particular task is not so specified, at such locations, whether in the Government's country or elsewhere, as the Client may approve.
8. Authority of Member in Charge	8.1.	In case the Consultant is a Joint Venture, the members hereby authorize the member specified in the **SCC** to act on their behalf in exercising all the Consultant's rights and obligations towards the Client under this Contract, including without limitation the receiving of instructions and payments from the Client.
9. Authorized Representatives	9.1.	Any action required or permitted to be taken, and any document required or permitted to be executed under this Contract by the Client or the Consultant may be taken or executed by the officials specified in the **SCC**.
10. Corrupt and Fraudulent Practices	10.1.	The Bank requires compliance with its policy in regard to corrupt and fraudulent practices as set forth in **Attachment 1** to the GCC.
a. Commissions and Fees	10.2.	The Client requires the Consultant to disclose any commissions or fees that may have been paid or are to be paid to agents or any other party with respect to the selection process or execution of the Contract. The information disclosed must include at least the name and address of the agent or other party, the amount and currency, and the purpose of the commission, gratuity or fee. Failure to disclose such commissions, gratuities or fees may result in termination

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of the Contract and/or sanctions by the Bank.

B. Commencement, Completion, Modification and Termination of Contract

11. Effectiveness of Contract

11.1. This Contract shall come into force and effect on the date (the "Effective Date") of the Client's notice to the Consultant instructing the Consultant to begin carrying out the Services. This notice shall confirm that the effectiveness conditions, if any, listed in the SCC have been met.

12. Termination of Contract for Failure to Become Effective

12.1. If this Contract has not become effective within such time period after the date of Contract signature as specified in the SCC, either Party may, by not less than twenty two (22) days written notice to the other Party, declare this Contract to be null and void, and in the event of such a declaration by either Party, neither Party shall have any claim against the other Party with respect hereto.

13. Commencement of Services

13.1. The Consultant shall confirm availability of Key Experts and begin carrying out the Services not later than the number of days after the Effective Date specified in the SCC.

14. Expiration of Contract

14.1. Unless terminated earlier pursuant to Clause GCC 19 hereof, this Contract shall expire at the end of such time period after the Effective Date as specified in the SCC.

15. Entire Agreement

15.1. This Contract contains all covenants, stipulations and provisions agreed by the Parties. No agent or representative of either Party has authority to make, and the Parties shall not be bound by or be liable for, any statement, representation, promise or agreement not set forth herein.

16. Modifications or Variations

16.1. Any modification or variation of the terms and conditions of this Contract, including any modification or variation of the scope of the Services, may only be made by written agreement between the Parties. However, each Party shall give due consideration to any proposals for modification or variation made by the other Party.

16.2. In cases of substantial modifications or variations, the prior written consent of the Bank is required.

17. Force Majeure

a. Definition

17.1. For the purposes of this Contract, "Force Majeure" means an event which is beyond the reasonable control of a Party, is not foreseeable, is unavoidable, and makes a Party's performance of its obligations hereunder impossible or so impractical as reasonably to be considered impossible under the circumstances, and subject to those requirements

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includes, but is not limited to, war, riots, civil disorder, earthquake, fire, explosion, storm, flood or other adverse weather conditions, strikes, lockouts or other industrial action confiscation or any other action by Government agencies.

17.2. Force Majeure shall not include (i) any event which is caused by the negligence or intentional action of a Party or such Party's Experts, Sub-consultants or agents or employees, nor (ii) any event which a diligent Party could reasonably have been expected to both take into account at the time of the conclusion of this Contract, and avoid or overcome in the carrying out of its obligations hereunder.

17.3. Force Majeure shall not include insufficiency of funds or failure to make any payment required hereunder.

b. No Breach of Contract

17.4. The failure of a Party to fulfill any of its obligations hereunder shall not be considered to be a breach of, or default under, this Contract insofar as such inability arises from an event of Force Majeure, provided that the Party affected by such an event has taken all reasonable precautions, due care and reasonable alternative measures, all with the objective of carrying out the terms and conditions of this Contract.

c. Measures to be Taken

17.5. A Party affected by an event of Force Majeure shall continue to perform its obligations under the Contract as far as is reasonably practical, and shall take all reasonable measures to minimize the consequences of any event of Force Majeure.

17.6. A Party affected by an event of Force Majeure shall notify the other Party of such event as soon as possible, and in any case not later than fourteen (14) calendar days following the occurrence of such event, providing evidence of the nature and cause of such event, and shall similarly give written notice of the restoration of normal conditions as soon as possible.

17.7. Any period within which a Party shall, pursuant to this Contract, complete any action or task, shall be extended for a period equal to the time during which such Party was unable to perform such action as a result of Force Majeure.

17.8. During the period of their inability to perform the Services as a result of an event of Force Majeure, the Consultant, upon instructions by the Client, shall either:

(a) demobilize, in which case the Consultant shall be reimbursed

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for additional costs they reasonably and necessarily incurred, and, if required by the Client, in reactivating the Services; or

(b) continue with the Services to the extent reasonably possible, in which case the Consultant shall continue to be paid under the terms of this Contract and be reimbursed for additional costs reasonably and necessarily incurred.

17.9. In the case of disagreement between the Parties as to the existence or extent of Force Majeure, the matter shall be settled according to Clauses GCC 48 & 49.

18. Suspension

18.1. The Client may, by written notice of suspension to the Consultant, suspend all payments to the Consultant hereunder if the Consultant fails to perform any of its obligations under this Contract, including the carrying out of the Services, provided that such notice of suspension (i) shall specify the nature of the failure, and (ii) shall request the Consultant to remedy such failure within a period not exceeding thirty (30) calendar days after receipt by the Consultant of such notice of suspension.

19. Termination

19. 1 This Contract may be terminated by either Party as per provisions set up below:

a. By the Client

19.1.1 The Client may terminate this Contract in case of the occurrence of any of the events specified in paragraphs (a) through (f) of this Clause. In such an occurrence the Client shall give at least thirty (30) calendar days' written notice of termination to the Consultant in case of the events referred to in (a) through (d); at least sixty (60) calendar days' written notice in case of the event referred to in (e); and at least five (5) calendar days' written notice in case of the event referred to in (f):

(a) If the Consultant fails to remedy a failure in the performance of its obligations hereunder, as specified in a notice of suspension pursuant to Clause GCC 18;

(b) If the Consultant becomes (or, if the Consultant consists of more than one entity, if any of its members becomes) insolvent or bankrupt or enter into any agreements with their creditors for relief of debt or take advantage of any law for the benefit of debtors or go into liquidation or receivership whether compulsory or voluntary;

(c) If the Consultant fails to comply with any final decision reached as a result of arbitration proceedings pursuant to

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Clause GCC 49.1;

(d) If, as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than sixty (60) calendar days;

(e) If the Client, in its sole discretion and for any reason whatsoever, decides to terminate this Contract;

(f) If the Consultant fails to confirm availability of Key Experts as required in Clause GCC 13.

19.1.2 Furthermore, if the Client determines that the Consultant has engaged in corrupt, fraudulent, collusive, coercive or obstructive practices, in competing for or in executing the Contract, then the Client may, after giving fourteen (14) calendar days written notice to the Consultant, terminate the Consultant's employment under the Contract.

b. By the Consultant

19.1.3 The Consultant may terminate this Contract, by not less than thirty (30) calendar days' written notice to the Client, in case of the occurrence of any of the events specified in paragraphs (a) through (d) of this Clause.

(a) If the Client fails to pay any money due to the Consultant pursuant to this Contract and not subject to dispute pursuant to Clauses GCC 49.1 within forty-five (45) calendar days after receiving written notice from the Consultant that such payment is overdue.

(b) If, as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than sixty (60) calendar days.

(c) If the Client fails to comply with any final decision reached as a result of arbitration pursuant to Clause GCC 49.1.

(d) If the Client is in material breach of its obligations pursuant to this Contract and has not remedied the same within forty-five (45) days (or such longer period as the Consultant may have subsequently approved in writing) following the receipt by the Client of the Consultant's notice specifying such breach.

c. Cessation of Rights and Obligations

19.1.4 Upon termination of this Contract pursuant to Clauses GCC 12 or GCC 19 hereof, or upon expiration of this Contract pursuant to Clause GCC 14, all rights and obligations of the Parties hereunder shall cease, except (i) such rights and

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obligations as may have accrued on the date of termination or expiration, (ii) the obligation of confidentiality set forth in Clause GCC 22, (iii) the Consultant's obligation to permit inspection, copying and auditing of their accounts and records set forth in Clause GCC 25, and (iv) any right which a Party may have under the Applicable Law.

d. Cessation of Services

19.1.5 Upon termination of this Contract by notice of either Party to the other pursuant to Clauses GCC 19a or GCC 19b, the Consultant shall, immediately upon dispatch or receipt of such notice, take all necessary steps to bring the Services to a close in a prompt and orderly manner and shall make every reasonable effort to keep expenditures for this purpose to a minimum. With respect to documents prepared by the Consultant and equipment and materials furnished by the Client, the Consultant shall proceed as provided, respectively, by Clauses GCC 27 or GCC 28.

e. Payment upon Termination

19.1.6 Upon termination of this Contract, the Client shall make the following payments to the Consultant:

(a) remuneration for Services satisfactorily performed prior to the effective date of termination, and reimbursable expenditures for expenditures actually incurred prior to the effective date of termination; and pursuant to Clause 42;

(b) in the case of termination pursuant to paragraphs (d) and (e) of Clause GCC 19.1.1, reimbursement of any reasonable cost incidental to the prompt and orderly termination of this Contract, including the cost of the return travel of the Experts.

C. Obligations of the Consultant

20. General

a. Standard of Performance

20.1 The Consultant shall perform the Services and carry out the Services with all due diligence, efficiency and economy, in accordance with generally accepted professional standards and practices, and shall observe sound management practices, and employ appropriate technology and safe and effective equipment, machinery, materials and methods. The Consultant shall always act, in respect of any matter relating to this Contract or to the Services, as a faithful adviser to the Client, and shall at all times support and safeguard the Client's legitimate interests in any dealings with the third parties.

20.2 The Consultant shall employ and provide such qualified and

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experienced Experts and Sub-consultants as are required to carry out the Services.

20.3 The Consultant may subcontract part of the Services to an extent and with such Key Experts and Sub-consultants as may be approved in advance by the Client. Notwithstanding such approval, the Consultant shall retain full responsibility for the Services.

b. Law Applicable to Services

20.4 The Consultant shall perform the Services in accordance with the Contract and the Applicable Law and shall take all practicable steps to ensure that any of its Experts and Sub-consultants, comply with the Applicable Law.

20.5 Throughout the execution of the Contract, the Consultant shall comply with the import of goods and services prohibitions in the Client's country when

(a) as a matter of law or official regulations, the Borrower's country prohibits commercial relations with that country; or

(b) by an act of compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, the Borrower's Country prohibits any import of goods from that country or any payments to any country, person, or entity in that country.

20.6 The Client shall notify the Consultant in writing of relevant local customs, and the Consultant shall, after such notification, respect such customs.

21. Conflict of Interests

21.1 The Consultant shall hold the Client's interests paramount, without any consideration for future work, and strictly avoid conflict with other assignments or their own corporate interests.

a. Consultant Not to Benefit from Commissions, Discounts, etc.

21.1.1 The payment of the Consultant pursuant to GCC F (Clauses GCC 41 through 46) shall constitute the Consultant's only payment in connection with this Contract and, subject to Clause GCC 21.1.3, the Consultant shall not accept for its own benefit any trade commission, discount or similar payment in connection with activities pursuant to this Contract or in the discharge of its obligations hereunder, and the Consultant shall use its best efforts to ensure that any Sub-consultants, as well as the Experts and agents of either of them, similarly shall not receive any such additional payment.

21.1.2 Furthermore, if the Consultant, as part of the Services, has the responsibility of advising the Client on the procurement of goods, works or services, the Consultant shall comply with

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the Bank's Applicable Guidelines, and shall at all times exercise such responsibility in the best interest of the Client. Any discounts or commissions obtained by the Consultant in the exercise of such procurement responsibility shall be for the account of the Client.

b. Consultant and Affiliates Not to Engage in Certain Activities

21.1.3 The Consultant agrees that, during the term of this Contract and after its termination, the Consultant and any entity affiliated with the Consultant, as well as any Sub-consultants and any entity affiliated with such Sub-consultants, shall be disqualified from providing goods, works or non-consulting services resulting from or directly related to the Consultant's Services for the preparation or implementation of the project, unless otherwise indicated in the SCC.

c. Prohibition of Conflicting Activities

21.1.4 The Consultant shall not engage, and shall cause its Experts as well as its Sub-consultants not to engage, either directly or indirectly, in any business or professional activities that would conflict with the activities assigned to them under this Contract.

d. Strict Duty to Disclose Conflicting Activities

21.1.5 The Consultant has an obligation and shall ensure that its Experts and Sub-consultants shall have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of their Client, or that may reasonably be perceived as having this effect. Failure to disclose said situations may lead to the disqualification of the Consultant or the termination of its Contract.

22. Confidentiality

22.1 Except with the prior written consent of the Client, the Consultant and the Experts shall not at any time communicate to any person or entity any confidential information acquired in the course of the Services, nor shall the Consultant and the Experts make public the recommendations formulated in the course of, or as a result of, the Services.

23. Liability of the Consultant

23.1 Subject to additional provisions, if any, set forth in the SCC, the Consultant's liability under this Contract shall be as determined under the Applicable Law.

24. Insurance to be Taken out by the Consultant

24.1 The Consultant (i) shall take out and maintain, and shall cause any Sub-consultants to take out and maintain, at its (or the Sub-consultants', as the case may be) own cost but on terms and conditions approved by the Client, insurance against the risks, and for the coverage specified in the SCC, and (ii) at the Client's request, shall provide evidence to the Client showing that such insurance has been taken out and maintained and that the current premiums therefore have been paid. The Consultant shall ensure that such

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insurance is in place prior to commencing the Services as stated in Clause GCC 13.

25. Accounting, Inspection and Auditing

25.1 The Consultant shall keep, and shall make all reasonable efforts to cause its Sub-consultants to keep, accurate and systematic accounts and records in respect of the Services in such form and detail as will clearly identify relevant time changes and costs.

25.2. The Consultant shall permit and shall cause its Sub-consultants to permit, the Bank and/or persons appointed by the Bank to inspect the Site and/or all accounts and records relating to the performance of the Contract and the submission of the Proposal to provide the Services, and to have such accounts and records audited by auditors appointed by the Bank if requested by the Bank. The Consultant's attention is drawn to Clause GCC 10 which provides, inter alia, that acts intended to materially impede the exercise of the Bank's inspection and audit rights provided for under this Clause GCC25.2 constitute a prohibited practice subject to contract termination (as well as to a determination of ineligibility under the Bank's prevailing sanctions procedures.)

26. Reporting Obligations

26.1 The Consultant shall submit to the Client the reports and documents specified in **Appendix A**, in the form, in the numbers and within the time periods set forth in the said Appendix.

27. Proprietary Rights of the Client in Reports and Records

27.1 Unless otherwise indicated in the **SCC**, all reports and relevant data and information such as maps, diagrams, plans, databases, other documents and software, supporting records or material compiled or prepared by the Consultant for the Client in the course of the Services shall be confidential and become and remain the absolute property of the Client. The Consultant shall, not later than upon termination or expiration of this Contract, deliver all such documents to the Client, together with a detailed inventory thereof. The Consultant may retain a copy of such documents, data and/or software but shall not use the same for purposes unrelated to this Contract without prior written approval of the Client.

27.2 If license agreements are necessary or appropriate between the Consultant and third parties for purposes of development of the plans, drawings, specifications, designs, databases, other documents and software, the Consultant shall obtain the Client's prior written approval to such agreements, and the Client shall be entitled at its discretion to require recovering the expenses related to the development of the program(s) concerned. Other restrictions about the future use of these documents and software, if any, shall be specified in the **SCC**.

28. Equipment, Vehicles and

28.1 Equipment, vehicles and materials made available to the Consultant by the Client, or purchased by the Consultant wholly or

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partly with funds provided by the Client, shall be the property of the Client and shall be marked accordingly. Upon termination or expiration of this Contract, the Consultant shall make available to the Client an inventory of such equipment, vehicles and materials and shall dispose of such equipment, vehicles and materials in accordance with the Client's instructions. While in possession of such equipment, vehicles and materials, the Consultant, unless otherwise instructed by the Client in writing, shall insure them at the expense of the Client in an amount equal to their full replacement value.

28.2 Any equipment or materials brought by the Consultant or its Experts into the Client's country for the use either for the project or personal use shall remain the property of the Consultant or the Experts concerned, as applicable.

D. Consultant's Experts and Sub-Consultants

29. Description of Key Experts

29.1 The title, agreed job description, minimum qualification and time-input estimates to carry out the Services of each of the Consultant's Key Experts are described in **Appendix B.**

29.2 If required to comply with the provisions of Clause GCC 20a, adjustments with respect to the estimated time-input of Key Experts set forth in **Appendix B** may be made by the Consultant by a written notice to the Client, provided (i) that such adjustments shall not alter the original time-input estimates for any individual by more than 10% or one week, whichever is larger; and (ii) that the aggregate of such adjustments shall not cause payments under this Contract to exceed the ceilings set forth in Clause GCC 41.2.

29.3 If additional work is required beyond the scope of the Services specified in **Appendix A**, the estimated time-input for the Key Experts may be increased by agreement in writing between the Client and the Consultant. In case where payments under this Contract exceed the ceilings set forth in Clause GCC 41.1, the Parties shall sign a Contract amendment.

30. Replacement of Key Experts

30.1 Except as the Client may otherwise agree in writing, no changes shall be made in the Key Experts.

30.2 Notwithstanding the above, the substitution of Key Experts during Contract execution may be considered only based on the Consultant's written request and due to circumstances outside the reasonable control of the Consultant, including but not limited to death or medical incapacity. In such case, the Consultant shall forthwith provide as a replacement, a person of equivalent or better qualifications and experience, and at the same rate of remuneration.

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31. Approval of Additional Key Experts

31.1 If during execution of the Contract, additional Key Experts are required to carry out the Services, the Consultant shall submit to the Client for review and approval a copy of their Curricula Vitae (CVs). If the Client does not object in writing (stating the reasons for the objection) within twenty-two (22) days from the date of receipt of such CVs, such additional Key Experts shall be deemed to have been approved by the Client.

The rate of remuneration payable to such new additional Key Experts shall be based on the rates for other Key Experts position which require similar qualifications and experience.

32. Removal of Experts or Sub-consultants

32.1 If the Client finds that any of the Experts or Sub-consultant has committed serious misconduct or has been charged with having committed a criminal action, or shall the Client determine that Consultant's Expert of Sub-consultant have engaged in corrupt, fraudulent, collusive, coercive or obstructive practice while performing the Services, the Consultant shall, at the Client's written request, provide a replacement.

32.2 In the event that any of Key Experts, Non-Key Experts or Sub-consultants is found by the Client to be incompetent or incapable in discharging assigned duties, the Client, specifying the grounds therefore, may request the Consultant to provide a replacement.

32.3 Any replacement of the removed Experts or Sub-consultants shall possess better qualifications and experience and shall be acceptable to the Client.

33. Replacement/ Removal of Experts – Impact on Payments

33.1 Except as the Client may otherwise agree, (i) the Consultant shall bear all additional travel and other costs arising out of or incidental to any removal and/or replacement, and (ii) the remuneration to be paid for any of the Experts provided as a replacement shall not exceed the remuneration which would have been payable to the Experts replaced or removed.

34. Working Hours, Overtime, Leave, etc.

34.1 Working hours and holidays for Experts are set forth in **Appendix B**. To account for travel time to/from the Client's country, experts carrying out Services inside the Client's country shall be deemed to have commenced or finished work in respect of the Services such number of days before their arrival in, or after their departure from, the Client's country as is specified in **Appendix B**.

34.2 The Experts shall not be entitled to be paid for overtime nor to take paid sick leave or vacation leave except as specified in **Appendix B**, and the Consultant's remuneration shall be deemed to cover these items.

34.3 Any taking of leave by Key Experts shall be subject to the

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prior approval by the Consultant who shall ensure that absence for leave purposes will not delay the progress and or impact adequate supervision of the Services.

E. Obligations of the Client

35. Assistance and Exemptions

35.1 Unless otherwise specified in the SCC, the Client shall use its best efforts to:

(a) Assist the Consultant with obtaining work permits and such other documents as shall be necessary to enable the Consultant to perform the Services.

(b) Assist the Consultant with promptly obtaining, for the Experts and, if appropriate, their eligible dependents, all necessary entry and exit visas, residence permits, exchange permits and any other documents required for their stay in the Client's country while carrying out the Services under the Contract.

(c) Facilitate prompt clearance through customs of any property required for the Services and of the personal effects of the Experts and their eligible dependents.

(c) Issue to officials, agents and representatives of the Government all such instructions and information as may be necessary or appropriate for the prompt and effective implementation of the Services.

(d) Assist the Consultant and the Experts and any Sub-consultants employed by the Consultant for the Services with obtaining exemption from any requirement to register or obtain any permit to practice their profession or to establish themselves either individually or as a corporate entity in the Client's country according to the applicable law in the Client's country.

(e) Assist the Consultant, any Sub-consultants and the Experts of either of them with obtaining the privilege, pursuant to the applicable law in the Client's country, of bringing into the Client's country reasonable amounts of foreign currency for the purposes of the Services or for the personal use of the Experts and of withdrawing any such amounts as may be earned therein by the Experts in the execution of the Services.

(f) Provide to the Consultant any such other assistance as may be specified in the SCC.

36. Access to Project Site

36.1 The Client warrants that the Consultant shall have, free of charge, unimpeded access to the project site in respect of which access is required for the performance of the Services. The Client

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will be responsible for any damage to the project site or any property thereon resulting from such access and will indemnify the Consultant and each of the experts in respect of liability for any such damage, unless such damage is caused by the willful default or negligence of the Consultant or any Sub-consultants or the Experts of either of them.

37. Change in the Applicable Law Related to Taxes and Duties

37.1 If, after the date of this Contract, there is any change in the applicable law in the Client's country with respect to taxes and duties which increases or decreases the cost incurred by the Consultant in performing the Services, then the remuneration and reimbursable expenses otherwise payable to the Consultant under this Contract shall be increased or decreased accordingly by agreement between the Parties hereto, and corresponding adjustments shall be made to the ceiling amounts specified in Clause GCC 41.1

38. Services, Facilities and Property of the Client

38.1 The Client shall make available to the Consultant and the Experts, for the purposes of the Services and free of any charge, the services, facilities and property described in the Terms of Reference (**Appendix A)** at the times and in the manner specified in said **Appendix A.**

38.2 In case that such services, facilities and property shall not be made available to the Consultant as and when specified in **Appendix A,** the Parties shall agree on (i) any time extension that it may be appropriate to grant to the Consultant for the performance of the Services, (ii) the manner in which the Consultant shall procure any such services, facilities and property from other sources, and (iii) the additional payments, if any, to be made to the Consultant as a result thereof pursuant to Clause GCC 41.3.

39. Counterpart Personnel

39.1 The Client shall make available to the Consultant free of charge such professional and support counterpart personnel, to be nominated by the Client with the Consultant's advice, if specified in **Appendix A.**

39.2 If counterpart personnel are not provided by the Client to the Consultant as and when specified in **Appendix A,** the Client and the Consultant shall agree on (i) how the affected part of the Services shall be carried out, and (ii) the additional payments, if any, to be made by the Client to the Consultant as a result thereof pursuant to Clause GCC 41.3.

39.3 Professional and support counterpart personnel, excluding Client's liaison personnel, shall work under the exclusive direction of the Consultant. If any member of the counterpart personnel fails to perform adequately any work assigned to such member by the Consultant that is consistent with the position occupied by such

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member, the Consultant may request the replacement of such member, and the Client shall not unreasonably refuse to act upon such request.

40. Payment Obligation

40.1 In consideration of the Services performed by the Consultant under this Contract, the Client shall make such payments to the Consultant and in such manner as is provided by GCC F below.

F. PAYMENTS TO THE CONSULTANT

41. Ceiling Amount

41.1 An estimate of the cost of the Services is set forth in **Appendix C** (Remuneration) and **Appendix D** (Reimbursable expenses).

41.2 Payments under this Contract shall not exceed the ceilings in foreign currency and in local currency specified in the **SCC**.

41.3 For any payments in excess of the ceilings specified in GCC41.2, an amendment to the Contract shall be signed by the Parties referring to the provision of this Contract that evokes such amendment.

42. Remuneration and Reimbursable Expenses

42.1 The Client shall pay to the Consultant (i) remuneration that shall be determined on the basis of time actually spent by each Expert in the performance of the Services after the date of commencing of Services or such other date as the Parties shall agree in writing; and (ii) reimbursable expenses that are actually and reasonably incurred by the Consultant in the performance of the Services.

42.2 All payments shall be at the rates set forth in **Appendix C** and **Appendix D**.

42.3 Unless the **SCC** provides for the price adjustment of the remuneration rates, said remuneration shall be fixed for the duration of the Contract.

42.4 The remuneration rates shall cover: (i) such salaries and allowances as the Consultant shall have agreed to pay to the Experts as well as factors for social charges and overheads (bonuses or other means of profit-sharing shall not be allowed as an element of overheads), (ii) the cost of backstopping by home office staff not included in the Experts' list in **Appendix B**, (iii) the Consultant's profit, and (iv) any other items as specified in the **SCC**.

42.5 Any rates specified for Experts not yet appointed shall be provisional and shall be subject to revision, with the written approval

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of the Client, once the applicable remuneration rates and allowances are known.

43. Taxes and Duties

43.1 The Consultant, Sub-consultants and Experts are responsible for meeting any and all tax liabilities arising out of the Contract unless it is stated otherwise in the **SCC**.

43.2 As an exception to the above and as stated in the **SCC**, all local identifiable indirect taxes (itemized and finalized at Contract negotiations) are reimbursed to the Consultant or are paid by the Client on behalf of the Consultant.

44. Currency of Payment

44.1 Any payment under this Contract shall be made in the currency(ies) specified in the **SCC**.

45. Mode of Billing and Payment

45.1 Billings and payments in respect of the Services shall be made as follows:

(a) *Advance payment*. Within the number of days after the Effective Date, the Client shall pay to the Consultant an advance payment as specified in the **SCC**. Unless otherwise indicated in the **SCC**, an advance payment shall be made against an advance payment bank guarantee acceptable to the Client in an amount (or amounts) and in a currency (or currencies) specified in the **SCC**. Such guarantee (i) is to remain effective until the advance payment has been fully set off, and (ii) is to be in the form set forth in **Appendix E**, or in such other form as the Client shall have approved in writing. The advance payments will be set off by the Client in equal installments against the statements for the number of months of the Services specified in the **SCC** until said advance payments have been fully set off.

(b) *The Itemized Invoices.* As soon as practicable and not later than fifteen (15) days after the end of each calendar month during the period of the Services, or after the end of each time interval otherwise indicated in the **SCC**, the Consultant shall submit to the Client, in duplicate, itemized invoices, accompanied by the receipts or other appropriate supporting documents, of the amounts payable pursuant to Clauses GCC 44 and GCC 45 for such interval, or any other period indicated in the **SCC**. Separate invoices shall be submitted for expenses incurred in foreign currency and in local currency. Each invoice shall show remuneration and reimbursable expenses separately.

(c) The Client shall pay the Consultant's invoices within sixty (60) days after the receipt by the Client of such itemized invoices with supporting documents. Only such portion of an invoice that is not satisfactorily supported may be withheld from

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payment. Should any discrepancy be found to exist between actual payment and costs authorized to be incurred by the Consultant, the Client may add or subtract the difference from any subsequent payments.

(d) *The Final Payment* .The final payment under this Clause shall be made only after the final report and a final invoice, identified as such, shall have been submitted by the Consultant and approved as satisfactory by the Client. The Services shall be deemed completed and finally accepted by the Client and the final report and final invoice shall be deemed approved by the Client as satisfactory ninety (90) calendar days after receipt of the final report and final invoice by the Client unless the Client, within such ninety (90) calendar day period, gives written notice to the Consultant specifying in detail deficiencies in the Services, the final report or final invoice. The Consultant shall thereupon promptly make any necessary corrections, and thereafter the foregoing process shall be repeated. Any amount that the Client has paid or has caused to be paid in accordance with this Clause in excess of the amounts payable in accordance with the provisions of this Contract shall be reimbursed by the Consultant to the Client within thirty (30) days after receipt by the Consultant of notice thereof. Any such claim by the Client for reimbursement must be made within twelve (12) calendar months after receipt by the Client of a final report and a final invoice approved by the Client in accordance with the above.

(e) All payments under this Contract shall be made to the accounts of the Consultant specified in the SCC.

(f) With the exception of the final payment under (d) above, payments do not constitute acceptance of the Services nor relieve the Consultant of any obligations hereunder.

46. Interest on Delayed Payments

46.1 If the Client had delayed payments beyond fifteen (15) days after the due date stated in Clause GCC 45.1 (c), interest shall be paid to the Consultant on any amount due by, not paid on, such due date for each day of delay at the annual rate stated in the SCC.

G. Fairness and Good Faith

47. Good Faith

47.1 The Parties undertake to act in good faith with respect to each other's rights under this Contract and to adopt all reasonable measures to ensure the realization of the objectives of this Contract.

H. Settlement of Disputes

48. Amicable

48.1 The Parties shall seek to resolve any dispute amicably by

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mutual consultation.

48.2 If either Party objects to any action or inaction of the other Party, the objecting Party may file a written Notice of Dispute to the other Party providing in detail the basis of the dispute. The Party receiving the Notice of Dispute will consider it and respond in writing within fourteen (14) days after receipt. If that Party fails to respond within fourteen (14) days, or the dispute cannot be amicably settled within fourteen (14) days following the response of that Party, Clause GCC 49.1 shall apply.

49. Dispute Resolution

49.1 Any dispute between the Parties arising under or related to this Contract that cannot be settled amicably may be referred to by either Party to the adjudication/arbitration in accordance with the provisions specified in the SCC.

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II. General Conditions

Attachment 1: Bank's Policy – Corrupt and Fraudulent Practices

(the text in this Attachment 1 shall not be modified)

Guidelines for Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers, dated January 2011:

"Fraud and Corruption

1.23 It is the Bank's policy to require that Borrowers (including beneficiaries of Bank loans), consultants, and their agents (whether declared or not), sub-contractors, sub-consultants, service providers, or suppliers, and any personnel thereof, observe the highest standard of ethics during the selection and execution of Bank-financed contracts [footnote: In this context, any action taken by a consultant or any of its personnel, or its agents, or its sub-consultants, sub-contractors, services providers, suppliers, and/or their employees, to influence the selection process or contract execution for undue advantage is improper.]. In pursuance of this policy, the Bank:

(a) defines, for the purposes of this provision, the terms set forth below as follows:

(i) "corrupt practice" is the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party[8];

(ii) "fraudulent practice" is any act or omission, including misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain financial or other benefit or to avoid an obligation[9];

(iii) "collusive practices" is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party[10];

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[8] *For the purpose of this sub-paragraph, "another party" refers to a public official acting in relation to the selection process or contract execution. In this context "public official" includes World Bank staff and employees of other organizations taking or reviewing selection decisions.*

[9] *For the purpose of this sub-paragraph, "party" refers to a public official; the terms "benefit" and "obligation" relate to the selection process or contract execution; and the "act or omission" is intended to influence the selection process or contract execution.*

[10] *For the purpose of this sub-paragraph, "parties" refers to participants in the procurement or selection process (including public officials) attempting either themselves, or through another person or entity not participating in the procurement or selection process, to simulate competition or to establish prices at artificial, non-competitive levels, or are privy to each other's bid prices or other conditions.*

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(iv) "coercive practices" is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party[11];

(v) "obstructive practice" is

(aa) deliberately destroying, falsifying, altering, or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a Bank investigation into allegations of a corrupt, fraudulent, coercive, or collusive practice; and/or threatening, harassing, or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation, or

(bb) acts intended to materially impede the exercise of the Bank's inspection and audit rights;

(b) will reject a proposal for award if it determines that the consultant recommended for award or any of its personnel, or its agents, or its sub-consultants, sub-contractors, services providers, suppliers, and/or their employees, has, directly or indirectly, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for the contract in question;

(c) will declare misprocurement and cancel the portion of the Loan allocated to a contract if it determines at any time that representatives of the Borrower or of a recipient of any part of the proceeds of the Loan were engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices during the selection process or the implementation of the contract in question, without the Borrower having taken timely and appropriate action satisfactory to the Bank to address such practices when they occur, including by failing to inform the Bank in a timely manner they knew of the practices;

(d) will sanction a firm or an individual at any time, in accordance with prevailing Bank's sanctions procedures[12], including by publicly declaring such firm or an ineligible, either indefinitely or for a stated period of time: (i) to be awarded a Bank-financed contract, and (ii) to be a nominated[13] sub-consultant, supplier, or service provider of an otherwise eligible firm being awarded a Bank-financed contract.

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[11] For the purpose of this sub-paragraph, "party" refers to a participant in the selection process or contract execution.

[12] A firm or an individual may be declared ineligible to be awarded a Bank-financed contract upon (i) completion of the Bank's sanctions proceedings as per its sanctions procedures, including inter alia: cross-debarment as agreed with other International Financial Institutions, including Multilateral Development Banks, and through the application of the World Bank Group corporate administrative procurement sanctions procedures for fraud and corruption; and (ii) as a result of temporary suspension or early temporary suspension in connection with an ongoing sanctions proceedings. See footnote 12 and paragraph 8 of Appendix 1 of these Guidelines.

[13] A nominated sub-consultant, supplier, or service provider is one which has been either (i) included by the consultant in its proposal because it brings specific and critical experience and know-how that are accounted for

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in the technical evaluation of the consultant's proposal for the particular services; or (ii) appointed by the Borrower.

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III. Special Conditions of Contract

[Notes in brackets are for guidance purposes only and should be deleted in the final text of the signed contract]

Number of GC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract
1.1(b) and 3.1	**The Contract shall be construed in accordance with the law of** India.
4.1	**The language is English**
6.1 and 6.2	**The addresses are:** Client : Bihar State Educational Infrastructure Development Corporation Ltd Attention : Managing Director , BSEIDC Facsimile : 0612-2660256 E-mail (where permitted): bseidc@gmail.com Consultant : _____ _____ Attention : _____ Facsimile : _____ E-mail (where permitted) :_____
8.1	*[Note: If the Consultant consists only of one entity, state "N/A";* *OR* *If the Consultant is a Joint Venture consisting of more than one entity, the name of the JV member whose address is specified in Clause SCC6.1 should be inserted here.]* **The Lead Member on behalf of the JV is** _____ _____ *[insert name of the member]*
9.1	**The Authorized Representatives are:** **For the Client:** *[name, title]* **MD (BSEIDC)** **For the Consultant:** *[name, title]*_____

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11.1	**The effectiveness conditions are the following:** From the date of signing of the Contract by the Client and the Consultant, after approval by the Bank.
12.1	**Termination of Contract for Failure to Become Effective:** Not applicable in view of SCC 11.1 above.
13.1	**Commencement of Services:** **The number of days shall be 15.** Confirmation of Key Experts' availability to start the Assignment shall be submitted to the Client in writing as a written statement signed by each Key Expert.
14.1	**Expiration of Contract:** **The time-period shall be** 36 Months.
21 b.	**The Client reserves the right to determine on a case-by-case basis whether the Consultant should be disqualified from providing goods, works or non-consulting services due to a conflict of a nature described in Clause GCC 21.1.3** Yes

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23.1	The following limitation of the Consultant's Liability towards the Client can be subject to the Contract's negotiations: **"Limitation of the Consultant's Liability towards the Client:** **(a) Except in the case of gross negligence or willful misconduct on the part of the Consultant or on the part of any person or a firm acting on behalf of the Consultant in carrying out the Services, the Consultant, with respect to damage caused by the Consultant to the Client's property, shall not be liable to the Client:** **(i) for any indirect or consequential loss or damage; and** **(ii) for any direct loss or damage that exceeds [insert a multiplier, e.g.: one, two, three] times the total value of the Contract;** **(b) This limitation of liability shall not** **(i) affect the Consultant's liability, if any, for damage to Third Parties caused by the Consultant or any person or firm acting on behalf of the Consultant in carrying out the Services;** **(ii) be construed as providing the Consultant with any limitation or exclusion from liability which is prohibited by the** *[insert* **"Applicable Law"** *, if it is the law of the Client's country, or insert* **"applicable law in the Client's country"** *, if the Applicable Law stated in Clause SCC1.1 (b) is different from the law of the Client's country].* *[Notes to the Client and the Consultant: Any suggestions made by the Consultant in the Proposal to introduce exclusions/limitations of the Consultant's liability under the Contract should be carefully scrutinized by the Client and discussed with the Bank prior to accepting any changes to what was included in the issued RFP. In this regard, the Parties should be aware of the Bank's policy on this matter which is as follows:* *To be acceptable to the Bank, any limitation of the Consultant's liability should at the very least be reasonably related to (a) the damage the Consultant might potentially cause to the Client, and (b) the Consultant's ability to pay compensation using its own assets and reasonably obtainable insurance coverage. The Consultant's liability shall not be limited to less than a multiplier of the total payments to*

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	the Consultant under the Contract for remuneration and reimbursable expenses. A statement to the effect that the Consultant is liable only for the re-performance of faulty Services is not acceptable to the Bank. Also, the Consultant's liability should never be limited for loss or damage caused by the Consultant's gross negligence or willful misconduct. *The Bank does not accept a provision to the effect that the Client shall indemnify and hold harmless the Consultant against Third Party claims, except, of course, if a claim is based on loss or damage caused by a default or wrongful act of the Client to the extent permissible by the law applicable in the Client's country.]*
24.1	**The insurance coverage against the risks shall be as follows:** **(a) Professional liability insurance, with a minimum coverage of** amount equivalent to the total value of the contract in Rupees. (b) Third Party motor vehicle liability insurance in respect of motor vehicles operated in the Client's country by the Consultant or its Experts or Sub-consultants, with a minimum coverage of *as per the amended motor vehicles act* ; (c) Third Party liability insurance, with a minimum coverage of *[INR Rs.10,00,000)* (d) employer's liability and workers' compensation insurance in respect of the experts and Sub-consultants in accordance with the relevant provisions of the applicable law in the Client's country, as well as, with respect to such Experts, any such life, health, accident, travel or other insurance as may be appropriate; and (e) insurance against loss of or damage to (i) equipment purchased in whole or in part with funds provided under this Contract, (ii) the Consultant's property used in the performance of the Services, and (iii) any documents prepared by the Consultant in the performance of the Services.
27.2	The Consultant shall not use these data, documents and software for purposes unrelated to this Contract without the prior written approval of the Client.
41.2	**The ceiling in foreign currency or currencies is:** _____ *[insert amount and currency for each currency] [indicate:* **inclusive** *or* **exclusive***]* **of local indirect taxes.**

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	The ceiling in local currency is: _____ *[insert amount and currency] [indicate:* **inclusive** *or* **exclusive**] **of local indirect taxes.** The client shall reimburse indirect tax (Goods and Services Tax) payable in India as per Applicable Law. However, consultant shall have to produce all relevant documents establishing the proof of payment / return to the tax authority to the client. The consultant shall register itself for Goods and Services Tax with appropriate authority in India & shall provide the registration Number to the client. **The amount of such taxes is** _____ *[insert the amount as finalized at the Contract's negotiations on the basis of the estimates provided by the Consultant in Form FIN-2 of the Consultant's Financial Proposal.]*
42.3	**Price adjustment on the remuneration "applies" - *No*** The bidder is expected to quote the financial details (remuneration and reimbursable) along with the impact of expected adjustments for the entire duration of the project.
43.1 and 43.2	The Client warrants that the Client shall reimburse the Consultant, the Sub-consultants and the Experts any indirect taxes, duties, fees, levies and other impositions imposed, under the applicable law in the Client's country, on the Consultant, the Sub-consultants and the Experts in respect of: (a) any payments whatsoever made to the Consultant, Sub-consultants and the Experts (other than nationals or permanent residents of the Client's country), in connection with the carrying out of the Services; (b) any equipment, materials and supplies brought into the Client's country by the Consultant or Sub-consultants for the purpose of carrying out the Services and which, after having been brought into such territories, will be subsequently withdrawn by them; (c) any equipment imported for the purpose of carrying out the Services and paid for out of funds provided by the Client and which is treated as property of the Client; (d) any property brought into the Client's country by the Consultant, any Sub-consultants or the Experts (other than nationals or permanent residents of the Client's country), or the eligible dependents of such experts for their personal use and which will subsequently be withdrawn by them upon their respective

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	departure from the Client's country, provided that: (i) the Consultant, Sub-consultants and experts shall follow the usual customs procedures of the Client's country in importing property into the Client's country; and (ii) if the Consultant, Sub-consultants or Experts do not withdraw but dispose of any property in the Client's country upon which customs duties and taxes have been exempted, the Consultant, Sub-consultants or Experts, as the case may be, (a) shall bear such customs duties and taxes in conformity with the regulations of the Client's country, or (b) shall reimburse them to the Client if they were paid by the Client at the time the property in question was brought into the Client's country.
44.1	**The currency [currencies] of payment shall be the following:** *[list currency(ies) which should be the same as in the Financial Proposal, Form FIN-2]* a) The client shall reimburse only Goods and Services Tax payable in India as per Applicable Law. The consultant shall register itself for this purpose with appropriate authority in India & shall provide the registration Number to the client. b) Tax will be deducted at source, if applicable, as per the prevailing Income Tax Rules.
45.1(a)	***The following provisions shall apply to the advance payment and the advance bank payment guarantee:*** (1) An advance payment [of 10%] in foreign currency] [and of 10% in local currency] shall be made within [insert number] days after the Effective Date. The advance payment will be set off by the Client in equal installments against the statements for the first 12 months of the Services until the advance payment has been fully set off. (2) The advance bank payment guarantee shall be in the amount and in the currency of the currency(ies) of the advance payment. INR Rupees .
45.1(b)	**The Consultant shall submit to the Client itemized statements at time intervals of every quarter.** # The applicable Payment Terms are specified at the end of this table.

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45.1(e)	**The accounts are:** for foreign currency: *[insert account].* for local currency: *[insert account].*
46.1	**The interest rate is:** 5% for local currency and London Inter-Bank Offered Rate [LIBOR] plus 1% for foreign currency
49.	**Disputes shall be settled by arbitration in accordance with the following provisions:** 1. Selection of Arbitrators. Each dispute submitted by a Party to arbitration shall be heard by a sole arbitrator or an arbitration panel composed of three (3) arbitrators, in accordance with the following provisions: (a) Where the Parties agree that the dispute concerns a technical matter, they may agree to appoint a sole arbitrator or, failing agreement on the identity of such sole arbitrator within thirty (30) days after receipt by the other Party of the proposal of a name for such an appointment by the Party who initiated the proceedings, either Party may apply to **The Indian Council of Arbitration** for a list of not fewer than five (5) nominees and, on receipt of such list, the Parties shall alternately strike names therefrom, and the last remaining nominee on the list shall be the sole arbitrator for the matter in dispute. If the last remaining nominee has not been determined in this manner within sixty (60) days of the date of the list, **The Indian Council of Arbitration** shall appoint, upon the request of either Party and from such list or otherwise, a sole arbitrator for the matter in dispute. (b) Where the Parties do not agree that the dispute concerns a technical matter, the Client and the Consultant shall each appoint one (1) arbitrator, and these two arbitrators shall jointly appoint a third arbitrator, who shall chair the arbitration panel. If the arbitrators named by the Parties do not succeed in appointing a third arbitrator within thirty (30) days after the latter of the two (2) arbitrators named by the Parties has been appointed, the third arbitrator shall, at the request of either Party, be appointed by **The Secretary, The Indian Council of Arbitration.** (c) If, in a dispute subject to paragraph (b) above, one Party

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	fails to appoint its arbitrator within thirty (30) days after the other Party has appointed its arbitrator, the Party which has named an arbitrator may apply to **The Indian Council of Arbitration, New Delhi** to appoint a sole arbitrator for the matter in dispute, and the arbitrator appointed pursuant to such application shall be the sole arbitrator for that dispute.
	2. Rules of Procedure. Arbitration proceedings shall be conducted in accordance with procedure of the Arbitration & Conciliation Act 1996, of India. 3. Substitute Arbitrators. If for any reason an arbitrator is unable to perform his/her function, a substitute shall be appointed in the same manner as the original arbitrator. 4. Nationality and Qualifications of Arbitrators. The sole arbitrator or the third arbitrator appointed pursuant to paragraphs 1(a) through 1(c) above shall be an internationally recognized legal or technical expert with extensive experience in relation to the matter in dispute and shall not be a national of the Consultant's home country *[**Note**: If the Consultant consists of more than one entity, add:* or of the home country of any of their members or Parties*]* or of the Government's country. For the purposes of this Clause, "home country" means any of: (a) the country of incorporation of the Consultant *[**Note**: If the Consultant consists of more than one entity, add:* or of any of their members or Parties*]*; or (b) the country in which the Consultant's [or any of their members' or Parties'] principal place of business is located; or (c) the country of nationality of a majority of the Consultant's [or of any members' or Parties'] shareholders; or (d) the country of nationality of the Sub-consultants concerned, where the dispute involves a subcontract.
	5. Miscellaneous. In any arbitration proceeding hereunder: (a) proceedings shall, unless otherwise agreed by the Parties, be held in Patna, India. (b) the English language shall be the official language for all

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	purposes; and (c) the decision of the sole arbitrator or of a majority of the arbitrators (or of the third arbitrator if there is no such majority) shall be final and binding and shall be enforceable in any court of competent jurisdiction, and the Parties hereby waive any objections to or claims of immunity in respect of such enforcement.

Payment Terms

The payments by the Client to the Consultant will be determined based on the time actually spent by each Key and Non-Key Expert in the performance of the Services and reimbursable expenses that are incurred by the Consultant in the performance of the Services at the end of each payment milestone. The payment milestones will recur every three months (i.e., one quarter) from the beginning of the assignment. The rates for this determination are laid out in Appendix C and Appendix D of this contract. While the determination of the net remuneration will be as per the rates, actual payments will also be partly contingent on achievement of specific results.

As described in the "General Conditions of Contract" (Clause 42), after the end of each quarter, i.e. at each payment milestone, the Consultant shall submit to the Client, itemized invoices for expenses showing remuneration and reimbursable expenses. The invoices raised for all quarters, except every fourth quarter, shall be payable in full subject to the fulfillment of other applicable "General Conditions of Contract".

For every fourth quarter, a portion of the total invoice value billed to the Client, hereinafter called "Performance Incentive", will be payable only on demonstrating the achievement of agreed results ("Performance Criteria"). Table III.A lists out the portion of total invoice that shall constitute the Performance Incentive.

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Table III.A – Payment Milestones and Performance Linkage

Year	Payment Milestone	Total Invoice Value	Performance Incentive (P)	Performance Criteria
1	T_0 + 3 months	V_1	0%	None
	T_0 + 6 months	V_2	0%	None
	T_0 + 9 months	V_3	0%	None
	T_0 + 12 months	V_4	20% of (V_1+V_2+V_3+V_4) or V_4; whichever is lower	Achievement of Year 2 targets of all Disbursement Linked Indicators (DLIs)
2	T_0 + 15 months	V_5	0%	None
	T_0 + 18 months	V_6	0%	None
	T_0 + 21 months	V_7	0%	None
	T_0 + 24 months	V_8	20% of (V_5+V_6+V_7+V_8) or V_8; whichever is lower	Achievement of Year 3 targets of all Disbursement Linked Indicators (DLIs)
3	T_0 + 27 months	V_9	0%	None
	T_0 + 30 months	V_{10}	0%	None
	T_0 + 33 months	V_{11}	0%	None
	T_0 + 36 months	V_{12}	20% of (V_9+V_{10}+V_{11}+V_{12}) or V_{12}; whichever is lower	Achievement of Year 4 targets of all Disbursement Linked Indicators (DLIs)

where, T_0 = Beginning of the assignment.

The Performance Criteria will be considered as '**met**' under the following circumstances –

(a) The Independent Verification Agency has certified that all the respective Disbursement Linked Indicators are achieved, and the same has been accepted by the government;
OR

(b) As part of its quarterly report, the Consultant has provided a detailed explanation of the reasons behind not meeting the Performance Criteria and provided a justification on why these reasons were outside the control of the Consultant. This explanation must have been accepted by the government in writing. The Client agrees to provide a written acceptance, or a rejection of the explanation provided by the Consultant within 4 weeks of receiving the same, failing which the explanation will be considered as deemed to be accepted.

In all other circumstances, the Performance Criteria will be considered as '**unmet**'.

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For every fourth quarter as listed in Table III.A above, the actual payment to the client will be determined as follows –

Case 1: Performance Criteria = 'met'	Case 2: Performance Criteria = 'unmet'
Total payment = Invoice Value (V_i)	Total payment = Invoice Value (V_i) – Performance Incentive (P) as per Table III.A

The amounts forfeited as Performance Incentive will be treated as rolling, and can be claimed in future invoices when the Performance Criteria for the quarter in which the same were forfeited is changed to 'met' status in future. In case these rolling incentives are claimed in future invoices, they will not be treated under the "Total Invoice Value" for the calculation of future Performance Incentives.

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IV. Appendices

APPENDIX A – TERMS OF REFERENCE

[This Appendix shall include the final Terms of Reference (TORs) worked out by the Client and the Consultant during the negotiations; dates for completion of various tasks; location of performance for different tasks; detailed reporting requirements; Client's input, including counterpart personnel assigned by the Client to work on the Consultant's team; specific tasks that require prior approval by the Client.

Insert the text based on the Section 7 (Terms of Reference) of the ITC in the RFP and modified based on the Forms TECH-1 through TECH-5 in the Consultant's Proposal. Highlight the changes to Section 7 of the RFP]

If the Services consist of or include the supervision of civil works, the following action that require prior approval of the Client shall be added to the "Reporting Requirements" section of the TORs: Taking any action under a civil works contract designating the Consultant as "Engineer", for which action, pursuant to such civil works contract, the written approval of the Client as "Employer" is required.]

APPENDIX B - KEY EXPERTS

[Insert a table based on Form TECH-6 of the Consultant's Technical Proposal and finalized at the Contract's negotiations. Attach the CVs (updated and signed by the respective Key Experts) demonstrating the qualifications of Key Experts.]

[Specify Hours of Work for Key Experts: List here the hours of work for Key Experts; travel time to/ from the Client's country; entitlement, if any, to leave pay; public holidays in the Client's country that may affect Consultant's work; etc. Make sure there is consistency with Form TECH-6. In particular: one month equals twenty two (22) working (billable) days. One working (billable) day shall be not less than eight (8) working (billable) hours.]

APPENDIX C – REMUNERATION COST ESTIMATES

1. Monthly rates for the Experts:

[Insert the table with the remuneration rates. The table shall be based on [Form FIN-3] of the Consultant's Proposal and reflect any changes agreed at the Contract

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negotiations, if any. The footnote shall list such changes made to [Form FIN-3] at the negotiations or state that none has been made.]

2. *[When the Consultant has been selected under Quality-Based Selection method, or the Client has requested the Consultant to clarify the breakdown of very high remuneration rates at the Contract's negotiations also add the following:*

"The agreed remuneration rates shall be stated in the attached Model Form I. This form shall be prepared on the basis of Appendix A to Form FIN-3 of the RFP "Consultants' Representations regarding Costs and Charges" submitted by the Consultant to the Client prior to the Contract's negotiations.

Should these representations be found by the Client (either through inspections or audits pursuant to Clause GCC 25.2 or through other means) to be materially incomplete or inaccurate, the Client shall be entitled to introduce appropriate modifications in the remuneration rates affected by such materially incomplete or inaccurate representations. Any such modification shall have retroactive effect and, in case remuneration has already been paid by the Client before any such modification, (i) the Client shall be entitled to offset any excess payment against the next monthly payment to the Consultants, or (ii) if there are no further payments to be made by the Client to the Consultants, the Consultants shall reimburse to the Client any excess payment within thirty (30) days of receipt of a written claim of the Client. Any such claim by the Client for reimbursement must be made within twelve (12) calendar months after receipt by the Client of a final report and a final statement approved by the Client in accordance with Clause GCC 45.1(d) of this Contract."

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Model Form I
Breakdown of Agreed Fixed Rates in Consultant's Contract

We hereby confirm that we have agreed to pay to the Experts listed, who will be involved in performing the Services, the basic fees and away from the home office allowances (if applicable) indicated below:

(Expressed in [insert name of currency])*

Experts		1	2	3	4	5	6	7	8
Name	Position	Basic Remuneration rate per Working Month/Day/Year	Social Charges[1]	Overhead[1]	Subtotal	Profit[2]	Away from Home Office Allowance	Agreed Fixed Rate per Working Month/Day/Hour	Agreed Fixed Rate per Working Month/Day/Hour[1]
Home Office									
Work in the Client's Country									

1 Expressed as percentage of 1
2 Expressed as percentage of 4

* If more than one currency, add a table

Signature _____ Date _____

Name and Title: _____

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APPENDIX D – REIMBURSABLE EXPENSES COST ESTIMATES

1. *[Insert the table with the reimbursable expenses rates. The table shall be based on [Form FIN-4] of the Consultant's Proposal and reflect any changes agreed at the Contract negotiations, if any. The footnote shall list such changes made to [Form FIN-4] at the negotiations or state that none has been made.*

2. All reimbursable expenses shall be reimbursed at actual cost, unless otherwise explicitly provided in this Appendix, and in no event shall reimbursement be made in excess of the Contract amount.]

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APPENDIX E - FORM OF ADVANCE PAYMENTS GUARANTEE

[See Clause GCC 41.2.1 and SCC 41.2.1]

{Guarantor letterhead or SWIFT identifier code}

Bank Guarantee for Advance Payment

Guarantor: _____ *[insert commercial Bank's Name, and Address of Issuing Branch or Office]*

Beneficiary: _____ *[insert Name and Address of Client]*

Date: _____*[insert date]*____

ADVANCE PAYMENT GUARANTEE No.: _____*[insert number]*_____

We have been informed that _____ *[name of Consultant or a name of the Joint Venture, same as appears on the signed Contract]* (hereinafter called "the Consultant") has entered into Contract No. _____ *[reference number of the contract]* dated ___*[insert date]*_____ with the Beneficiary, for the provision of _____ *[brief description of Services]* (hereinafter called "the Contract").

Furthermore, we understand that, according to the conditions of the Contract, an advance payment in the sum of _____ *[insert amount in figures]* (_____) *[amount in words]* is to be made against an advance payment guarantee.

At the request of the Consultant, we, as Guarantor, hereby irrevocably undertake to pay the Beneficiary any sum or sums not exceeding in total an amount of _____ *[amount in figures]* (_____) *[amount in words]*[1] upon receipt by us of the Beneficiary's complying demand supported by the Beneficiary's ~~a~~ written statement, whether in the demand itself or in a separate signed document accompanying or identifying the demand, stating that the Consultant is in breach of their obligation under the Contract because the Consultant:

(a) has failed to repay the advance payment in accordance with the Contract conditions, specifying the amount which the Consultant has failed to repay;
(b) has used the advance payment for purposes other than toward providing the Services under the Contract.

It is a condition for any claim and payment under this guarantee to be made that the advance payment referred to above must have been received by the Consultant on their account number _____ at _____ *[name and address of bank]*.

[1] The Guarantor shall insert an amount representing the amount of the advance payment and denominated either in the currency(ies) of the advance payment as specified in the Contract, or in a freely convertible currency acceptable to the Client.

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The maximum amount of this guarantee shall be progressively reduced by the amount of the advance payment repaid by the Consultant as indicated in certified statements or invoices marked as "paid" by the Client which shall be presented to us. This guarantee shall expire, at the latest, upon our receipt of the payment certificate or paid invoice indicating that the Consultant has made full repayment of the amount of the advance payment, or on the __ day of _*[month]*_____, *[year]*__,[2] whichever is earlier. Consequently, any demand for payment under this guarantee must be received by us at this office on or before that date.

This guarantee is subject to the Uniform Rules for Demand Guarantees (URDG) 2010 revision, ICC Publication No. 758.

_____

[signature(s)]

{Note: All italicized text is for indicative purposes only to assist in preparing this form and shall be deleted from the final product.}

[2] Insert the expected expiration date. In the event of an extension of the time for completion of the Contract, the Client would need to request an extension of this guarantee from the Guarantor. Such request must be in writing and must be made prior to the expiration date established in the guarantee. In preparing this guarantee, the Client might consider adding the following text to the form, at the end of the penultimate paragraph: "The Guarantor agrees to a one-time extension of this guarantee for a period not to exceed [six months][one year], in response to the Client's written request for such extension, such request to be presented to the Guarantor before the expiry of the guarantee."

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बिहार राज्य शैक्षणिक आधारभूत संरचना विकास निगम लिमिटेड
BIHAR STATE EDUCATIONAL INFRASTRUCTURE DEVELOPMENT CORPORATION LTD.

(A Govt. of Bihar Undertaking)

ISO 9001; 14001; OHSAS 18001

Shiksha Bhawan, Bihar Rashtrabhasha Parishad Campus, Acharya Shivpujan Sahay Path, Saidpur, Patna - 800 004

Tel. No.: 0612 - 2660850 • Fax No.: 0612 - 2660256

E-mail : bseidc@gmail.com • Website : http://www.bseidc.in • CIN : U80301BR2010SGC015859

NOTICE

Letter No. BSEIDC/ADMIN/470/2017 – 6647 Date : 25.09.17

NIT No. 10A/2017-18

(RFP Based Through e-Tendering mode only (https://www.eproc.bihar.gov.in)

The Department of Education, Government of Bihar (hereinafter called "Borrower") has received financing from the International Development Association (IDA) (the "Bank") in the form of a "credit"(hereinafter called "credit") towards the cost of ENHANCING TEACHER EFFECTIVENESS IN BIHAR OPERATION. The Bihar State Educational Infrastructure Development Corporation Ltd. (BSEIDC), an implementing agency of the Client, intends to apply a portion of the proceeds of this credit to eligible payments under the contract for which this Request for Proposals is issued. The Client intends to apply the funds to eligible payments under the contract for which this Request for Proposals is issued. Payments by the BANK will be made only at the request of the Department of Education, Government of Bihar and upon approval by the Bank, and will be subject, in all respect, to the terms and conditions of the financing agreement.

With reference to NIT No. 10/2017-18 for "SELECTION OF AN AGENCY TO ESTABLISH MANAGEMENT UNIT TO SUPPORT ENHANCING TEACHER EFFECTIVENESS IN BIHAR OPERATION" through e-Tendering website www.eproc.bihar.gov.in, the following Four Bidders have been shortlisted for the RFP response against the Expression of Interest (EOI No. 10/2017-18)

Sl. No.	Vendor Name/ Bidder Name
1	ERNST AND YOUNG LLP
2	MEDHAJ TECHNO CONCEPT PVT. LTD
3	PricewaterhouseCoopers Private Limited
4	S K Patodia & Associates

The above mentioned Vendors/ Bidders are only requested to submit their response against the Request for Proposal based NIT No. 10A/2017-18 as per below Tender Schedule through e-Tendering website www.eproc.bihar.gov.in

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Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

Other than above Four Bidders applied for Tender will be rejected after opening of NIT No. 10A/2017-18

Tender Schedule & E-Tendering Process Related Instructions :

Sl. No.		ACTIVITY	DATE / TIME
1	a)	Online Download of Tender Documents	From 26th September 2017 to 30th October 2017 ; 15:00 Hrs
	b)	Pre Bid Meeting	13th October 2017 ; 11 A.M at BSEIDC office address
	c)	Last Date & Time for submission/ uploading of Bid	31st October 2017 ; 15:00 Hrs
	d)	Date and Time for Opening of Technical Bid	31st October 2017 ; 16:00 Hrs
	e)	Date and Time for Opening of Financial Bid	To be announced later by competent authority through e-Tendering website www.eproc.bihar.gov.in

2. BELTRON Tender Processing Fee as appeared on e-Tendering website www.eproc.bihar.gov.in, is mandatory to be paid through e-payment mode i.e, Internet payment gateway(Credit/Debit Card), Net Banking, NEFT/RTGS"

3. Bids along with necessary online payments must be submitted through e-Tendering portal www.eproc.bihar.gov.in, before the DATE and TIME specified in above Tender Schedule/Corrigendum through electronic mode only.

4. The bidder must have the Class II/III Digital Signature Certificate (DSC) with signing + Encryption, and User-id of the e-Procurement website before participating in the e-Tendering process. The bidder may use their DSC if they already have for previous EOI submission. Offline bids shall not be entertained by the Tender Inviting Authority for the tenders published in e-procurement platform.

5. The bidders shall submit their eligibility and qualification details, Technical bid, Financial bid etc., in the online standard formats given in e-Procurement web site at the respective stage only. The bidders shall upload the scanned copies of all the relevant certificates, documents etc., in support of their eligibility criteria / technical bids and other certificate /documents in the e-Procurement web site. The bidder shall digitally sign on the supporting statements, documents, certificates, uploaded by him, owning responsibility for their correctness / authenticity. The bidder shall attach all the required documents for the specific tender after uploading the same during the bid submission as per the tender notice and bid documents.

6. All the required documents should be uploaded at the proper place as mentioned in the e-forms otherwise the tender of the bidder will be rejected.

9-3-2016

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

Medha Techno Concept Pvt. Ltd.

7. Note: "Bids along with necessary online payments must be submitted through e-Procurement portal www.eproc.bihar.gov.in before the date and time specified in the NIT/RFP. The department / Tendering Authority doesn't take any responsibility for the delay / Non Submission of Tender / Non Reconciliation of online Payment caused due to Non-availability of Internet Connection, Network Traffic / Holidays or any other reason."

8. The Tender opening will be done online only.

9. Any corrigendum or date extension notice will be given on the e-Tendering website only.

10. For support related to e-tendering process, bidders may contact at following address "e- Procurement HELP DESK First Floor, M/22, Bank of India Building, Road No-25, Sri Krishna Nagar, Patna-800001 Ph. No: 0612-2523006, Mob- 7542028164" or may visit the link "Vendor Info" at www.eproc.bihar.gov.in

05-9-2017

(Brajesh Prasad)
Chief Consultant - Technical

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

बिहार सरकार

बिहार राज्य शैक्षणिक आधारभूत संरचना विकास निगम लिमिटेड
BIHAR STATE EDUCATIONAL INFRASTRUCTURE DEVELOPMENT CORPORATION LTD.

(A Govt. of Bihar Undertaking)

ISO 9001; 14001; OHSAS 18001

Shiksha Bhawan, Bihar Rashtrabhasha Parishad Campus, Acharya Shivpujan Sahay Path, Saidpur, Patna - 800 004

Tel. No.: 0612 - 2660850 • Fax No.: 0612 - 2660256

E-mail : bseidc@gmail.com • Website : http://www.bseidc.in • CIN : U80301BR2010SGC015859

Letter No. BSEIDC/ADMIN/470/2017/-8536 Date : 28/12/2017

NOTICE

Financial Bid opening of **N.I.T. No. 10A/2017-18,** for the work **"Selection of Consulting Services for Establishment Management Unit to Support Enhancing Teacher Effectiveness in Bihar (PMU)"** through e-tendering **website: www.eproc.bihar.gov.in** is scheduled as below.

SL. No.	Bidder's Name	Status after Technical Evaluation (Qualified/Disqualified)	Reasons for Disqualification (if any)	Financial Bid Opening Date & Time
1	Medhaj Techno Concept Private Limited	Qualified	-	03.01.2018, 12:00 P.M.
2	Pricewaterhouse Coopers Private Limited	Qualified	-	
3	Ernst & Young Llp.	Disqualified	Successful as per clause 21.1 of RFP, Section 2, but found non-responsive as financial proposal is also attached with technical proposal, hence **disqualified**	
4	M/S S.K. Patodia & Associates in Joint Venture with M/S E-Zest Solutions Ltd.	Disqualified	As not scoring minimum total points as per clause 21.1 of RFP, section 2.	

Medhaj Techno Concept Pvt. Ltd.

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

(Brajesh Prasad)
Chief Consultant (Technical)

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E-mail : bseidc@gmail.com • Website : http://www.bseidc.in • CIN : U80301BR2010SGC015859

Letter No. BSEIDC/NIT/2017-18 – 7115 Date : 20/10/17

Corrigendum/Clarification/Addendum No.-1

Pre Bid Queries For NIT 10A/2017-18 Establishing Management Unit to Support "Enhancing Teacher Effectiveness in Bihar Operation (ETEB)"

	Relevance	Page no.	Sl. No.	Section	Bid Statement	Query/Recommendations	Response
	1) BIDDERS/ VENDOR NAME : PWC						
1	Key Experts	29		14.1.3	**The Consultant's Proposal must include the minimum Key Experts' time-input of 198 person-months.** For the evaluation and comparison of Proposals only – if a Proposal includes less than the estimated time-input, the missing time-input (expressed in person-month) is calculated as follows: The missing time-input is multiplied by the highest remuneration rate for a Key Expert in the Consultant's Proposal and added to the total remuneration amount. Proposals that quoted higher than the required minimum of time-input will not be adjusted.	Does the man months allocated for key experts necessary have to be at Bihar or can be outside the state for the entire duration. What is the disqualification clause associated with actual man months being spent	As per Section 7 (Clause 2) of the RFP .The Consultant will deploy fulltime, onsite resources to establish a Management Unit (MU) under the administrative framework of DR&T at Patna, Bihar. This consultancy assignment is a time -based contract and the relevant conditions for the time based contract as per the RFP will be applicable.
2	Evaluation Criteria	32		21.1	Firm Experience (50 Points) A&M (150 Points) Experts (500 points)	1. Increase weightage of firm experience 2. Does Firm mean all consortium members or lead firm only 3. Include non-key members also in evaluation criteria as cost variation will be high in case relevant experts are not taken at time of execution 4. Include parameter wherein, members of firms proposed get higher points over external experts proposed 5. What is disqualification parameter if the proposed expert is not same as deplyed expert; also, how is measurement of time taken into account for those experts	No Changes - The condition / Criteria / Clarification will remain as per RFP.
3	QCBS	34		27.1	QCBS (70:30)	Propose 80:20	No Changes - The condition / Criteria / Clarification will remain as per RFP.

9-2-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Medhej Techno Concept Pvt. Ltd.

	Relevance	Page no.	Sl.No.	Section	Bid Statement	Query/Recommnedations	Response
4	Preparation of Proposals	27		10.1	1st Inner Envelope with the Technical Proposal: Power of Attorney to sign the Proposal 2nd Inner Envelope with the Financial Proposal (if applicable):	How will these be submitted in case of an online bid submission	No Changes - The condition / Criteria / Clarification will remain as per RFP.
5	Desired Governance Structure	65		Section 7 2. Objective(s) of the Assignment	The engagement with the Consultant will also involve the time of the senior management of the Consultant who will be responsible for setting up regular review meetings with the BSEIDC, SCERT, and/or DoE and provide executive reports on progress and key challenges on all activities. He/she will also exchange the best practices/learning from other similar MUs that the Consultant manages to ensure quality of the highest order in the delivery of the services. The senior management from Consultant will be responsible for necessary continuity throdghout the engagement, and the overall strategic direction.	What is the desired program governance structure envisaged by BSEIDC? What is the expected level/amount of senior management involvement?	As per approach , methodology and inception report finalised and approved by the department as per the RFP.
6	Pre-requisite Tools	65		Section 7 2. Objective(s) of the Assignment	It is expected that the Consultant will be extremely swift and agile in mobilizing and deploying the MU team; **setting up the pre-requisite project management tools, document management system, contract management system,** etc.; developing the implementation plan; and laying down the business processes and reporting mechanisms within a very short time-frame of being awarded the contract. The hallmark of success will be the execution of on-ground activities and achievement of results, and not the provisioning of ideas, advice, and plans.	Are there any specific tools that the consultant would be expected to implement?	As per approach , methodology and inception report finalised and approved by the department as per the RFP.
7	Some Understanding of current implementation status	64		Section 7 2. Objective(s) of the Assignment	At this stage, establishment of following ICT infrastructure has been planned / under implementation as part of the program: a) Teacher Education Management Information System (TEMIS) b) Learning Hub for teachers at SCERT c) ICT Labs at teacher education institutions d) Blended learning pilots in select schools e) Handheld devices for data collection using BRCCs and BEOs f) Enterprise Resource Planning (ERP) system at BSEIDC	To get a brief description of each of these initiaves and the current level of implementation. This would help us in framing our A&M section better.	The brief description and the required details are available with the Project Appraisal document (PAD) of the ETEB project and the details provided in the RFP .

9-3-2018

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Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

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	Relevance	Page no.	Sl.No.	Section	Bid Statement	Query/Recommnedations	Response
8	Sec 18 - GCC	100		Suspension		What is the process for revoking the suspension. What happens if the project is put on suspension for factors not attributable to Consultant. What is the max period of suspension in this case and if the consultant will be liable for some remuneration like on-going expenses etc.	Clause 18 of the GCC (General conditions of contract) and other relevant clauses of RFP mentions all the details including remedy and furthur action.
9	19.1 - Termination	101			The confidentiality obligations and audit rights accrued during the term of the contract shall survive 1 year post termination. Upon termination of this Contract pursuant to Clauses GCC 12 or GCC 19 hereof, or upon expiration of this Contract pursuant to Clause GCC 14, all rights and obligations of the Parties hereunder shall cease, except (i) such rights and obligations as may have accrued on the date of termination or expiration, (ii) the obligation of confidentiality set forth in Clause GCC 22, (iii) the Consultant's obligation to permit inspection, copying and auditing of their accounts and records set forth in Clause GCC 25, and (iv) any right which a Party may have under the Applicable Law	we understand that this clause would be mutually agreed upon with the successful bidder at the time of the contracting	The standard condition / Criteria will be as per RFP .
10	Sec 21.1.3 - GCC	104			The Consultant agrees that, during the term of this Contract and after its termination, the Consultant and any entity affiliated with the Consultant, shall be disqualified from providing goods, works or non-consulting services resulting from or directly related to the Consultant's Services for the preparation or implementation of the project, unless otherwise indicated in SCC	we understand that this clause would be mutually agreed upon with the successful bidder at the time of the contracting	The standard condition / Criteria will be as per RFP .
11	Sec 22 - GCC	104		One sided confidentiliality obligations in favor of the client with no end date.	This restriction shall be applicable for a period of 2 years from the termination or expiry of the contract. The confidentiality obligations under the contract will not apply to information already in the public domain or available to us independently of this contract.	We propose the the same to be 1 year	No Changes - The condition / Criteria / Clarification will remain as per RFP.
12	SCC 23.1				The document is silent on the limitation of liability. There is unlimited liability in the following instances: (a) for damage to third parties caused by PwC, any Personnel, person or firm acting on behalf of PwC in carrying out the Services; (b) willful misconduct; (c) gross negligence	We suggest he liability is limited to 1x of the fees	No Changes - The condition / Criteria / Clarification will remain as per RFP.

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Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

	Relevance	Page no.	Sl.No.	Section	Bid Statement	Query/Recommnedations	Response
13	Sec 27 GCC	105			Proprietary Rights of the Client in Reports and Records	Ownership of any Pre-exisitng work by PwC shall vest in PwC. PwC shall transfer the ownership of the deliverables and reports upon receiving the payments thereof. PwC is willing to pass ownership in certain agreed final deliverables to the client, but typically does not accept a blanket obligation to pass ownership in everything used, created or delivered under the contract.	No Changes - The condition / Criteria / Clarification will remain as per RFP.
14	Sec 23.1 - SCC	120		LOL - Except in the case of gross negligence or willful misconduct on the part of the Consultant or on the part of any person or a firm acting on behalf of the Consultant in carrying out the Services, the Consultant, with respect to damage caused by the Consultant to the Client's property, shall not be liable to the Client: (i) for any indirect or consequential loss or damage; and (ii) for any direct loss or damage that exceeds [insert a multiplier, e.g.: one, two, three] times the total value of the Contract;	Please clarify the max. limit on liability in case of any direct losses. We would require Consultant's liability for all claims including third party claims to be capped on to 1x of the fees paid to PwC. We will not be liable for any indirect/consequential losses.	we understand that this clause would be mutually agreed upon with the successful bidder at the time of the contracting	The standard condition / Criteria will be as per RFP .
15	25.2 GCC	105			Accounting, Inspection and Auditing	We would like to clarify that PwC understands: • Right to audit shall be limited to verification of services or quantities delivered, expenses charged, and hours of work performed. • PwC is not expected to maintain project specific books of accounts	No Changes - The condition / Criteria / Clarification will remain as per RFP.
16	45.1(b) SCC	124/ 127			Payment terms and Payment Milestones	Request to reconsider payment milestone and make all time based. The rationale for this is that the implementation is contngent to third party implementation and not just PMU	No Changes - The condition / Criteria / Clarification will remain as per RFP.
17	17.2	21			Power of Attorney- The authorization shall be in the form of a written power of attorney attached to the Technical Proposal.	We propose to provide our "Board of resolution" in place of Power of Attorney for authorization to sign the proposal document to authorized representative. Can you please confirm.	No Changes - The condition / Criteria / Clarification will remain as per RFP.
18	45, 45.C	111			Mode of Billing and Payment	We propose that client shall pay consultant's invoices withing 30 days after receipt of itemized invoices	No Changes - The condition / Criteria / Clarification will remain as per RFP.

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Meghaj Techno Concept Pvt. Ltd.

	Relevance	Page no.	Sl.No.	Section	Bid Statement	Query/Recommnedations	Response
19	16.2, and scc clause 42.3	32/ 123		Price Adjustment	As per clause 16.2 in the data sheet it is allowed. Where as per SCC clause no. 42.3 it is not allowed. Kindly clarify on this part	With is understood that while , the consult will factor the inflation impact, any monitory impact due change in the resource deplolyment would be mutually agreed upon and borne by the client	As per clause 42.3 (SCC) Special conditions of the contract .
20	Form FIN-3			Form -3	The expected distribution of field and home time is not mentioned in the RFP. So it assumed that it is upto bidder to decide on this distribution		As per approach , methodology and inception report finalised and approved by the department as per the RFP.
21	16.1	32			The Reimbursable Expenses are (1) a per diem allowance, including hotel, for experts for every day of absence from the home office for the purposes of the Services; (2) cost of travel by the most appropriate means of transport and the most direct practicable route; (3) other allowances where applicable and provisional or fixed sums (if any)	It is assumed that the Client shall provide an office and the basic infrastructure including sitting space, internet and access to printers	Please refer section 7 (Clause 6 b) - Providing the Consultant office space along with internet access, as determined by the Project Director/ Nodal Officer.
22	GCC 27.1				Ownership - There is no protection for our working papers and pre-existing materials.		
23	GCC 25.2				Audit - There is an obligation to permit, the Client and/or persons appointed by the Client to inspect all accounts and records relating to the performance of the Contract.		
24	Section 6				Client Policy - There is an obligation to comply with client policy on fraud/corruption as specified. [Section 6]		
	19.1.4				Survival - There is no outer boundary for survival obligations. [GCC 19.1.4]		
					Conflict of interest - Nothing in this engagement shall affect our or other PwC firms' ability to perform services for our other clients so long as we do not use or disclose your confidential information.	PwC has internal stringent policies, hence we request to reconsider the same or mutually agree the terms with successful bidder Kindly confirm	No Changes - The condition / Criteria / Clarification will remain as per RFP.
					Ownership - Upon full payment of fees/expenses, client will own the final deliverables submitted to client. However we will continue to retain our rights in the materials we bring in under the engagement.		

Medtel Techno Concept Pvt. Ltd.

9-3-2016

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

	Relevance	Page no.	SL.No.	Section	Bid Statement	Query/Recommnedations	Response
25					Audit - We will retain our records as per our record retention policies. Upon reasonable notice we will allow client to inspect our invoicing records under this engagement; such inspection shall be done in a pre agreed manner and during normal business hours. For avoidance of doubt, such inspection should not cause us to be in breach of our organisational confidentiality requirements.		
					Client Policy - We operate in accordance with the PwC code of conduct. We will cause our project team members performing services under this engagement to read and be aware of client's relevant policies such that to the extent applicable to them in performing services,they do not act in a manner inconsistent with the substance thereof.		
30	PMU Performance Evaluation				Quantification of DLI ahievement during the tenure of the PMU is not given	It is assumed that the quantification of the DLIs would be done in consensus of the successful bidder at the onset of the assignment and the performance indicators of the PMU will agreed upon mutually.	The various DLIs (Disbursement Linked Indicators) and other requirements for the project are mentioned in the PAD (Project Appraisal Document) for the ETEB Project and other details will be as per the RFP.
31	Perfomance linked payment to PMU					The KPIs to measure the performance of the PMU team would be set in consultation with the successful bidder	No Changes - The condition / Criteria / Clarification will remain as per RFP.
32	TECH I				Power of Attorney Required for the Authorised Signatory	Board Resolution should suffice instead of PoA	No Changes - The condition / Criteria / Clarification will remain as per RFP.
	2) BIDDERS/ VENDOR NAME : EY						
33			1		Section 7 – Terms of Reference Background and Objectives – Page 61, 62 The MU will primarily provide support to DR&T, BSEIDC and SCERT. The MU will also be responsible for managing the monitoring and reporting requirements with regards to the World Bank support, including reporting on the Results Framework, Disbursement Linked Indicators (DLIs) and their verification, and other program achievements	a) Who are the other agencies – government and/or private who are involved/contracted in the project? b) What are their roles and responsibilities? c) Are there any potential conflict(s) of interest/activities?	Reporting Framework for the MU will remain as per the RFP , and they will primarily provide support to DRT, BSEIDC and SCERT.

9-3-2018

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Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

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	Relevance	Page no.	Sl.No.	Section	Bid Statement	Query/Recommnedations	Response
34			2		Section 7 – Terms of Reference Results Framework The MU's primary responsibility will be towards achievement of indicators as per the Results Framework	What are the key steps/activities for achievement of the results in the results framework? Since, there are dependencies it is requested to share the milestones and ToRs of other agencies responsible for the individual components.	The various DLIs (Disbursement Linked Indicators) and other requirements for the project are mentioned in the PAD (Project Appraisal Document) for the ETEB Project and other details will be as per the RFP.
35			3		Section 7 – Terms of Reference – (3)(C) Monitoring and Evaluation Support - Page 66-67	Who will define the reporting and M&E templates/formats?	The reporting formats / Templates are the part of Inception report and will be approved by Department .
36			4		Section 7 – Terms of Reference – (4) Team Composition and qualification requirements – Page 70-78 Request for change in order to position suitable candidates with strong national, international and state experience. S	a) Engagement Leader: Request you to allow 'minimum 10 years of progressive experience…' from 'minimum 12 years of progressive experience…' b) Delivery manager: Request you to allow 'Post-graduate in any discipline'	No Changes - The condition / Criteria / Clarification will remain as per RFP.
37			5		Special conditions of contract – Page 119 Limitations of consultants liability towards the Client There is no definitive limitation of liability of the Consultant towards the client(s)	a) We request to cap the liability of the consultant to the total fees/payments due to the consultants for this contract.	No Changes - The condition / Criteria / Clarification will remain as per RFP.
	3) BIDDERS/ VENDOR NAME : Medhaj Techno Concept Pvt. Ltd.						
38			1	Instruction to Consultants/ E-Data Sheet/ Clause No. 21.1 (for FTP) Criteria, sub-criteria, and point system for the evaluation of the Full Technical Proposals	(A) Specific experience of the Consultant (as a firm) relevant to the Assignment. Experience of completion of a project of similar nature and comparable magnitude – 50 Marks	In this regard, it is requested to kindly consider the exp. Of the bidder in similar assignments i.e. Education/Capacity Building/Skill Development Project Management Consultancy Value of work of vol. / (consultancy value) 10 Cr. We request to kindly provide the break-up which shall be used during technical evaluation in respect of eligibility criteria for 'Specific experience of the Consultant (as a firm) relevant to the Assignment.' This will feasible to participants to prepare and submit the quality bid proposals. Also, preference should be given to those Consultant/PMA who are executing/ executed the projects in the state of Bihar.	No Changes - The condition / Criteria / Clarification will remain as per RFP.
39			2			DR&T/Nodal agencies assigned for this assignment Kindly clarify that how many schools are covered under this assignment. So, this will helpful for bidders to quote accordingly.	The details provided as per the RFP.

9-3-2016

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

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	Relevance	Page no.	Sl.No.	Section	Bid Statement	Query/Recommnedations	Response
40			3	II. General Conditions of Contract F. Payments to the Consultant _ Page No. 110	42.1 The Client shall pay to the Consultant (i) remuneration that shall be determined on the basis of time actually spent by each Expert in the performance of the Services after the date of commencing of Services or such other date as the Parties shall agree in writing; and (ii) reimbursable expenses that are actually and reasonably incurred by the Consultant in the performance of the Services.	It is requested to kindly clarify that if in case of extension of assignment Consultant need to deploy his manpower and therefore, what percentage of increase in remuneration for the manpower available on-site.	No Changes - The condition / Criteria / Clarification will remain as per RFP.

20-10-2017
(Brajesh Prasad)
Chief Consultant (Technical)

Medhal Techno Concept Pvt. Ltd.

9-3-2016
Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

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E-mail : bseidc@gmail.com • Website : http://www.bseidc.in • CIN : U80301BR2010SGC015859

Letter No. BSEIDC/NIT/2017-18 - 7196 **CORRIGENDUM No.- 2** Date : 31.10.17

With reference to **N.I.T. No. 10A/2017-18** for the work **"Selection of an Agency to Establish Management Unit to Support Enhancing Teacher Effectiveness in Bihar Operation"** through e-tendering: **website: www.eproc.bihar.gov.in** the following amendments have been made as mentioned below :-

SL. no.	Activity	Existing provision	Amended provision
a	Online Download of Tender Documents	From 26th September 2017 to 30th October 2017; 15:00 Hrs.	From 26th September 2017 to 07th November 2017; 15:00 Hrs.
b	Last Date & Time for submission/ uploading of Bid	31st October 2017; 15:00 Hrs.	08th November 2017; 15:00 Hrs.
c	Date and Time for opening of Technical Bid	31st October 2017; 16:00 Hrs.	08th November 2017; 16:00 Hrs.
d	Date and Time for opening of Financial Bid	To be announced later by competent authority through e-tendering website www.eproc.bihar.gov.in	Same as existing provision

The other terms and conditions will remain unchanged.

31-10-2017

(Brajesh Prasad)
Chief Consultant (Technical)

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Annexure II

Technical proposal submitted by the Consultant

(Forms TECH-1 to TECH-6)

FORM TECH-1

TECHNICAL PROPOSAL SUBMISSION FORM

{Lucknow, 30/10/2017}

Ref. No.: MTCPL/BSEIDC/Bid/2017-18/3656

To:
The Managing Director
Bihar State Educational Infrastructure Development Corporation Ltd
Acharya Shivpujan Sahay Path,
Bihar Rashtrabhasha Parishad Campus,
Shiksha Bhawan, Saidpur, Patna-800004

Dear Sirs:

We, the undersigned, offer to provide the consulting services for "Establishing Management Unit to Support "Enhancing Teacher Effectiveness in Bihar Operation, Bihar" in accordance with your Request for Proposals dated 30/10/2017 and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and a Financial Proposal sealed in a separate envelope.

We are submitting our Proposal a joint venture with: **ChalkBoard School Solutions** having its Corporate office at A-905, Shelton Sapphire, Plot no 18/19, Sector-15, CBD Belapur, Navi Mumbai-400614 and Branch office at G 62/63, R Galleria, Runwal Greens, Village Road, Off Mulund-Goregaon Link Road, M, Mulund West, Mumbai 400080, Maharashtra, India **(First JV Partner) and Host2Unlimited,** 39, Veena Nagar, Near Jain Studio,LBS Marg, Mulund (W), Mumbai - 400080 (India) **(Second JV Partner) and, Medhaj Techno Concept Pvt. Ltd.** having its Registered Office at Medhaj Tower, CP-150, Sec-D1, Near Power House Chauraha, Aashiana, Kanpur Road, Lucknow-226012, Uttar Pradesh, India **will be lead member of the joint venture.** We have attached a copy of our letter of intent to form a joint venture signed by every participating member, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture.

We hereby declare that:

a) All the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification by the Client and/or may be sanctioned by the Bank.
b) Our Proposal shall be valid and remain binding upon us for the period of time specified in the Data Sheet, Clause 12.1.
c) We have no conflict of interest in accordance with ITC 3.
d) We meet the eligibility requirements as stated in ITC 6, and we confirm our understanding of our obligation to abide by the Bank's policy in regard to corrupt and fraudulent practices as per ITC 5.

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

Medhaj Techno Concept Pvt. Ltd.

e) We, along with any of our sub-consultants, subcontractors, suppliers, or service providers for any part of the contract, are not subject to, and not controlled by any entity or individual that is subject to, a temporary suspension or a debarment imposed by a member of the World Bank Group or a debarment imposed by the World Bank Group in accordance with the Agreement for Mutual Enforcement of Debarment Decisions between the World Bank and other development banks. Further, we are not ineligible under the Employer's country laws or official regulations or pursuant to a decision of the United Nations Security Council.

f) In competing for (and, if the award is made to us, in executing) the Contract, we undertake to observe the laws against fraud and corruption, including bribery, in force in the country of the Client.

g) Except as stated in the Data Sheet, Clause 12.1, we undertake to negotiate a Contract on the basis of the proposed Key Experts. We accept that the substitution of Key Experts for reasons other than those stated in ITC Clause 12 and ITC Clause 28.4 may lead to the termination of Contract negotiations.

h) Our Proposal is binding upon us and subject to any modifications resulting from the Contract negotiations.

We undertake, if our Proposal is accepted and the Contract is signed, to initiate the Services related to the assignment no later than the date indicated in Clause 30.2 of the Data Sheet.

We understand that the Client is not bound to accept any Proposal that the Client receives.

We remain,
Yours sincerely,

Authorized Signature:

Name and Title of Signatory: **Kratika Sharma (General Manager)**

Name of Consultant: **Medhaj Techno Concept Pvt. Ltd.**

In the capacity of: **Lead Member of JV**

Address: **Medhaj Techno Concept Pvt. Ltd.**
Medhaj Tower, CP-150, Sec-D1,
Near Power House Chauraha, Aashiana,
Kanpur Road, Lucknow-226012,
Uttar Pradesh, India

Contact information (phone and e-mail):
Phone No.: +91-522-2425912
Mobile No.: +91-9650281166
Fax No.: +91-522-2425913
Email: mtcpl@medhaj.com; kratika.sharma@medhaj.com
Website: www.medhaj.com

Medhaj Techno Concept Pvt. Ltd.

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

FORM TECH-2(FOR FULL TECHNICAL PROPOSAL ONLY)
CONSULTANT'S ORGANIZATION AND EXPERIENCE

A - Consultant's Organization

A - Consultant's Organization

Brief Introduction of M/s Medhaj Techno Concept Pvt. Ltd. (Lead Bidder)

Medhaj Techno Concept Pvt. Ltd. (MTCPL) is an ISO 9001:2015, 14001:2015 and 27001:2013 certified company registered under the Companies Act 1956 (No. 1 of 1956) in India and incorporated as an integrated solution provider in the field of infrastructure development. **Started its operation in 2007 with an initial focus in the Power Sectorand Energy Sector, within a short period of time the company has steadily diverse into other Information Technology, E-Learning Solutions, Training, Capacity Building Skill Development Courses, impact assessment of government and donor sponsored programs infrastructure sectors like Railway, Renewable Energy (Solar and Hydro), Irrigation, Regulatory, DDG etc.**

Medhaj has assisted various government and private companies of India. **Medhaj has strong geographical presence in Bihar State more than 06 years as consulting organization under various Govt. funded Schemes. Medhaj has also provided assistance to The World Bank** to facilitate the Identification of the most suitable states for implementation of grid-connected solar rooftop projects in India. The assignment includes preparation and evaluation of an Eligibility Checklist to identify the most suitable states based on a set of policy, operational and technical parameters. It also included **assistance to World Bank in organization of Workshops and in providing technical advice to the bank team during preparation stage, Appraisal stage and upto Bank's Board approval of the project. The endeavor of Medhaj resulted in approval of $625 million loan by The World Bank for India's Grid Connected Rooftop Solar Programme.**

Incorporated as an integrated infrastructure solution provider in 2007, Medhaj is one of the fastest growing consultancy firms in India. Our success is built upon an environment that leaves a significant space for nurturing innovative ideas in the field of consulting. Putting quality at the heart of our assignments, Medhaj always endeavors to deliver highest quality outputs to the outmost satisfaction of the clients. A testimonial to this fact can be drawn from our ever increasing number of satisfied clients and geographical footprints across 28 states/union territories (UTs) in India within four years of incorporation. Medhaj is striving to replicate its success in India to the wider world.

Medhaj is one of the private consulting company in India working on live Smart Grid Project in Assam as Project Management Consultant & in Odisha for DPR Preparation for Smart Grid Implementation in Rourkela City (Smart City).

"In the last ten years we have worked extensively for the government funded schemes. We have worked on schemes which have been rolled out by the government, for the larger benefit of society and as a consultant it was our responsibility to apprise the various stakeholders of the progress of the schemes, and to effectively monitor the scheme in a cost-effective and time-bound manner."

1. **The mission of Medhaj Techno Concept Pvt. Ltd.:**

Medhaj endeavors to contribute in the acceleration of the growth of Power Industry by providing highly integrated consultancy services.

2. **Our Vision**
   "Conquering the marketplace – Being the most trusted and topmost brand name in consulting."

3. **Our Core Values:**
   Ownership: Act like owner of the company, entrepreneurial behavior and accountability towards your work.
   Best People: Hiring the best, nurture to bring the best out of everyone, be the best everywhere and build diversity and inclusiveness in workforce.
   Integrity: Honest behavior, keep your words.
   Good Human Being: Respect for every other individual, helping others and practice forgiving.
   Client Satisfaction: Empathy to client's problems, solution mindset, belief in innovation, First Time Right and high performance standards.

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Adaptability to change: Openness to change, changing actions with changing environment.
Trust: High trust environment with client and our people, belief in practicing all components of trust: credibility, reliability, intimacy and self – orientation.

4. **Breadth & Depth:**

Medhaj has a pan India presence with offices and team in more than 28 states/union territories in India for its 75+ clients.
With 900+ professionals on payroll, Medhaj can readily mobilize the right people, alliance and tools to deliver cutting edge solutions.
Medhaj is known in marketplace as one of the best employers for Women employees.

5. **Management Directory**

- Mr. Samir Tripathi, Chairman Cum Managing Director
- Mrs. Alka Tripathi, Director (Finance)
- Mr. Gunjan Tripathi, Director (Business Development and Operations)

6. **Growth History:**

Human Resource: Medhaj' growth from 3 employee to 900+ in 10 years since inception.
Financial Growth and Revenue Generation: Medhaj has recorded more than 100 percent growth in terms of revenue earning in the last five years. Besides, we have a future pipeline of high value mandates that will positioned ourselves as one of the topmost infrastructure consultancy firms in India. Our Audited Turnover, Liquid Assets and Net Worth are mentioned below:

Financial Year	Turnover (in INR)	Liquid assets (in INR)	Net Worth (in INR)
2011-2012	Rs. 2108.07 Lakh	Rs. 723.12 Lakh	Rs. 932.59 Lakh
2012-2013	Rs. 2558.01 Lakh	Rs. 1459.53 Lakh	Rs. 1524.41 Lakh
2013-2014	Rs. 4460.51 Lakh	Rs. 1449.86 Lakh	Rs. 1871.52 Lakh
2014-2015	Rs. 3311.57 Lakh	Rs. 2043.99 Lakh	Rs. 2511.64 Lakh
2015-2016	Rs. 4671.60 Lakh	Rs. 1681.58 Lakh	Rs. 1791.68 Lakh
2016-2017 (Provisional)	Rs. 7123.00 Lakh	Rs. 1279.12 Lakh	Rs. 2544.84 Lakh

7. **Recognition**

Medhaj had off lately been recognized by India's biggest business award team for making it to the top three in the nominations for the *Emerging India Awards 2013!* The nomination is testimony of the passion and hard work invested in our business for setting the highest benchmarks and optimizing opportunities across the globe.

Medhaj is the recipient of prestigious **"Indian Leadership Award for Industrial Development"** award in 2012 from IBN 7 for its contribution in development of infrastructure in the country. Further, in 2010 Medhaj has received the **"Award of Excellence – 2010"** by the Institute of Economic Studies (IES), India. Our Chairperson cum Managing Director, Mr. Samir Tripathi was honored with the **"Udyog Rattan Award – 2010"** and **"Business Leadership Award – 2011"** by IES in recognition of his outstanding contribution in the field of engineering in India. International Biographical Center (IBC), Cambridge, England has recently honored Mr. Tripathi as one of their **"IBC Leading Engineers of the World 2011"**. These achievements are the manifestation of our thrust on delivering cutting edge consultancy solutions to the clients.

India's National Award-2014 for Innovation in Services was awarded to Mr SAMIR TRIPATHI (CMD—Medhaj) in function presided by honorable PM Shri NarendraModi and honorable cabinet minister ShriKalraj Mishra, CM Punjab ShriBadal and many top dignitaries. ***Mr SAMIR TRIPATHI (CMD—Medhaj) is awarded National Award (First Prize)-2015 by MSME Ministry, Govt. of India for Outstanding Entrepreneurship in Services Sector, consecutively second year in a row on June 27th, 2017.***
Mr SAMIR TRIPATHI (CMD—Medhaj) is also recipient of 'Visionaries of Uttar Pradesh' award from Honorable Dy. Chief Ministers of Uttar Pradesh— Shri Keshav Prasad Maurya & Shri Dinesh Sharma and Cabinet Minister Shrimati Swati Singh.

Chief Engineer (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

In a reputation opinion survey conducted by World Brands Review, Medhaj has been awarded as "THE MOST PROMISING BRAND OF 2014" at World Brand Summit, Dubai. Medhaj were also the recipient of the World Brands in Dubai, as "One of the Promising Entrepreneurs in the Power Distribution" category.

8. Our Offerings:

We have extensively worked with the central and state government ministries and agencies, donor funding agencies, public sector undertakings, state power utilities and private sector entities across India. We have also advised our clients in the emerging markets of Africa and South East Asia.

Medhaj specializes in the areas of:

➡ *Project Management* • *Project planning, scheduling and control* • *Budgeting and cost control* • *Contract administration & Appraisal of vendors* • *Interim & Final quality inspection*	➡ *Energy Efficiency* • *AT&C loss reduction study* • *Energy accounting and auditing* • *Renewable Energy (Solar and Hydro), Irrigation* • *Technical evaluations of energy saving*
➡ *Pre-Project Advisory* • *Survey and Site investigation* • *Preliminary planning and design & Power system study* • *Environmental and socio-economic impact assessment* • *Detailed Feasibility Report (DFR)*	➡ *Design Engineering* • *Geotechnical studies, GPS/GIS/DGPS mapping and survey* • *Preparation of detailed engineering design and drawings* • *Project cost estimate and Detailed Project Report (DPR)*
➡ *Third Party Independent Quality Inspection* • *Appraisal of vendors* • *Interim quality inspection* • *Final quality inspection*	➡ *Construction Supervision* • *Planning, scheduling of activities & Vendor drawing review* • *Engineering & Material procurement* • *Performance testing and operation optimization* • *Supervision and Certification*
➡ *Policy and Regulatory Advisory* • *Tariff determination and Benchmarking* • *Assistance in issuance of tariff orders on behalf of the en regulators* • *Assistance in framing policy and regulations* • *Capacity building and training*	➡ *Project Structuring and Bid Advisory* • *Project structuring* • *Bid advisory to project developers* • *Preparation of RFQ and RFP documents* • *Invitation of bids , Bid evaluation and selection of bidder* • *Project implementation assistance*

9. People at Medhaj

Medhaj brings together professionals from diverse disciplines with complementary skills. The depth of knowledge and experience of our professionals allows us to undertake large scale complex assignments within strict timeline. We have a healthy mix of professionals with deep knowledge and specialization in different areas. In addition, we have a team of financial, policy and regulatory experts, which looks after the policy, regulatory and financial management related assignments.

Medhaj currently has a headcount of more than 300 engineers, sociologist, environmentalist, information technology, accounts, economics, finance and regulatory experts. Further, we have a roster of leading infrastructure experts in India, who are working with us on assignment to assignment basis.

10. Empanelment

MEDHAJ Group has been empaneled with following reputed institutions/organizations to undertake the Power & Energy related projects.

- **PFC Consulting Limited, New Delhi**
- **National Institute of Electronics and Information Technology**
  Capacity Building & Software Development
- **National Institute for Entrepreneurship and Small Business Development**
  - **Training Partner for entrepreneurship skill development**
- **Power Grid Corp. India Ltd.**
- **REC Transmission Projects Company Limitied**
- **Exim Bank**
- Consultancy Development Centre (Sector: Power Transmission and Development)
- Uttar Pradesh Electronics Corporation Limited, Lucknow
- Uttar Pradesh Development System Corporation Limited

9-3-2016

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

Medhaj Techno Concept Pvt. Ltd.

Brief Introduction of M/s ChalkBoard School Solutions, Mumbai (JV Member)

About us:

The main purpose of CHALKBOARD SHIKSHAK is to provide globalized teaching with high quality courses. Our academic team has developed the curriculum in sync with modern teaching trends. With our methodologies and approach, CHALKBOARD SHIKSHAK aims to transform aspiring teachers into experts preparing them to confidently face the challenges of the teaching world. CHALKBOARD is a perfect teaching school for the future professionals.

View Point:

This is one of the best times to be a student. Different people connected with education- government bodies, educators and parents, are deeply involved, more than ever before, in providing the best learning experiences to young children.

We talk about preparing children for life and not just a profession to grow into. There is growing research and discussion on the competencies required to live a meaningful life in the 21st century. Initiative, risk taking, perseverance, empathy, collaboration and networking are the kind of abilities forecasted to be the harbingers of a successful life in the future.

ChalkBoard aspires to promote best educational practices put forward by academicians and researchers all over the world to bring about this empowerment and learning for life through its various offerings- teacher education, student empowerment, curriculum designing and school consultancy

The Dream:

The foremost purpose of CHALKBOARD TEACHERS PROGRAMME is to produce future teachers with a unique set of abilities to teach the learners of the new century. We blend the best of the rich Indian heritage of teachers such as Swami Vivekanand , Krishnamurthy and Shri Aurobindo with modern global teaching styles in enabling teachers who are completely empowered to teach in both the Indian and International curriculum.

CHALKBOARD provides high quality programmes for both aspiring and in service teachers to transform them into teaching experts with the confidence to shine as exemplary teachers, ready to face the world of globalised teaching with confidence.We believe that it is indeed 'The thought that matters'... the thought of commitment, excellence and innovation.

CHALKBOARD SHISHYA programmes uncover the minds of children and young adults, build character and enhance cognitive skills. We believe that in a stimulating environment, children can develop into exceptionally empowered adults. These programmes are run with a unique set of tools and develop in childhood the skills and traits that will be the harbinger of great achievement tomorrow.

Services

Consultancy for new school ventures and existing schools:

ChalkBoard School Solutions offers consultancy to provide a complete 360* development solution to translate your vision of creating an educational institution of distinction in the K-12 Schools sector. We hold hands with entrepreneurs stepping into the highly in demand and successful business opportunity of school education in India. The collaboration ensures that an exclusive institution is created, that matches the specific needs and demands of the particular geographical location and socio-cultural environment that impacts the school.

✓ *Project conceptualization and planning*	✓ *Resource management*
✓ *Infrastructure planning*	✓ *Curriculum and Instructional designing*
✓ *Marketing and branding*	✓ *IT and ERP solutions*
✓ *Academic audits*	✓ *Staff training and mentoring*
	✓ *Affiliation guidance to the various Indian and International Boards*

Teacher Training - Skill up gradation for in service teachers

21st century teacher, Excellence in teaching, Teachers of tomorrow.... As educators, we come across these terms very frequently. New age schools with great infrastructure, well designed class rooms and technology enabled learning spaces are aspiring to set the highest standards in education. Progressive schools have replaced teaching that is isolated and teacher-centric with inter-disciplinary, student centric learning.

ChalkBoard School Solutions proposes to bring about this paradigm shift and hold hands with you to realize your vision of excellence and become a teacher ready to teach the future with our host of skill up gradation and in service training programmes.

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

- ✓ *Teaching approaches- Inquiry based learning, project based learning, cooperative learning, simulation*
- ✓ *Communication and Soft skills*
- ✓ *Behaviour management in the 21st century classroom*
- ✓ *Teaching through drama, art, storytelling and music*
- ✓ *Subject specific teaching practices*
- ✓ *Inclusive education*
- ✓ *Managing diversity in the class*
- ✓ *Time and stress management*
- ✓ *Assessment for learning and of learning*

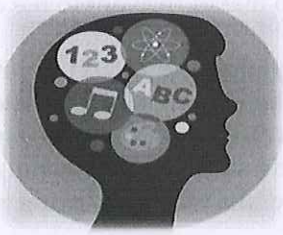
Curriculum and Instructional Designing for new and existing schools

- John Dewey famously said, "If we teach today's students as we taught them yesterday, we rob them of tomorrow." In the best schools, the teaching-learning process has moved away from being teacher centric and teacher led to being student centric and collaborative.
- We hope to attain the highest educational purpose, through which our learners grow up to be independent thinkers, great collaborators, conscientious knowledge seekers and most importantly happy adults with a high value system. Thus, the learning processes have to be carefully and consciously designed to achieve this lofty purpose. We have to move beyond our simplistic 'lesson planning' of yesteryears. Therefore, the necessity of Curriculum and Instructional designing in schools.
- Whether you are a new school set up or an existing school aspiring to take your school forward, ChalkBoard School Solutions helps you to create a highly effective curriculum that is:

- ✓ *Customized*
- ✓ *Follows global teaching-learning best practices*
- ✓ *Scientifically researched*
- ✓ *Cross curricular*
- ✓ *Integrates music, arts and drama*
- ✓ *Value based*

Teacher Training - Diploma in early childhood care and education

- This is a unique skill building course that enables teachers to welcome children to their first learning experience outside their homes. A very important step in preparing children for formal education in the following years.
- The course is designed for early childhood or pre-primary teachers with special emphasis of technology in education.
  - ✓ *Principles of Early Childhood Education*
  - ✓ *Child Development*
  - ✓ *Theories of learning*
  - ✓ *Instructional Strategies*
  - ✓ *Special Education Needs*
  - ✓ *Education Technology*

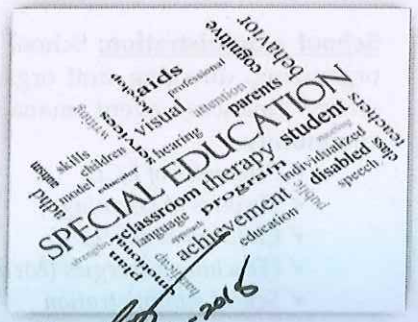


Management and Leadership in schools

The core focus of the Management and Leadership in Schools (MLS) program is for teachers who aspire to move into academic administration role as coordinators, heads of departments, vice principals and Heads of schools. This unique program concentrates not just on generic leadership development but emphases specifically on the knowledge, skills and values needed to be an outstanding school leader.

Special Education Needs

We offer consultancy and assistance in establishing a successful center for the differently- abled as part of Special Education Needs, offering a one stop solution to parents of children with special needs integrating occupational and speech therapy, counseling services and inclusive classes.We are proud to be the pioneers of special needs paraprofessional training. For schools that are progressive enough to be 'INCLUSIVE' and believe that each child has the right to education, we work in partnership to ensure that they are successful in their efforts and run a structured, outcome focused programme for the children with specials needs.



For students-ChalkBoard Shishya programmes:

As we hold hands with teachers to prepare them to create the future, we also aspire to empower young children to be ready for the future with CHALKBOARD SHISHYA PROGRAMMES. Children of tomorrow will require not just

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

academic prowess to succeed in an increasingly competitive world. The tools of success for the next generation will be the ability to be curious, have the strength of perseverance, emotional intelligence and social dexterity.

Academic Workshops	Extra Edge
✓ *Study skills*	✓ *Social intelligence*
✓ *Mind mapping*	✓ *Creative intelligence*
✓ *Creative writing*	✓ *Ethics and value building*
✓ *Memory techniques*	✓ *Goal setting and time management*
✓ *Brain gym*	✓ *Anger and stress management*
Club House	**Outpost**
✓ *Theatre of oppressed*	✓ *The outbound education programme*
✓ *Drama bazaar*	✓ *To be announced soon*
✓ *Global citizenship*	
✓ *Human rights and me*	

Announcing the first ever exclusive ECCED DIPLOMA with International certification from D'YOUVILLE college, school of education, Buffalo, USA also government recognised:

Principles of ECCED: Principles of ECCED aims to introduce the concept of early childhood care and educationfor children since birth to six years. The course focuses on importance of early childhood years and significance of early childhood education. It overviews the historical development of early childhood education in India and across the globe and the contributions of notable philosophers.The course also develops awareness on recent developments, such as policies and role of different organizations in the field of early childhood care and education

Theories of Learning: Learning theories are conceptual frameworks describing how information is absorbed, processed, and retained during learning. Learning style theories propose that individuals learn in different ways, that there are distinct learning styles and that knowledge of a learner's preferred learning style will lead to faster and more satisfactory improvement. Thus, this course brings about awareness of these radically different theories and also makes relevant to the classroom by addressing different aspects of classroom learning.

Methods and Materials : Kindergarten is the first time most children are exposed to a classroom environment that is about playing and also listening to the teacher and completing tasks. Teachers in kindergarten classrooms use several teaching methods to ensure that each student is learning what she needs to know. This course will give a deeper understanding of teaching methods that are designed to help not only those students who excel but also help students who are lagging behind. The course incorporates a wide range of instructional strategie

Child Development: Child development refers to the biological, psychological and emotional changes that occur in human beings between birth and the end of adolescence.Because these developmental changes may be strongly influenced by genetic factors and events during prenatal life, genetics and prenatal development are usually included as part of the study of child development. This course enhances your understanding of the social, cognitive, emotional, and educational development of children. It introduces the latest researches in this field that have resulted in new theories and strategies, with specific regard to practice that promotes development within the school system

School administration: School Administration is a process in an educational setting that deals with the planning, organizing, directing, and organising of resources. This course will include administration of personnel, managing school finances, event management, curriculum administration and building relationships with the school community.

- ✓ *Principles of ECE*
- ✓ *Theories of Learning*
- ✓ *Child development*
- ✓ *ITeaching strategies (Methods and materials)*
- ✓ *School administration*

Mode of study:

Full Time Courses & Blended Learning:

This intensive training mode is suited to those who want to amplify their professional skills and gain competitive edge. It may also appeal to ambitious professionals who are always open for learning new skills. Aspiring teachers cannot ignore the significance of classroom experience which will be covered in this mode of learning. This course is also for those who wish to become pre-primary teachers. Blended learning will be conducted in classes wherein a student will learn in part through instruction via digital mode.

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Part Time Training - For Aspiring and in Service Teachers

ChalkBoard has designed a special part-time course for working teachers. It is highly flexible for working professionals as it will provide complete freedom in respect of time and place. If you plan to start a new career in teaching, you can fulfill your ambition by enrolling into this course. This program gives you the opportunity to study according to your schedule while pursuing your career.

Contact Us

Corporate office-

A-905, Shelton Sapphire, Plot no 18/19,
Sector-15, CBD Belapur, Navi Mumbai-400614

Branch office-

G 62/63, R Galleria, Runwal Greens,
Village Road, Off Mulund-Goregaon Link Road, M, Mulund West, Mumbai 400080, Maharashtra, India

Email: info@chalkboardindia.com

Mobile No.: +91 9004608880 / 9820850499

Website: www.chalkboardindia.com

Company Profile of Host2Unlimited (Second JV Member)

9-3-2016

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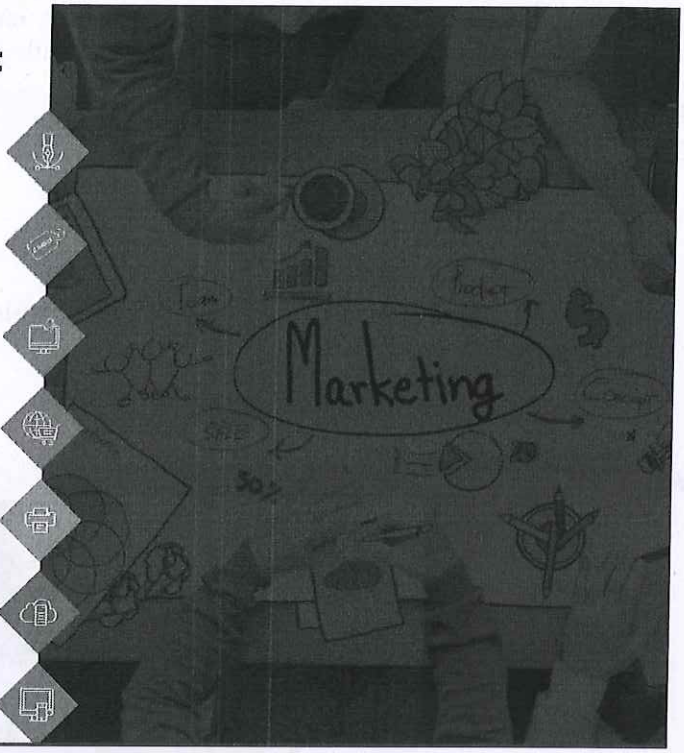
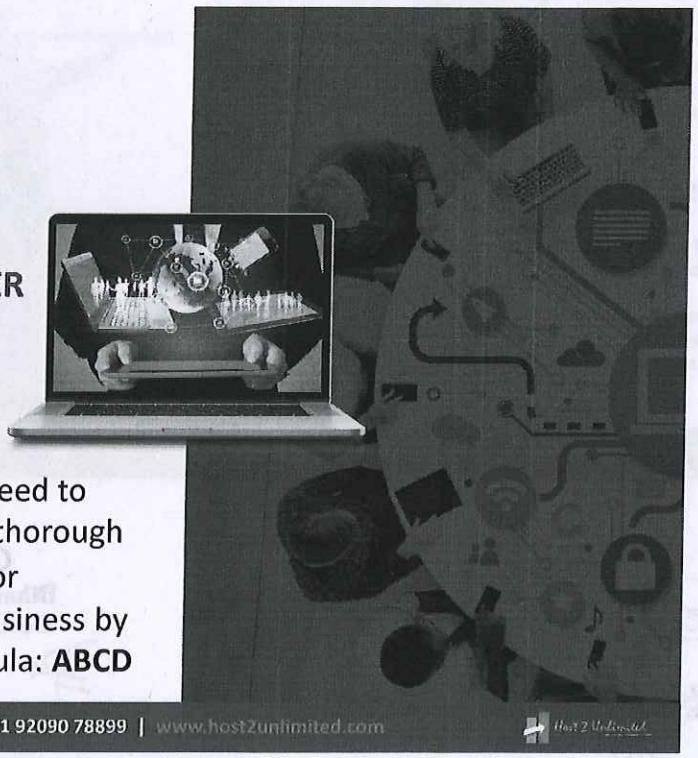
Medhej Techno Concept Pvt. Ltd.

OUR OFFERINGS:



- Web Designing & Development
- Branding
- Digital marketing
- Portals
- Domain & Hosting
- E-commerce
- Mobile Friendly websites

DIGITAL PARTNER FOR BUSINESS



At H2U, you don't need to look back. We do a thorough Strategic analysis for augmenting your business by using our new formula: **ABCD**

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AMPLIFY YOUR BUSINESS

What if someone tells you that **enhancing your business** to a new level is now possible! Ask us How?

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CLOSING ON EXCLUSIVE TIE-UPS

Tie-ups can prove to be a very important part of your business

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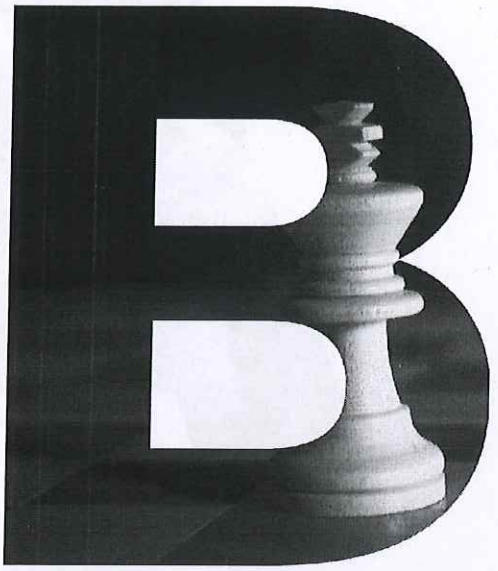
BUSINESS TACTICS

"Out of sight is out of mind."
To help you to be in the minds of customers, we offer Attraction, Conversion & Retention tactics.



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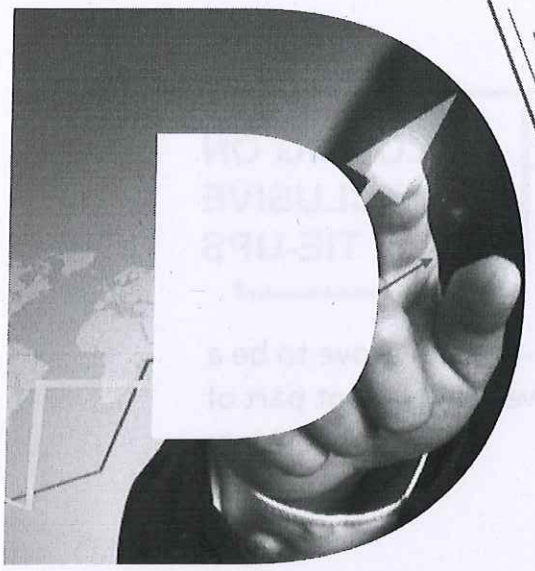

DEVELOPING SALES

As a result of good Strategy, business tactics and exclusive tie-ups the sales of your business will go upward

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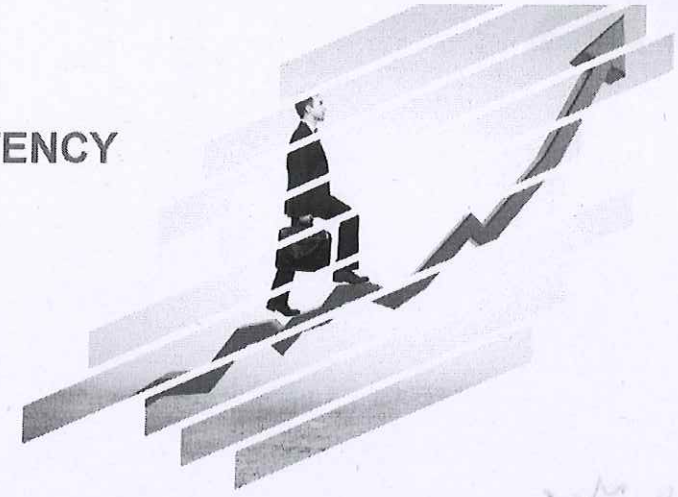
Madhav Techno Concept Pvt. Ltd.

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Our Promise:

CONSISTENCY
is our motto.



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9-3-2016

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

CONTACT US

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Medha Techno Concept Pvt. Ltd.

9-3-2016

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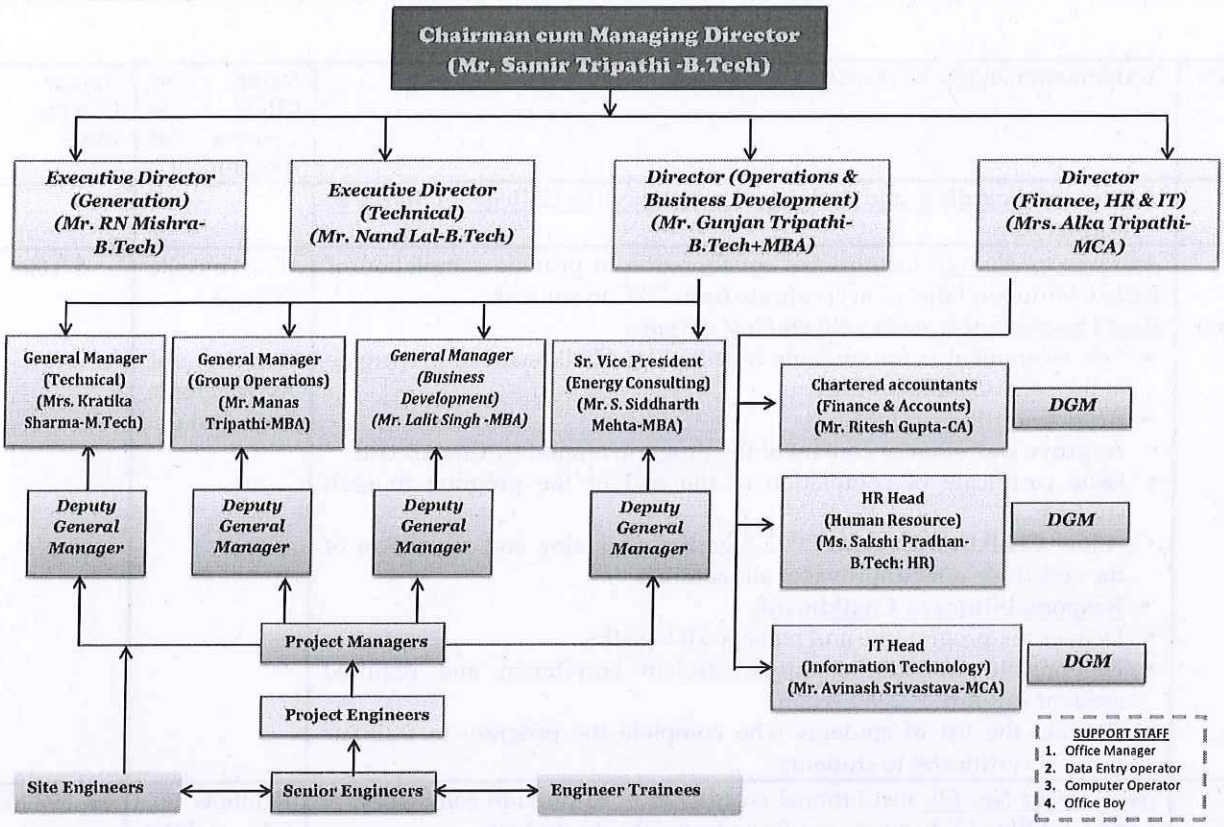
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

2. Include organizational chart, a list of Board of Directors, and beneficial ownership

Organizational Chart of Lead Member



Management Directory (Medhaj Techno Concept Pvt. Ltd.)

- Mr. Samir Tripathi, Chairman Cum Managing Director
- Mrs. Alka Tripathi, Director (Finance)
- Mr. Gunjan Tripathi, Director (Business Development and Operations)

Management Directory (Chalkboard Learning Solutions.)

- Dr. Natasha Mehta - Co-Founder and Director
- Mr. Andy Gray -Chief Academic Mentor
- Mr. Vipin Pubby – Advisor
- Dr. Hemlata Chari – Advisor
- Ms. Anandi Gosrani - Co-Founder and Director
- Dr. Navita Mahajan – Advisor

Consultant's Experience

Duration	Assignment name/& brief description of main deliverables/outputs	Name of Client & Country of Assignment	Approx. Contract value	Role on the Assignment
Sep 2017 – till Date	*Assignment No. (1):* institutional collaboration to provide graduate education to students from India/Asia. *Brief Description of main deliverables/ outputs:* ▪ The assignment is for primarily for students recruited by JBCN - CHALKBOARD to participate in the Master of Education program offered by DYC. ▪ ChalkBoard will market this program with branded and degree program from D'Youville College. ▪ Chalkboard will be responsible for administration. student enrollment, and required student support service. ▪ Implementation its own policies for refund in case a student drops out of the program.	D' Youville College **Country of Assignment: India/Asia**	The total cost ofthe program for each student will not exceed $10,000. Each module will cost $833.	Joint Member o JBCN

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Duration	Assignment name/& brief description of main deliverables/outputs	Name of Client & Country of Assignment	Approx. Contract value	Role on the Assignment
	▪ **Cost of boarding and lodging for D'Youville College in India at market rate**			
Aug, 2017 – Till Date	***Assignment No. (2):*** institutional collaboration to provide completion of Early Childhood Education certificate from DYC to students. ***Brief Description of main deliverables/ outputs:*** ▪ The assignment is for students recruited by Chalkboard to participate in the early Childhood Care. ▪ **Responsibilities of DYC:** ▪ Approve and monitor content of the program offered by ChalkBoard. ▪ Issue certificate of completion at the end of the program to each student ▪ Allow ChalkBoard to use DYC logo for marketing and promotion of the certificate after approval of all materials. ▪ **Responsibilities of Chalkboard:** ▪ Deliver the programme and manage all logistics. ▪ Responsible for administration, student enrollment and required student support. ▪ Provide the list of students who complete the program to facilitate issue of certificates to students.	D' Youville College **Country of Assignment: India/Asia**	$ 3,000.	Joint Member o Chalkboard
Feb, 2017 – Jan 2020	***Assignment No. (3):*** institutional collaboration to provide completion of Early Childhood Education certificate from DYC to students. ***Brief Description of main deliverables/ outputs:*** ***Chalkboard school solutions provides the solutions of:*** ▪ Preparation of Teaching Plans for Grade I-VIII for the subject for English, Maths, Marathi, German, Science, Social Studies. ▪ Preparation of Workbooks for Grade I-VIII for the subject for English, Maths, Marathi, German, Science, Social Studies. ▪ Preparation of other documents related to school functioning. ▪ Teacher workload and time table for Grade I-VIII. ▪ Teacher training for Grade I-VIII. ▪ Academics audit for Grade I-VIII.	Rainbow Edu Infra Services, LLP **Country of Assignment: India**	Rs. 69 Lakhs	Joint Member o Rainbow Edu Infra Services, LLP
July 2015– June 2016	***Assignment No. (4):*** Providing consultancy services for: **Project-1: Solar Rooftoop Solar Rooftoop Solar Program in India** Assisting the World Bank in preparation of readiness checklist to facilitate the Identification of the most suitable states for implementation of the rooftop projects and **organizing a workshop on a pan India level** once the readiness checklist is prepared **Project-2: Getting Electricity (Doing Business)** Assistance to World Bank to review the procedures followed for Getting Electricity connection in India and other countries and identification of best practices to promote industries. ***Brief Description of main deliverables/ outputs:*** ▪ **Assistance to The World Bank in organizing the workshops on a pan India level** ▪ **Assist the World Bank in preparing presentations and in doing all the groundwork in organizing the workshops.** ▪ Assistance to The World Bank in project preparation and appraisal to board delivery stage in terms of identifying technical assistance and **capacity building** and minor investment requirements of Disoms in order to get ready for implementation of their states 'Net Metering Policies.' ▪ **Assistance to World Bank in preparing and imparting training programs to State Discom Official.** ▪ Identification of best practices to promote industries and assistance in preparation of presentation organized by DIPP on Doing Business; ▪ Assistance to World Bank during the presentation organized by the Department of Industrial Policy and Promotion (DIPP) on Doing Business;	**World Bank, Group, India** **Country of Assignment: India**	INR 31,84,502/-	Sole Consultant

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Duration	Assignment name/& brief description of main deliverables/outputs	Name of Client & Country of Assignment	Approx. Contract value	Role on th Assignme t
	▪ Evaluation and Submission of report on analysis of the response received from various states with respect to eligibility checklist ▪ To provide technical advice to the bank team during preparation stage, upto Appraisal stage and upto Bank's Board approval of the project			
Aug 2015	***Assignment No. (5):*** Conducted One Week Workshop on 'Ethical Hacking and Information Security (EHIS-2015)' during celebration of Digital India Week. ***Brief Description of main deliverables/ outputs:*** ▪ An interactive workshop that imparts technical training in the latest trends and help develop indigenous resources to provide high end information security skills. This workshop is conducted in association with Department of Information Technology, Babasaheb Bhimrao Ambedkar University, Lucknow. ▪ Our workshop is for such situations where we teach and guide students about what are the legal procedures and steps that they ought to take in order to secure their electronic systems and records.	Department of Information Technology, Babasaheb Bhimrao Ambedkar University, Lucknow **Country of Assignment: India**	INR 50,000/-	Sole Consultan
April 2014	***Assignment No. (6):*** Workshop conducted on "Entrepreneurship Development and Challenges in e-Security." ***Brief Description of main deliverables/ outputs:*** ▪ To conduct a workshop for members of CSI Lucknow Chapter, Association of Knowledge Workers Lucknow and Senior Students (around 125 in numbers) of different Engineering Colleges of Lucknow. The event was organized by Computer Society of India, Lucknow Chapter in association with AKWL in PNBIIT, Auditorium on 19th April, 2014. ▪ Our workshop is for such situations where we teach and guide students about what are the legal procedures and steps that they ought to take in order to secure their electronic systems and records.	Computer Society of India, Lucknow Chapter, Lucknow **Country of Assignment: India**	Not Applicable As it was free awareness campaign	Sole Consultan
Feb 2016	***Assignment No. (7):*** Organized seminar on "Challenges in e-Security" and presented the paper titled "Introduction to Cyber Ethics, Information Gathering, Web Application Attack" ***Brief Description of main deliverables/ outputs:*** ▪ In order to discuss & disseminate various aspects of prevention of cyber-crimes and the challenges faced by the law enforcement agencies, by the judiciary and by the software and hardware experts. This seminar was especially productive to police officers, judicial officers and experts from the field of IT as well as students, academic institutions, professional & industrial organizations. The Seminar covered intense research work, thorough case studies and innovative industrial presentations on topics relating to the subject.	The Institution of Engineers (India), Allahabad Centre, MNNIT Campus, Allahabad **Country of Assignment: India**	Not Applicable As it was free awareness campaign	Sole Consultant
Feb 2016	***Assignment No. (8):*** Conducted Training and Sanitization Program "Cyber Security" ***Brief Description of main deliverables/ outputs:*** ▪ The said training and sanitization program has been addressed to the senior students and organized under their 'Post Graduate Diploma in Cyber Law Program'. ▪ We help them learn the legal framework (reporting, punishments, actions taken etc) that is required in order to report any malicious crime or attack.	Dr. Ram Manohar Lohiya National Law University, Lucknow **Country of Assignment: India**	Not Applicable As it was free awareness campaign	Sole Consultant
Feb 2016	***Assignment No. (9):*** Conducted conclave on "IT-Industry Readiness & Futuristic Trends" ***Brief Description of main deliverables/ outputs:*** ▪ The session has been addressed to more than 200 participants of UG & PG students accompanied with the faculty members of Amity University Lucknow Campus. ▪ Our workshop is for such situations where we teach and guide students about what are the legal procedures and steps that they ought	Amity Institute of Information Technology, Lucknow **Country of Assignment: India**	Not Applicable As it was free awareness campaign	Sole Consultant

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Duration	Assignment name/& brief description of main deliverables/outputs	Name of Client & Country of Assignment	Approx. Contract value	Role on the Assignment
	to take in order to secure their electronic systems and records.			
May 2014	***Assignment No. (10):*** Workshop and training program conducted ON 'Cyber Crime and Securities for Delhi Public School' ***Brief Description of main deliverables/ outputs:*** ▪ The workshop and training session has been addressed to the around 300 Nos. of senior students of Delhi Public School, Sec-19, Indira Nagar, Lucknow. ▪ Our workshop is for such situations where we teach and guide students about what are the legal procedures and steps that they ought to take in order to secure their electronic systems and records.	Delhi Public School, Lucknow **Country of Assignment: India**	Not Applicable As it was free awareness campaign	Sole Consultant
Aug 2015 – Mar 2016	***Assignment No. (11):*** To provide training under Pradhan Mantri Kaushal Vikas Yojana (PMKVY) at Noida (UP), Gurgaon (Haryana), Jaipur (Rajasthan), Pune (Maharashtra) as Channel Partner of Novjyoti Corporate Solutions, Gurgaon ***Brief Description of main deliverables/ outputs:*** ▪ To conduct skill development training & Certification to successful candidates. ▪ Also impart training in Soft Skills, Entrepreneurship, Financial and Digital Literacy. ▪ Preparation of detailed analysis reports for conducted trainings.	Novjyoti Corporate Solutions, Gurgaon **Country of Assignment: India**	As per standard fee structure followed by Navjyoti & PMKVY	**Channel Partner** o Novjyoti Corporate Solutions, Gurgaon
August 2014 – July 2015	***Assignment No. (12):*** Provide support to NIESBUD in conducting training activities/programmes to spread entrepreneurship/ skill culture in the region of Uttar Pradesh. ***Brief Description of main deliverables/ outputs:*** ▪ Provide support to NIESBUD in conducting training activities/programmes to spread entrepreneurship/ skill culture in the region of Uttar Pradesh. ▪ Preparation of detailed analysis reports for conducted trainings.	The National Institute for Entrepreneurship and Small Business Development, Uttar Pradesh **Country of Assignment: India**	As per standard fee structure followed by NIESBUD	Sole Consultant
January 2017 – Present	***Assignment Name (13):*** Ex-Post evaluation of India Maharashtra Transmission System Project. **(JICA Funded Project)** ***Brief Description of main deliverables/ outputs:*** ▪ **Provide the expert advice and opinions on evaluation framework, study approach. Survey method, schedule, survey questionnaires prepared by Japanese Consultant** ▪ Financial Analyst is expected to Provide advice on recalculation of economic internal rate of return (EIRR)	IC Net Limited (JAPAN) **Country of Assignment: India**	INR 13,20,795/-	Sole Consultant

(Note: Enclosed copy of relevant Work Orders)

Techno Concept Pvt. Ltd. Mohali

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FORM TECH-3 (FOR FULL TECHNICAL PROPOSAL)

COMMENTS AND SUGGESTIONS ON THE TERMS OF REFERENCE, COUNTERPART STAFF, AND FACILITIES TO BE PROVIDED BY THE CLIENT

Form TECH-3: comments and suggestions on the Terms of Reference that could improve the quality/effectiveness of the assignment; and on requirements for counterpart staff and facilities, which are provided by the Client, including: administrative support, office space, local transportation, equipment, data, etc.

A - On the Terms of Reference

No Comments

B - On Counterpart Staff and Facilities

Details of all schools are covered under this assignment for Urban & Rural Ares shall be provided by the BSEIDC/ DR&T/Nodal agencies.

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FORM TECH-4
DESCRIPTION OF APPROACH, METHODOLOGY, AND WORK PLAN IN RESPONDING TO THE TERMS OF REFERENCE

a) Technical Approach and Methodology

Introduction

The Bihar State Educational Infrastructure Development Corporation Ltd (BSEIDC) has invited sealed proposal for procurement of services of qualified Consultants for Establishing Management Unit to Support *"Enhancing Teacher Effectiveness"* in Bihar Operation.

The way teacher effectiveness is defined impacts how it is conceived and measured and influences the development of education policy. Teacher effectiveness in the narrowest sense referred to a teacher's ability to improve student learning as measured by student gains on standardized achievement tests. Although this is one important aspect of teaching ability, it is not comprehensive and robust view of teacher effectiveness.

Educational change involves changing teachers' beliefs and understanding as a prerequisite to improving teaching practices. Research indicates that teachers require a thorough understanding of the meaning of educational change before there is an acceptance and adoption of new programmes and approaches. For more than two decades, policymakers have undertaken many and varied reforms to improve schools, ranging from new standards and tests to redesigned schools, new curricula and new governance models. One important lesson from these efforts is the repeated finding that ***teachers are the fulcrum*** determining whether any school initiative tips toward success or failure. Every aspect of school reform depends on highly skilled teachers for its success. This is especially true as educational standards rise and the diversity of the student body increases. Teachers need even more sophisticated abilities to teach more complex curriculum to the growing number of public school students who have fewer educational resources at home, those who are new English language learners, and those who have distinctive learning needs.

One of the few areas of consensus among education policymakers, practitioners, and the general public today is that ***improving teacher quality is one of the most direct and promising strategies for improving public education outcomes*** especially for groups of children who have historically been taught by the least qualified teachers. Teachers can have large effects on student achievement.

In recent years, there has been growing interest in moving beyond traditional measures of teacher qualifications, such as completion of a preparation program, number of degrees, or years of experience, in order to evaluate teachers' actual performance as the basis for making decisions about hiring, tenure, licensing, compensation, and selection for leadership roles. A key problem is that current measures for evaluating teachers are not often linked to their capacity to teach. Existing state government and local policies for defining and measuring teacher quality either rely almost exclusively on classroom observations by principals who differentiate little among teachers and offer little useful feedback, or focus on teachers' course-taking records and on paper-and-pencil tests of basic academic skills and subject matter knowledge that are poor predictors of later effectiveness in the classroom.

Performance assessments that measure what teachers actually do in the classroom, and which have been found to be related to later teacher effectiveness, are a much more potent tool for evaluating teachers' competence and readiness, as well as for supporting needed changes in teacher education.

Aside from teacher tests, there is increasing interest in measuring teachers' contributions by directly examining student achievement gains, and there are a number of efforts underway to create systems that incorporate value-added methods for examining student learning gains into teacher evaluation.

Furthermore, since most experts agree that at least three years of data about a given teacher are necessary to achieve a modicum of stability, the direct use of student test score data to evaluate teachers does not help inform

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judgments about new entrants to the profession. Yet in order to protect students, governments must make judgments about whether professionals are well enough prepared to practice safely and competently as soon as they enter the profession.

Project Objective:

The main objective of the consultancy contract is to provide support for Enhancing Teacher Effectiveness in Bihar with following key focus areas:

1. Developing high-quality teacher education institutions for improved program delivery
2. Enabling certification of unqualified elementary school teachers and their continuous professional development;
3. developing an effective teacher management system with a robust monitoring and evaluation mechanism;
4. improving accountability mechanisms at the school level; and
5. improving financial and governance mechanisms.

Globalization and innovations in technology have led to an increased use of ICTs in all sectors - and education is no exception. Uses of ICTs in education are widespread and are continually growing worldwide. It is generally believed that ICTs can empower teachers and learners, making significant contributions to learning and achievement. And so, as part of its strategic function, the Project Management Unit will support the government in identifying fit-for purpose ICT infrastructure for teacher education in Bihar based on government's strategic direction, align the needs with the latest market trends, and support BSEIDC in procurement, development, deployment, and maintenance of such relevant ICT infrastructure.

ICT permeates the business environment, it underpins the success of modern corporations, and it provides governments with an efficient infrastructure. At the same time, ICT adds value to the processes of learning, and in the organization and management of learning institutions. The Internet is a driving force for much development and innovation in both developed and developing countries. Countries must be able to benefit from technological developments. To be able to do so, a cadre of professionals has to be educated with sound ICT backgrounds, independent of specific computer platforms or software environments. Technological developments lead to changes in work and changes in the organization of work, and required competencies are therefore changing

The followings are the aim and objectives of ICT implementation in education:

1) To implement the principle of life-long learning / education.
2) To increase a variety of educational services and medium / method.
3) To promote equal opportunities to obtain education and information.
4) To develop a system of collecting and disseminating educational information.
5) To promote technology literacy of all citizens, especially for students.
6) To develop distance education with national contents.
7) To promote the culture of learning at school (development of learning skills, expansion of optional education, open source of education, etc.)
8) To promote the culture of learning at school (development of learning skills, expansion of optional education, open source of education, etc.)

BSEIDC has identified following ICT infrastructure has been planned / under implementation as part of the program.

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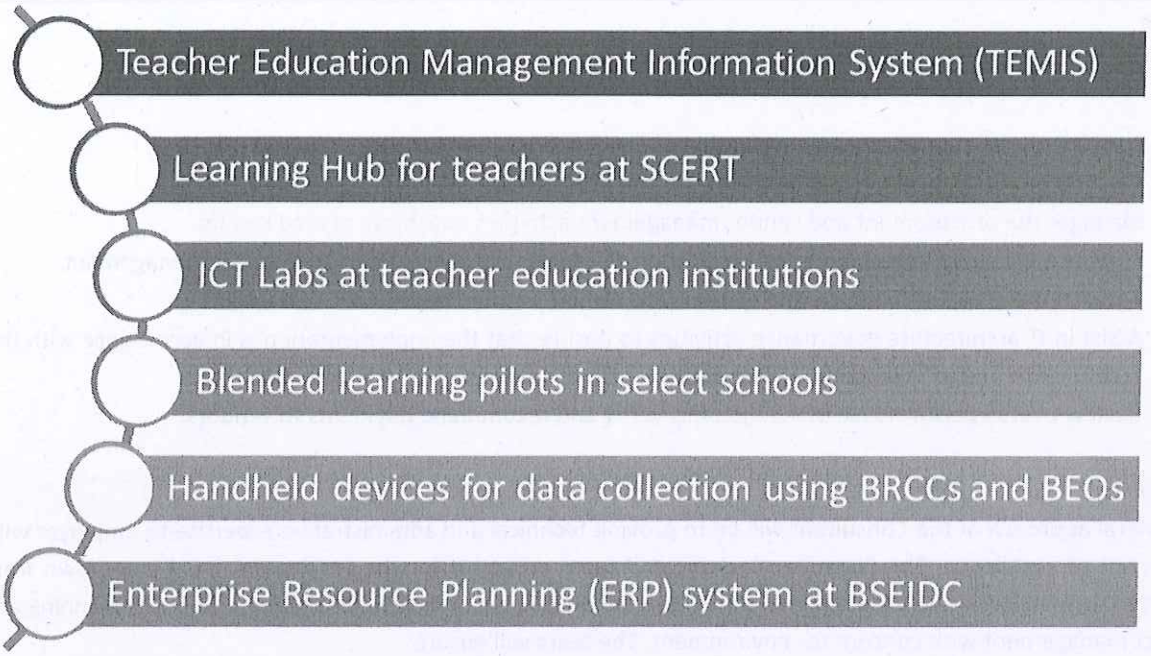


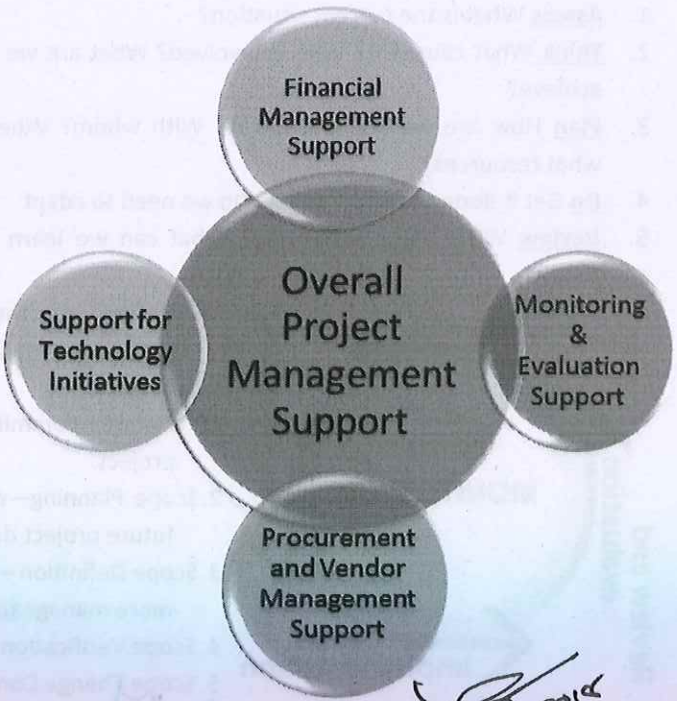
Project Expected Result:

- **Results Area 1:** Developing high quality teacher education institutions for improved program delivery
- **Results Area 2:** Certification of unqualified elementary school teachers and their continuous professional development
  - Pre-service teacher education
  - Continuous Professional Development (CPD) and Leadership Training
- **Results Area 3:** Developing an effective teacher management system with a robust monitoring and evaluation mechanism.
- **Results Area 4:** Improving accountability mechanisms at school level.
- **Results Area 5:** Improved financial and governance mechanisms.

Scope of Consultancy Services:

The detail activities and responsibilities of the Consultants are stated below:

- Overall Management of Teacher Education Project
- Measure project baseline, deviations, deadlines and performance objectives
- Analyze project financing conditions and result framework of the operation including Disbursement Linked Indicators and their verification protocol.
- Drafting of all key documents related to the project
- Lead and implement the overall financial management of the Teacher Education Program, including preparation of annual budget, monitoring fund flows



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- Perform overall monitoring and evaluation of Teacher Education Project.
- Develop monitoring and impact indicator for the project success.
- Manager the procurement and vendor management activities to achieve agreed results.
- Provide advice and implementation support on all aspects of procurement and vendor management.
- Assist in the articulation of specific system requirements as per identified ICT strategies.
- Assist in IT architecture governance activities to ensure that the implementation is in accordance with the architecture design and agreed IT standards.
- Review overall performance of ICT systems, verify and recommend payments to vendors.

Approach

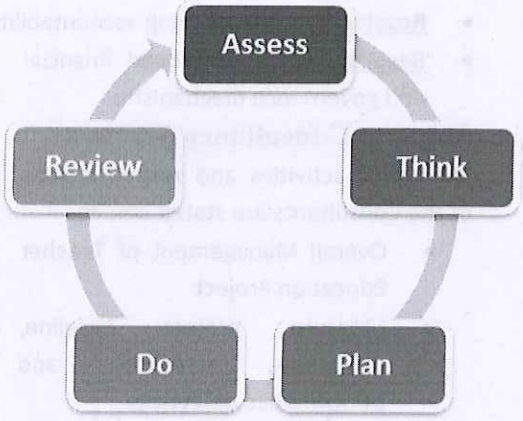
The general approach of the Consultant will be to provide technical and administrative expertise to Employer with an element of excellence. The Consultant's dedicated team proposed for the assignment has been drawn from professionals with extensive experience in the field Teacher Training , project management, financial planning and contract management with concern for environment. The team will ensure:

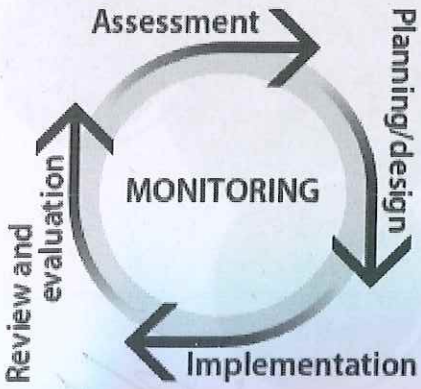
- The closest possible liasion between the Consultants' team and Client;
- That local conditions, regulations and traditions etc., are fully respected; and
- To provide high quality services for successful implementation of the project

Our specific approach for the project shall be ***Results-Based Management (RBM)*** which is a management strategy that focuses on performance and the achievement of results (outputs, outcomes and impacts).
The aim of RBM is to manage an intervention while trying to ensure its relevance, efficiency, effectiveness, impact and other quality criteria.

RBM logic

1. **Assess** What is the current situation?
2. **Think** What caused it? Who is involved? What are we going to achieve?
3. **Plan** How are we going to do it? With whom? When? With what resources?
4. **Do** Get it done. How is it going? Do we need to adapt
5. **Review** What went well/badly? What can we learn for next time?





Overview of the major project scope management processes:

1. Initiation—committing the organization to begin the next phase of the project.
2. Scope Planning—developing a written scope statement as the basis for future project decisions.
3. Scope Definition—subdividing the major project deliverables into smaller, more manageable components.
4. Scope Verification—formalizing acceptance of the project scope.
5. Scope Change Control—controlling changes to project scope.

Considerations for Timely Completion of the Project

The Consultants will ensure that various project activities are completed in time as per the work plan through constant monitoring during all stages. The Consultants, based on the experience obtained in several projects of similar nature performed in India and Pan Asia, have identified the following factors which cause delays in the implementation of the project after award of Works Contracts:

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- Delay in data availability;
- Delays in payment;
- Lack of adequate resources and their timely deployment by vendor; and
- Delays in decision on contractual matters.

The Consultants will take the following measures to avoid above delays:

- Regular holdings of project review / management meetings in consultation with client;
- Prompt preparation and submission/ approval of documents;
- Regular monitoring of time / work schedule;
- Timely identification, reporting and treatment of unexpected conditions;
- Timely preparation of Alternatives for project execution; and

Quality Assurance

Effective quality management on the project as required will be achieved by the application of relevant procedures that include definition of responsibilities and duties, implementation of project planning and review, appropriate verification of inputs and project work, quality auditing and, where necessary, corrective action etc. These procedures will generate quality records which are ensured by establishment and execution of activities and tasks related to QA and QC, based on concepts of ISO standards.

Innovativeness

The Consultants intend to apply the latest and innovative approaches that have been proven and have produced positive impacts towards smooth implementation of similar projects. Some of the innovative approaches to be applied for this project would be:

- Sustainable and Systematic Monitoring of identified KPI's/DLI's;
- Effective implementation of Quality Control Program;
- Sustainable and Systematic Monitoring of Work Program and appraise vendors about their drawbacks for taking remedial actions to ensure progress as per schedule;
- Preparation and Handling of Digital Database for information storing;
- Continuous Revision and Optimization of the Design for Economical and Timely Project Completion; and
- Transfer of technology to staff of Client and to Vendors.

Management Approach

The emphasis of the Consultants will be to ensure a proper management of all the issues related to contracts including the necessary assessment for a proper understanding of contractual aspects and conditions, timely compliance of the contractual requirements, adherence to contract specifications, etc. Therefore, the Consultants' approach to proactive management of services will be based on the following actions:

- Close co-ordination amongst the key stakeholders of the project;
- Systematic and effective working relation within the Consultants' associates;
- Delivery manager duly empowered to act for necessary technical, administrative and financial matters;
- Strict adherence to the work schedule;
- Facilitate dispute management;
- Clearly defined roles and responsibilities for each member of the proposed Team with power delegated by the Delivery Manager;
- Sufficient flexibility to respond to desired changes and directions;
- Systematic procedures for quality control;
- Systematic monitoring of both processes and performance;
- Well-equipped field office setup electronically linked with Home office support;
- Computerized communications in the project;
- Adherence to the contract conditions and technical specifications for the project;
- In-depth knowledge of physical and financial and management information systems at all times.

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Methodology

Based on the in-depth study of RFP, scope of work and previous experience of Consultant's in successfully completing similar projects, Consultant has developed and evolved a methodology based on activity approach and the services are divided into activities.

The initial study phase shall be taken up in two parts firstly on the basis of the ***infrastructure requirement of the schools*** and secondly on the basis of ***training requirement of the respective teachers.***

Task No.	Description of Activity
ACTIVITY D-100: PREPARATORY WORK	
101	Mobilization of Project Team to office at Patna
102	Approval from Other Authorities
103	Data Collection of relevant data pertaining to Inception report
Activity D-200: PROJECT MANAGEMENT	
201	Analysis of the existing education system in the state of Bihar, in terms of types of education boards, no. of schools under respective category
202	Identify the training needs and define the same for rural area and urban area respectively.
203	Submit Inception report for review and approval
204	Prepare project plan with activities, milestones, timelines and resource plan.
205	Prepare and disseminate a RACI matrix for all key tasks and an escalation matrix for management of time/scope creeps.
206	Analyze Project financing conditions and results framework including Disbursement Linked Indicators
207	Prepare key documents of the project.
208	Prepare Training modules both ICT based and physical training.
209	Submit the Teacher Learning Module categorically i.e. subject wise.
210	Design Teacher Exchange Program both national & International
211	Prepare Trainee Assessment System
ACTIVITY D-300: FINANCIAL MANAGEMENT	
301	Preparing of Annual Budget
302	Monitoring of Fund Flow
303	Identify and incorporate legal and fiduciary requirements into capital monitoring and reporting processes.
304	Identify relevant data for external and internal stakeholder information needs.
305	Plan and design systems to collect, store, and analyze project data and to report results
306	Regularly monitor capital projects' financial and project activity information.
307	Reporting on project status and activities.
308	Project close-out.
309	Evaluate monitoring and reporting activities.
310	Internal Controls
311	Liasioning with Government Institutions
312	Monitoring Time Cycles of External Audit
313	Preparation of Financial Reports
ACTIVITY D-400: MONITORING & EVALUATION	
401	Evolve Progress Monitoring System using Teacher Education Management Information System
402	Evolve Progress Monitoring System using Teacher Education Institutional Development Index
403	Evolve Progress Monitoring System using Teacher performance Indicators
404	Monitor Progress
405	Hold Meetings with Employer & World Bank

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Task No.	Description of Activity
406	Active Actions on Implementation Plans and Work Programme
407	Maintain School record keeping system
408	Performance evaluation system : ***School Inspection and Evaluation System*** which is carried out by the Ministry of Education to observe and inspect whether schools comply with the rules, regulations and standards set by the relevant authorities,
409	Performance evaluation system: ***Teacher Evaluation System*** whose function will be carried out by relevant education institutions to evaluate the performance of teachers.
410	Recommendations for improving the efficiency and effectiveness of the Project.
411	Risk Assessment
ACTIVITY D-500: PROCUREMENT AND VENDOR MANAGEMENT	
501	Preparation of the annual procurement plan including material planning and budgeting
502	Vendor Management
503	Up-dation of the technical specifications
504	Support in execution of the rate contract
505	Assistance in up-dating the procurement manual
506	Documentation, reporting and MIS up-dation
ACTIVITY D-600: SUPPORT FOR TECHNOLOGY INITIATIVE	
601	System Requirement Specification of the ICT infrastructure
602	Functional Requirement Specification
603	System Architecture including integration with existing infrastructure ensuring system interoperability.
604	Close coordination with the vendor for project monitoring as per Service Level Agreement
605	Conduct Site Acceptance Test & User Acceptance Test
606	Payment Management of the vendor.
ACTIVITY D-700: REPORTING	
701	Inception Report
702	Preparation of Teacher Learning Material
703	System Requirement for ICT implementation
704	Progress Reports (Fortnightly, Monthly and Quarterly)
705	Special Reports for Delays and their Mitigation Action Plan
706	Final Project Closure Report

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Project Management

ASSESSMENT:

The aim of an assessment is to understand a situation in order to identify the problem(s), the source of the problem(s) and the consequences of the problem(s).

PLANNING/DESIGN:

The aim is to define the desired future situation of the affected stakeholders and to determine the objectives, strategies and activities needed to achieve it. At the end of the planning and design phase, a project proposal is produced and ready to implement.

IMPLEMENTATION:

During this phase, activities are carried out to achieve the desired results.

MONITORING:

This is a continuous process throughout the life of the project, involving monitoring and follow-up of all the activities. The resulting progress reports lead to decisions on whether or not an intervention needs to be changed or adapted as the situation evolves.

REVIEW AND EVALUATION:

At a given point in the intervention, an analysis of the situation is carried out, which results in intermediate/final reports that lead to recommendations for and adaptations to the intervention or to lessons learned .

Data Collection

How will the information be collected?

To avoid the creation of parallel information systems and minimize additional costs, the first point of call will be to see if the required information can be collected through existing systems or at least by supporting improvements to existing systems. The point is to build on existing systems and sources, where possible and appropriate, before establishing new ones.

Creating a Comprehensive Teacher Evaluation System

Teacher Effectiveness is generally determined based on the results from a single measure, typically classroom observations and sometimes value-added models. However, using one or even both of these measures cannot account for the many significant ways teachers contribute to the success and well-being of their students, classrooms and schools. Creating a comprehensive score for teachers that includes multiple measures is necessary to capture important information that is not included in most classroom observation protocols or value-added scores. By considering the priorities and intended purpose of evaluation, administrators can strategically choose evaluation measures to create a system that accomplishes its various goals.

A five-point Definition of Teacher Effectiveness

A research synthesis presents a five-point definition of teacher effectiveness developed through analysis of research, policy and standards that addressed teacher effectiveness.

The five-point definition of teacher effectiveness consists of the following:

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- Effective Teacher has high expectations for all students and help students learn, as measured by value added or other test-based growth measure.
- Effective teachers contribute to positive academic, attitudinal and social outcomes for students such as regular attendance, on-time promotion to the next grade, on-time graduation, self-efficacy and cooperative behavior.
- Effective teacher use diverse resources to plan and structure engaging learning opportunities; monitor student progress formatively, adapting instruction as needed; and evaluate learning using multiple sources of evidence.
- Effective teachers contribute to the development of classrooms and schools that value diversity and civic-mindedness.
- Effective teachers collaborate with other teachers, administrators, parents and education professionals to ensure student success, particularly the success of students with special needs and those at high risk for failure.

In devising such system, it is crucial to consider the following main points:

- Teaching contexts differ greatly across subjects, grades, intentional grouping of students in schools, and subgroups of students and between schools with different student population and local circumstances. Thus teacher effectiveness program shall require customization in light of these different contexts and correspondingly incorporation of respective measures.
- The ultimate goal of teacher effectiveness is to improve instruction and student learning. Evaluation should provide information that can be used to identify weaknesses in instruction and to design appropriate strategies for improving instruction. Our approach for designing such evaluation systems would be to integrate summative and formative processes so that summative results are not isolated from professional development efforts but are used in conjunction with formative data to support teachers and help them improve.
- Measure of teacher effectiveness (eg. Classroom observation protocols observation protocols or value added models) are not valid in and themselves for determining teacher effectiveness. Instruments are validated for a particular purpose, and their validity is dependent on whether they are used as intended. A crucial step in obtaining valid information is deciding what is important and then finding a measure that will yield tangible evidence about teachers performance in that area. Multiple measures capturing different aspects of teacher effectiveness should be employed

The paradigm shift in M&E towards performance-based and results-oriented outcomes in the development context, along with current education reform trends paying attention to quality in education, has greatly influenced the current approaches and practices of M&E in the education sector.

Matching Measures to Specific Purpose: There is no single measure that will provide valid information on all ways teachers contribute to student learning . Multiple measures capturing different aspects of teacher effectiveness should be employed.

Purpose of Evaluation of Teacher Effectiveness	Value-Added	Classroom Observation	Analysis of Artifacts	Portfolios	Teacher Self Reports	Student Rating	Other Reports
Find out whether grade-level or instructional teams are meeting specific achievement goals	✓						
Determine whether a teacher's student are meeting achievement growth expectation	✓		✓				
Gather information in order to provide		✓	✓	✓			

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Purpose of Evaluation of Teacher Effectiveness	Value-Added	Classroom Observation	Analysis of Artifacts	Portfolios	Teacher Self Reports	Student Rating	Other Reports
new teachers with guidance related to identified strengths and shortcomings							
Examine the effectiveness of teachers in lower elementary grades for which no test scores from previous years are available to predict student achievement		✓	✓	✓			✓
Examine the effectiveness of teachers in nonacademic subjects		✓		✓		✓	✓
Determine whether a new teacher is meeting performance expectations in the classroom		✓	✓	✓		✓	✓
Determine the types of assistance and support a struggling teacher may need		✓	✓		✓	✓	
Gather information to determine what professional development opportunities are needed for individual teachers, instructional teams, grade-level teams etc.	✓	✓			✓		✓
Gather evidence for making contract renewal and tenure decisions	✓	✓					✓
Determine whether a teacher's performance qualifies him or her for additional compensation or incentive pay	✓	✓					
Gather information on a teacher's ability to work collaboratively with colleagues to evaluate needs of and determine appropriate instruction for at-risk or struggling students				✓			
Establish whether a teacher is effectively communicating with parents/guardians				✓			✓
Determine how students and parents perceive a teacher's instructional efforts	✓	✓				✓	
Determine who would qualify to become a mentor, coach or teacher leader.	✓	✓	✓	✓			

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Types Of Monitoring

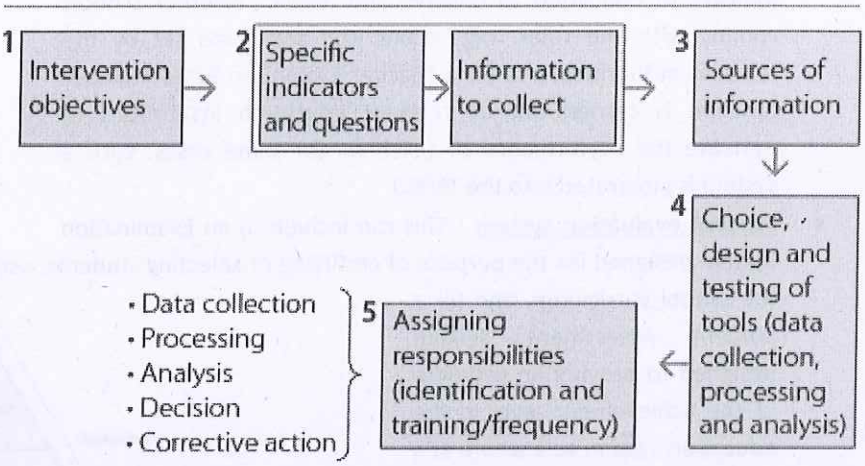
Compliance Monitoring ***– focusing on inputs***: This is a bureaucratic type of monitoring to ensure that the educational institutions comply with predetermined standards and norms set by rules and regulations. It is mainly focused on educational input of teachers, textbooks, classrooms, teaching equipment etc.

Diagnostic Monitoring – **focusing on processes**: This type of monitoring focuses on the instructional processes relating to what happens in the classroom and whether the students are actually learning what they are supposed to learn. Since the teaching-learning process is equally as important as input variables in education, having such monitoring would give insightful information on explaining the quality of education provided by the educational institutions.

Performance Monitoring – ***focusing on outputs***: The emphasis of this kind of monitoring is on the academic achievement of the students through testing to see what results have been yielded by the investments made in education.

Within a single education system, such types of monitoring, with different instruments, may co-exist, serving different purposes.

Elements of the monitoring system are as follows:



Monitoring Report Format

Objective/Progress:				
Indicator	Baseline	Standard	Monitoring	Observations
Recommendations:				

Components of M&E systems

- **School record keeping system:** This aims to keep information at the school level. This typically includes data on students (school entrance, attendance, academic achievements etc.), teachers (individual profile of teachers), finance (school budget and expenses), and physical facilities (quantity and quality of school building, classrooms, furniture, equipment etc.). Usually information from such systems are consolidated and fed into other M&E systems, such as EMIS.
- **Statistical data system Often called Education Management Information System or EMIS:** This is designed to collect, compile, collate and analyse school level data (students, teachers, facilities, finance etc.) for policy and programme formulation, implementation and monitoring at different administrative levels.

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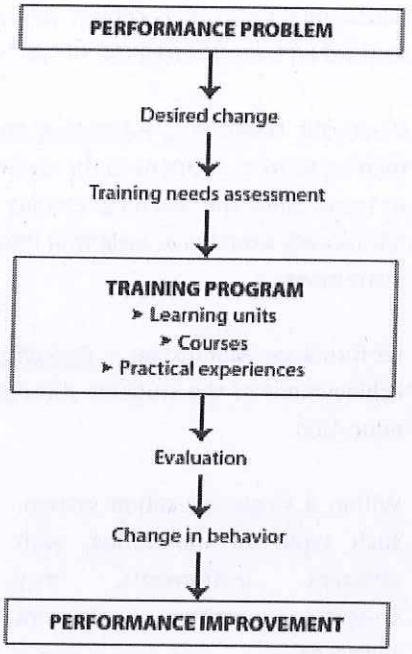
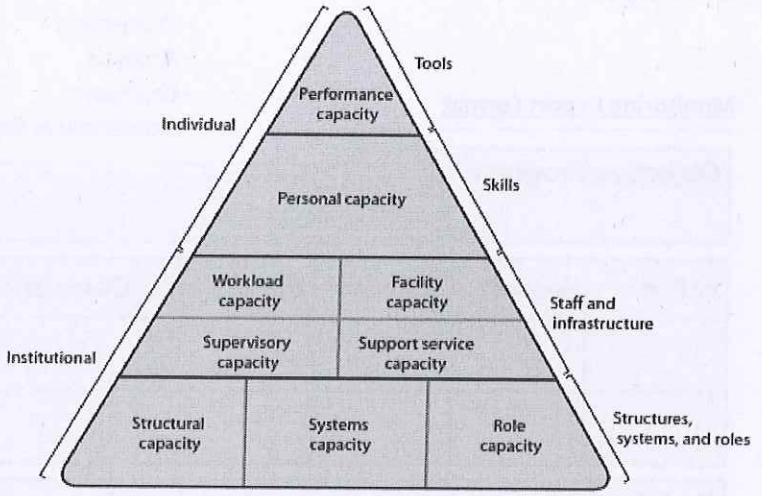
- **Resource management systems:** These could include (i) teacher management (or Teacher Management Information System - TMIS), which is designed to support the management of teachers' recruitment and deployment, and (ii) financial resource management (or Financial Management Information System - FMIS), which conducts the transactions and monitors the financial status of education institutions. (In some cases, such systems are part of a larger system usually managed by the Ministry of Finance.)
- **Performance evaluation system** : This includes (i) a School Inspection and Evaluation System which is carried out by the Ministry of Education to observe and inspect whether schools comply with the rules, regulations and standards set by the relevant authorities, and (ii) a Teacher Evaluation System whose function is carried out by relevant education institutions to evaluate the performance of teachers. (In some cases, such a system is integrated into the TMIS.)
- **Student evaluation system** : This can include (i) an Examination System designed for the purpose of certifying or selecting students, usually covering the main subject areas in the school curriculum, and (ii) a Student Assessment System designed to provide an estimate of the achievement level in the education system as a whole at a particular age or grade level.





Source: Adapted from Potter and Brough 2004.

Risk Assessment

The initial **Risk Assessment** attempts to identify, characterize, prioritize and document a mitigation approach relative to those risks which can be identified prior to the start of the project.

The **Risk Assessment** will be continuously monitored and updated throughout the life of the project, with monthly assessments included in the status report and open to amendment by the Delivery Manager.

Because mitigation approaches must be agreed upon by project leadership (based on the assessed impact of the risk, the project's ability to accept the risk, and the feasibility of mitigating the risk), it is necessary to allocate time into each Steering Committee meeting, dedicated to identifying new risks and discussing mitigation strategies.

The Project Manager will convey amendments and recommended contingencies to the Steering Committee monthly, or more frequently, as conditions may warrant.

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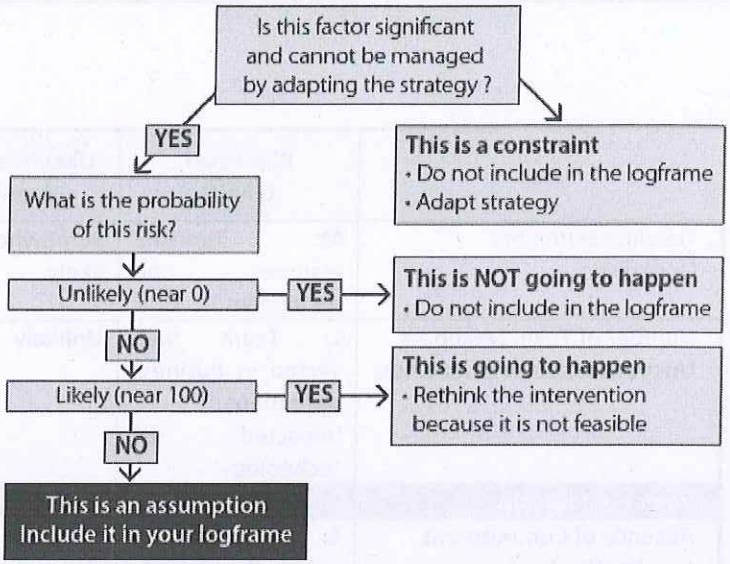
Problem identification shall involve:

1. Stakeholder analysis, including preliminary institutional capacity assessment, infrastructure analysis, and assessment of the needs of other vulnerable groups.
2. Problem analysis – establishing a profile of the main problems, including cause-effect relationships.



Initial Project Risk Assessment

Risk	Risk Level L/M/H	Likelihood of Event	Mitigation Strategy
Project Size			
Person Hours	**H:** Over 20,000	**Certainty**	Assigned Project Manager, engaged consultant, comprehensive project management approach and communications plan.
Estimated Project Schedule	**H:** Over 12 months	**Certainty**	Created comprehensive project timeline with frequent baseline reviews
Team Size at Peak	**H:** Over 15 members	**Certainty**	Comprehensive communications plan, frequent meetings, tight project management oversight.
Number of Interfaces to Existing Systems Affected	**H:** Over 3	**Certainty**	Develop interface control document immediately
Project Definition			
Narrow Knowledge Level of Users	**M:** Knowledgeable of user area only	**Likely**	Assigned Project Manager(s) to assess global implications
Available documentation clouds establishment of baseline	**M:** More than 75% complete/current	**Likely**	Balance of information to be gathered by consultant
Project Scope Creep	**L:** Scope generally defined, subject to revision	**Unlikely**	Scope intially defined in project plan, reviewed monthly by three groups (Project Manager and Steering Committee) to prevent undetected scope creep
Consultant Project Deliverables unclear	**L:** Well defined	**Unlikely**	Included in project plan, subject to amendment
Vendor Project Deliverables	**M:** Estimated, not clearly defined	**Somewhat likely**	Included in project plan, subject to amendment
Cost Estimates Unrealistic	**L:** Thoroughly predicted by industry experts using proven practices to 15% margin of error	**Unlikely**	Included in project plan, subject to amendment as new details regarding project scope are revealed

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Risk	Risk Level L/M/H	Likelihood of Event	Mitigation Strategy
Timeline Estimates Unrealistic	**M:** Timeline assumes no derailment	**Somewhat likely**	Timeline reviewed monthly by three groups (Project Manager and Steering Committee) to prevent undetected timeline departures
Number of Team Members Unknowledgeable of Business	**L:** Team well versed in business operations impacted by technology	**Unlikely**	Project Manager and consultant to identify knowledge gaps and provide training, as necessary
Project Leadership			
Absence of Commitment Level/Attitude of Management	**L:** Understands value & supports project	**Unlikely**	Frequently seek feedback to ensure continued support
Absence of Commitment Level/Attitude of Users	**L:** Understands value & supports project	**Unlikely**	Frequently seek feedback to ensure continued support
Absence of Mid-Management Commitment	**L:** Most understand value & support project	**Unlikely**	Frequently seek feedback to ensure continued support
Project Staffing			
Project Team Availability	**M:** Distributed team makes availability questionable	**Somewhat likely**	Continuous review of project momentum by all levels. Consultant to identify any impacts caused by unavailability. If necessary, increase committtmment by participants to full time status
Physical Location of Team prevents effective management	**M:** Team is dispersed among several sites	**Likely**	Use of Intranet project website, comprehensive Communications Plan
Project Team's Shared Work Experience creates poor working relationship	**M:** Some have worked together before	**Somewhat likely**	Comprehensive Communications Plan
Weak User Participation on Project Team	**L:** Users are part-time team members	**Unlikely**	User Group Participants coordinated by full time employee
Project Management			
Procurement Methodology Used foreign to team	**L:** Procurement Methodology familiar to team	**Unlikely**	N/A
Change Management Procedures undefined	**L:** Well-defined	**Unlikely**	N/A
Quality Management Procedures unclear	**L:** Well-defined and accepted	**Unlikely**	N/A
Vendor Management			
Number of Times Team Has Done Prior Work with Vendor Creates Foreign Relationship	**H:** Never	**Certainty**	A comprehensive vendor evaluation and selection process (incorporated into Project Plan) will be employed to predict and define the relationship between the department and the vendor
Team's Lack of Knowledge of Package	**M:** Conceptual understanding	**Somewhat likely**	Comprehensive vendor evaluation and selection process incorporated into Project Plan will assist the team in better understanding the package offering(s)

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Risk	Risk Level L/M/H	Likelihood of Event	Mitigation Strategy
Poor Functional Match of Package to Initial System Requirements	**L:** Minimal customization required	**Unlikely**	Although a package has not yet been selected, the Consultant has compared the initial requirements with available functionality and determined that a functional match to the initial requirements is very likely. Vendor selection will be based, in part, on how well the proposed application matches defined functional specifications.
Team's Involvement in Package Selection Impacts Success of Implementation	**L:** High involvement in selection	**Unlikely**	Comprehensive vendor evaluation and selection process incorporated into Project Plan

Communications Plan

Disseminating knowledge about the project is essential to the project's success. Project participants desire knowledge of what the status of the project is and how they are affected. Furthermore, they are anxious to participate. The more that people are educated about the progress of the project and how it will help them in the future, the more they are likely to participate and benefit.

This plan provides a framework for informing, involving, and obtaining buy-in from all participants throughout the duration of the project.

Audience This communication plan is for the following audiences:

- World Bank
- Steering Committee
- Engagement Leader
- Delivery Manager
- User Group Participants
- Subject Matter Experts

Communications Methodology The communications methodology utilizes three directions for effective communication:

Top-Down It is absolutely crucial that all participants in this project sense the executive support and guidance for this effort. The executive leadership of the organization needs to speak with a unified, enthusiastic voice about the project and what it holds for everyone involved. This will be 'hands-on' change management, if it is to be successful. Not only will the executives need to speak directly to all levels of the organization, they will also need to listen directly to all levels of the organization, as well.

The transition from the project management practices of today to the practices envisioned for tomorrow will be driven by a sure and convinced leadership focused on a vision and guided by clearly defined, strategic, measurable goals.

Bottom-Up To ensure the buy-in and confidence of the personnel involved in bringing the proposed changes to reality, it will be important to communicate the way in which the solutions were created. If the perception in the organization is that only the Steering Committee created the proposed changes, resistance is likely to occur. However, if it is understood that all participants were consulted, acceptance seems more promising.

Middle-Out Full support at all levels, where the changes will have to be implemented, is important to sustainable improvement. At this level (as with all levels), there must be an effort to find and communicate the specific benefits of the changes. People need a personal stake in the success of the project management practices.

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Communications Outreach The following is a list of communication events that are established for this project: Monthly Status Reports The Delivery Manager shall provide monthly written status reports to the Steering Committee. The reports shall include the following information tracked against the Project Plan:

- Summary of tasks completed in previous month
- Summary of tasks scheduled for completion in the next month
- Summary of issue status and resolutions

Monthly Steering Committee Meeting These status meetings are held at least once per month and are coordinated by the Project Manager. Every member of the Steering Committee participates in the meeting. The Project Manager sends the status report to each member of the team prior to the meeting time so everyone can review it in advance.

Bi-Monthly Project Team Status Meeting These status meetings are held every other month. Every member of the Project Team will be invited to participate in the meeting. Project Manager sends the status report to each member of the team prior to the meeting so everyone can review it in advance.

Website Use User Group Participants and Subject Matter Experts may be updated monthly at the discretion of the Project Manager. Information will be posted to the project's website.

Financial Management Support

The MU will undertake the overall financial management of the Teacher Education Program which will be primarily focused on the following activities:

1. Preparing of Annual Budget

A budget is a key element of most grant proposals and serves as a blueprint for spending the project's funds. Budget information about activities planned and personnel who will serve on the project provides reviewers with an in-depth picture of how the project will be structured and managed. The proposed budget must give an accurate assessment of all cost items and cost amounts that are deemed necessary and reasonable. If major cost areas are omitted or underestimated, the project, as proposed, will not be considered feasible. Over the course of the project many different stakeholders are going to review the budget, and refer back to it. The decisions made now at the proposal stage will continue through the life of the grant, and others will make decisions based on it at future stages. The following categories shall be determined for preparing an effective budget which shall cover all the vital elements of the project:

a. Cost Group

Most budgets are composed of two kinds of costs: direct costs and indirect costs.

Direct costs are costs that can be identified specifically with a particular sponsored project, an instructional or institutional activity, or one that can be directly assigned to such activities relatively easily with a high degree of accuracy. These costs include expenditures for project personnel salaries and employee benefits, supplies, travel, equipment, telephones, and postage. All direct cost items will be included in the budget.

Indirect costs are incurred by a grantee that cannot be identified specifically with a particular project or program. They include the costs of many services the college provides (procurement, administrative, library, OSP, Technology Transfer Office (TTO), custodial, accounting/finance, and security) as well as building maintenance and depreciation, and utilities. These costs are often referred to as the "cost of doing business", business overhead, or Facilities and Administrative Costs (F&A).

b. Personnel

All personnel from the applicant organization dedicating effort to the project will be listed on the personnel budget with their base salary and effort, even if they are not requesting salary support. Key personnel are defined as all individuals who contribute in a substantive way to the development or execution of the project, whether or not salaries are requested.

c. Equipment and Travel

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- **Equipment:** Equipment shall be defined as the item of property which is being brought specifically for the program.
- **Travel:** Travel will be included only for individuals within the institution. The budget justification will include the destination, number of people traveling and dates or duration of your stay for all anticipated travel.

d. Other Direct Costs

Miscellaneous costs cover items such as communication costs (fax, phone calls), courier and postage, e-mail and internet usage, copying and duplication.

2. Monitoring of Fund Flow

Cash flow management needs to adapt to the changing environment quickly. It has to ensure that sufficient funds are readily available to make payments against bills received, without affecting the delivery of goods and services. The following shall be ensured to effectively monitor the fund flow of the project:

a. Identify and incorporate legal and fiduciary requirements into capital monitoring and reporting processes.

Initial efforts will focus on understanding requirements that relate to:

- Auditing and financial reporting needs consistent with generally accepted accounting principles and jurisdictional accounting requirements.
- State and local laws, including such areas as debt capacity limits, voter authorization, capital budgeting requirements, as well as public bidding and reporting requirements.
- Capital project contract language and the jurisdiction's contracting practices.
- Grant administration and reporting requirements related to the specific grant(s) to be used for the project.

b. Identify relevant data for external and internal stakeholder information needs.

- Identify key stakeholders involved in capital projects, for example, project oversight staff, project engineers, contractors, finance and budget staff, executive management, bondholders, rating agencies, grantors, elected officials, and constituents.
- Identify the business needs of key participants, including timing status, cost activity, and project scope.
- Establish project milestones, performance measures and reporting criteria based on stakeholder needs and legal and fiduciary requirements.

c. Plan and design systems to collect, store, and analyze project data and to report results.

- Decide which system will be the primary system(s) for storing capital project financial and/or operational data.
- Strive for consistency and standardized language when compiling information from various sources. A data dictionary or similar documentation that establishes standards is ideal.

d. Regularly monitor capital projects' financial and project activity information.

- Confirmation that a project plan exists that identifies all required resources and milestone work products and assurance that the project plan is being followed.
- Confirmation that the project's scope has been clearly identified upon completion of final design and that the project stays within scope or that changes to scope have been made consistent with an established process.
- A review of project-related financial transactions to support budget review, auditing and asset management.
- A review of expenditures, both in relation to the current budget, and over the entire project life.
- A review of any project retainages, warranties, or other conditional performance schedules.
- Review of encumbrances and estimates of planned expenditure activity.
- Confirmation of continued availability and appropriateness of revenue sources identified in the capital budget.
- Confirmation of the adequacy of cash flow in relation to project requirements.
- Review of the timing of investment maturities compared to planned project disbursements.

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- Review of sources and project uses of bond proceeds and grants.
- Results compared to established measures of performance, including, at a minimum, cost and schedule performance indices.

e. Reporting on project status and activities.

- Provide a comparison of actual results to the project plan, including:
  - Percent of project completed
  - Percent of project budget expended
  - Progress on key project milestones
  - Contract status information including time remaining and percentage used
  - Revenue and expenditure activity
  - Cash flow and investment maturities
  - Funding commitments
  - Available appropriation
  - Comparison of results in relation to established performance measures
- Highlight significant changes to project scope, costs, schedule, or funding.
- To aid in the reporting, an annual snapshot of key schedule, cost estimate, and available funding information should be taken to establish baseline data for performance measures and report components.

f. Project close-out.

Upon project completion, it will be ensured that actions are taken to finalize project activity, including, at minimum:

- Confirming that the project is closed out appropriately within all systems used to manage, monitor and report on the project.
- Confirm that all remaining contract encumbrances are properly closed out and remaining funds are handled appropriately.
- Confirming that the established procedures for user acceptance of project work and final project completion have been followed.
- Confirming that all closeout and reporting requirements of grantors and bond covenants have been completed.
- Confirming that all project close out data is properly recorded on the fixed assets schedule and capital assets are added to the government's capital asset tracking system, if any.
- Confirming that procedures are in place to meet any continuing disclosure or ongoing reporting requirements.

g. Evaluate monitoring and reporting activities.

In order to ensure that capital project monitoring and reporting practices continue to be effective and relevant to the project, jurisdictions should conduct a periodic review of these practices, including at minimum:

- An inspection of reporting data for accuracy and completeness.
- The existence and adequacy of measures used for quality assurance and control in each phase of the project.
- Solicitation of feedback from stakeholders on the adequacy and relevance of reports and reporting tools, including the extent to which business needs are being addressed.
- A comparison of the organization's report format and content to other agencies' practices.
- An assessment of the adequacy of communication between various organizational units.

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3. Internal Controls

Internal controls are policies and procedures put in place to ensure the continued reliability of accounting systems. Accuracy and reliability are paramount in the accounting world. Without accurate accounting records, managers cannot make fully informed financial decisions, and financial reports can contain errors. Internal control

procedures in accounting can be broken into seven categories, each designed to prevent fraud and identify errors before they become problems.

a. Separation of Duties

Separation of duties will involve splitting responsibility for bookkeeping, deposits, reporting and auditing.

b. Access Controls

Controlling access to different parts of an accounting system via passwords, lockouts and electronic access logs can keep unauthorized users out of the system while providing a way to audit the usage of the system to identify the source of errors or discrepancies. Robust access tracking can also serve to deter attempts at fraudulent access in the first place.

c. Physical Audits

Physical audits will include hand-counting cash and any physical assets tracked in the accounting system, such as inventory, materials and tools. Physical counting can reveal well-hidden discrepancies in account balances by bypassing electronic records altogether.

d. Documentation

Standardizing documents used for financial transactions, such as invoices, internal materials requests, inventory receipts and travel expense reports, will help to maintain consistency in record keeping over time. Using standard document formats can make it easier to review past records when searching for the source of a discrepancy in the system. A lack of standardization can cause items to be overlooked or misinterpreted in such a review.

e. Trial Balances

Using a double-entry accounting system adds reliability by ensuring that the books are always balanced. Even so, it is still possible for errors to bring a double-entry system out of balance at any given time. Calculating daily or weekly trial balances can provide regular insight into the state of the system, will allow discover and investigate discrepancies as early as possible.

f. Reconciliations

Occasional accounting reconciliations will ensure that balances in your accounting system match up with balances in accounts held by other entities, including banks, suppliers and credit customers.

g. Approval Authority

Requiring specific managers to authorize certain types of transactions will add a layer of responsibility to accounting records by proving that transactions have been seen, analyzed and approved by appropriate authorities.

4. Liasioning with Government Institutions

The MU shall Liaison with government institutions and organizations concerned with the Project implementation like SCERT, BSEIDC, DIETs, PTECs, BRCs & CRCs, etc. for financial management, data collection, and reporting.

5. Monitoring Time Cycles of External Audit

The MU will manage and coordinate external audit activities so that the required audit reports by the World Bank are available by their respective due dates. Follow up on compliance with the internal/external audit observations shall also be undertaken continuously.

6. Preparation of Financial Reports

All the financial reports regarding the project shall be prepared including but not limited to ensuring the preparation of program financial statements of various entities (BSEIDC, TA Component, and DRT, SCERT & DIETs). The MU will undertake the overall financial management of the Teacher Education Program which will be primarily focused on the following activities:

7. <u>Preparing of Annual Budget</u>

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- Grant administration and reporting requirements related to the specific grant(s) to be used for the project.

b. Identify relevant data for external and internal stakeholder information needs.

- Identify key stakeholders involved in capital projects, for example, project oversight staff, project engineers, contractors, finance and budget staff, executive management, bondholders, rating agencies, grantors, elected officials, and constituents.
- Identify the business needs of key participants, including timing status, cost activity, and project scope.

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- Establish project milestones, performance measures and reporting criteria based on stakeholder needs and legal and fiduciary requirements.

c. Plan and design systems to collect, store, and analyze project data and to report results.

- Decide which system will be the primary system(s) for storing capital project financial and/or operational data.
- Strive for consistency and standardized language when compiling information from various sources. A data dictionary or similar documentation that establishes standards is ideal.

d. Regularly monitor capital projects' financial and project activity information.

- Confirmation that a project plan exists that identifies all required resources and milestone work products and assurance that the project plan is being followed.
- Confirmation that the project's scope has been clearly identified upon completion of final design and that the project stays within scope or that changes to scope have been made consistent with an established process.
- A review of project-related financial transactions to support budget review, auditing and asset management.
- A review of expenditures, both in relation to the current budget, and over the entire project life.
- A review of any project retainages, warranties, or other conditional performance schedules.
- Review of encumbrances and estimates of planned expenditure activity.
- Confirmation of continued availability and appropriateness of revenue sources identified in the capital budget.
- Confirmation of the adequacy of cash flow in relation to project requirements.
- Review of the timing of investment maturities compared to planned project disbursements.
- Review of sources and project uses of bond proceeds and grants.
- Results compared to established measures of performance, including, at a minimum, cost and schedule performance indices.

e. Reporting on project status and activities.

- Provide a comparison of actual results to the project plan, including:
  - Percent of project completed
  - Percent of project budget expended
  - Progress on key project milestones
  - Contract status information including time remaining and percentage used
  - Revenue and expenditure activity
  - Cash flow and investment maturities
  - Funding commitments
  - Available appropriation
  - Comparison of results in relation to established performance measures
- Highlight significant changes to project scope, costs, schedule, or funding.
- To aid in the reporting, an annual snapshot of key schedule, cost estimate, and available funding information should be taken to establish baseline data for performance measures and report components.

f. Project close-out.

Upon project completion, it will be ensured that actions are taken to finalize project activity, including, at minimum:

- Confirming that the project is closed out appropriately within all systems used to manage, monitor and report on the project.
- Confirm that all remaining contract encumbrances are properly closed out and remaining funds are handled appropriately.

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- Confirming that the established procedures for user acceptance of project work and final project completion have been followed.
- Confirming that all closeout and reporting requirements of grantors and bond covenants have been completed.
- Confirming that all project close out data is properly recorded on the fixed assets schedule and capital assets are added to the government's capital asset tracking system, if any.
- Confirming that procedures are in place to meet any continuing disclosure or ongoing reporting requirements.

g. Evaluate monitoring and reporting activities.

In order to ensure that capital project monitoring and reporting practices continue to be effective and relevant to the project, jurisdictions should conduct a periodic review of these practices, including at minimum:

- An inspection of reporting data for accuracy and completeness.
- The existence and adequacy of measures used for quality assurance and control in each phase of the project.
- Solicitation of feedback from stakeholders on the adequacy and relevance of reports and reporting tools, including the extent to which business needs are being addressed.
- A comparison of the organization's report format and content to other agencies' practices.
- An assessment of the adequacy of communication between various organizational units.

9. Internal Controls

Internal controls are policies and procedures put in place to ensure the continued reliability of accounting systems. Accuracy and reliability are paramount in the accounting world. Without accurate accounting records, managers cannot make fully informed financial decisions, and financial reports can contain errors. Internal control procedures in accounting can be broken into seven categories, each designed to prevent fraud and identify errors before they become problems.

a. Separation of Duties

Separation of duties will involve splitting responsibility for bookkeeping, deposits, reporting and auditing.

b. Access Controls

Controlling access to different parts of an accounting system via passwords, lockouts and electronic access logs can keep unauthorized users out of the system while providing a way to audit the usage of the system to identify the source of errors or discrepancies. Robust access tracking can also serve to deter attempts at fraudulent access in the first place.

c. Physical Audits

Physical audits will include hand-counting cash and any physical assets tracked in the accounting system, such as inventory, materials and tools. Physical counting can reveal well-hidden discrepancies in account balances by bypassing electronic records altogether.

d. Documentation

Standardizing documents used for financial transactions, such as invoices, internal materials requests, inventory receipts and travel expense reports, will help to maintain consistency in record keeping over time. Using standard document formats can make it easier to review past records when searching for the source of a discrepancy in the system. A lack of standardization can cause items to be overlooked or misinterpreted in such a review.

e. Trial Balances

Using a double-entry accounting system adds reliability by ensuring that the books are always balanced. Even so, it is still possible for errors to bring a double-entry system out of balance at any given time. Calculating daily or weekly trial balances can provide regular insight into the state of the system, will allow discover and investigate discrepancies as early as possible.

f. Reconciliations

Occasional accounting reconciliations will ensure that balances in your accounting system match up with balances in accounts held by other entities, including banks, suppliers and credit customers.

g. Approval Authority

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Requiring specific managers to authorize certain types of transactions will add a layer of responsibility to accounting records by proving that transactions have been seen, analyzed and approved by appropriate authorities.

10. Liasioning with Government Institutions

The MU shall Liaison with government institutions and organizations concerned with the Project implementation like SCERT, BSEIDC, DIETs, PTECs, BRCs & CRCs, etc. for financial management, data collection, and reporting.

11. Monitoring Time Cycles of External Audit

The MU will manage and coordinate external audit activities so that the required audit reports by the World Bank are available by their respective due dates. Follow up on compliance with the internal/external audit observations shall also be undertaken continuously.

12. Preparation of Financial Reports

All the financial reports regarding the project shall be prepared including but not limited to ensuring the preparation of program financial statements of various entities (BSEIDC, TA Component, and DRT, SCERT & DIETs).

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9-3-2015

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Development Corporation Ltd., Patna

Procurement And Vendor Management

1. **Preparation of the annual procurement plan including material planning and budgeting**
   - Decision on Project scope and completion time
   - Identify Required Civil work, Goods and services
   - Determine implementation sequence and schedule
   - Select equipment packages
   - Choosing method of procurement
   - Procurement as per WORLD BANK guidelines
   - Support the utility in preparation of budget and annual procurement plan for materials.
   - The MU shall gather inputs from the field offices, and consolidate at the head-office to prepare the budget and plan.
   - The MU shall also provide support in co-ordination between various departments for finalization and approval of budget within stipulated time

2. **Vendor Management**
   - WORLD BANK shall receive the applications of vendors quarterly. The applications shall be received only during the first month of each quarter for all the items. The applications shall be processed during the next two months of quarter and the list of empanelled vendors shall be issued by the last week of quarter. The MU will also finish the vendor registration in stipulated timelines to maintain the above.
   - The MU shall be responsible for overall management of the vendors from registration to performance evaluation of the vendors.
   - The MU shall evaluate the vendor application, verify all the documents, inspect the factories, and ascertain the financial capabilities and other related matters.
   - The MU shall photograph the factory inspection carried and submit the same to WORLD BANK along with detailed inspection report. The technical evaluation of the vendors shall be carried out by the consultant team at head-quarter. However, the factory inspection shall be carried out by a separate team.
   - The MU shall also evaluate the performance of the existing vendors and flag areas where there vendor has failed to maintain the performance either through quality or time. The MU shall submit the evaluation report as per the periodicity decided by WORLD BANK officials.

3. **Up-dation of cost data**
   - Assist WORLD BANK in updating the cost data book annually as per the purchase orders issued by Head Office and field offices and/or as per the industry standards.

4. **Up-dation of the technical specifications**
   - Update the technical specifications of the materials in line with the latest industry practices, and as per standards laid down by WORLD BANK updated from time to time.

5. **Support in execution of the rate contract and e-reverse auction**
   - The MU shall assist in the co-ordination for execution of the rate contract.
   - The MU shall assist in devising framework for conducting reverse auction through service provider and shall also assist in preparation of the reports if required.

6. **Assistance in up-dating the procurement manual**
   - The MU shall assist in resolving the issues and matters related to procurement manual.
   - The MU shall also be responsible for updating the procurement manual if required from time to time.

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7. **Documentation, reporting and MIS up-dation**

- The MU shall finalize the MIS reports, content and its periodicity in consultation with WORLD BANK.
- The MIS report will be prepared by consultants at circle offices which shall be consolidated at the Head-quarter etc.
- The MU shall also properly document the activities undertaken by them on regular basis and submit the same to WORLD BANK.

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b) Work Plan

Please refer Form Tech No.-5 & 6 for detailed work schedule & Personnel Schedule

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c) Organization and Staffing

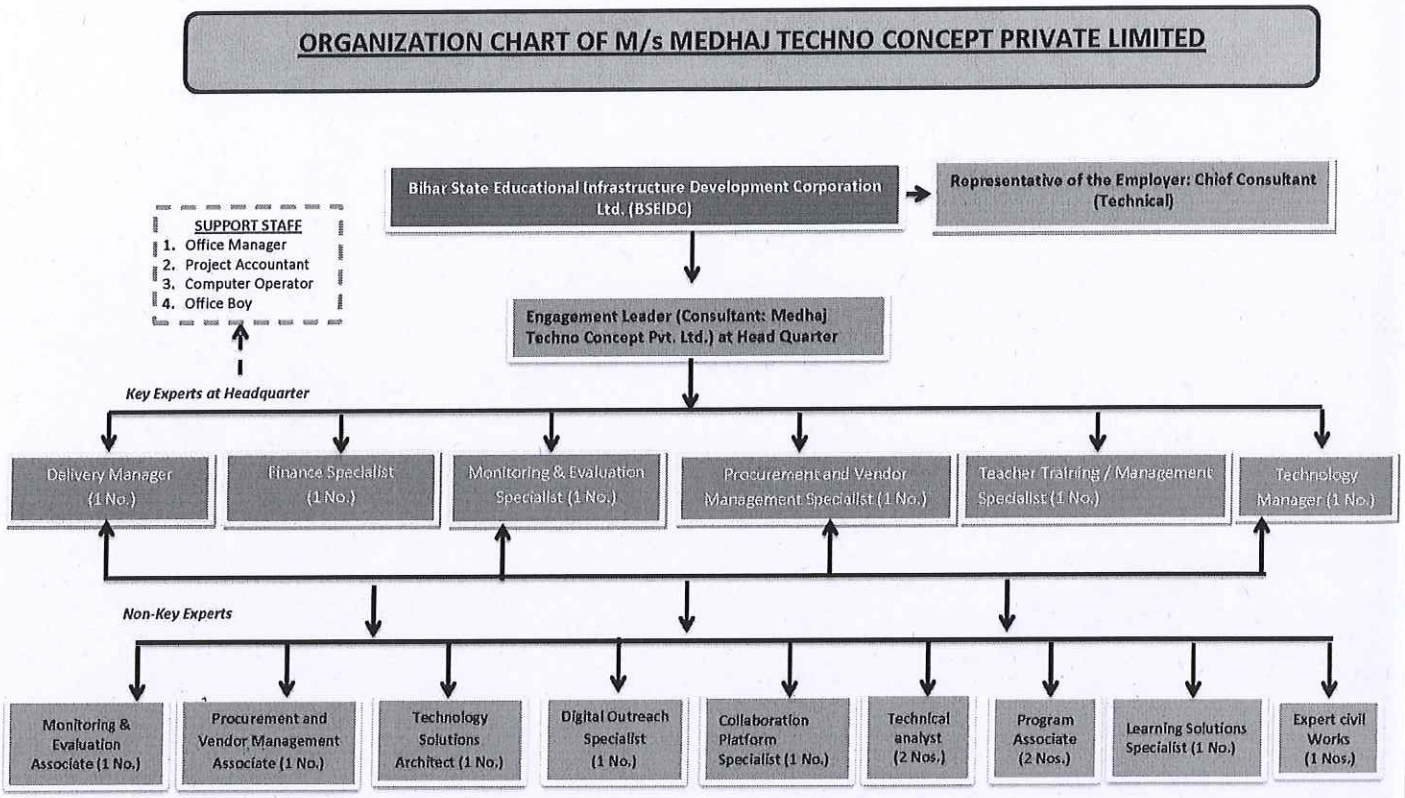

Figure 3.1: Organizational Structure Proposed for the Project

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Bihar State Educational Infrastructure Development Corporation Ltd., Patna

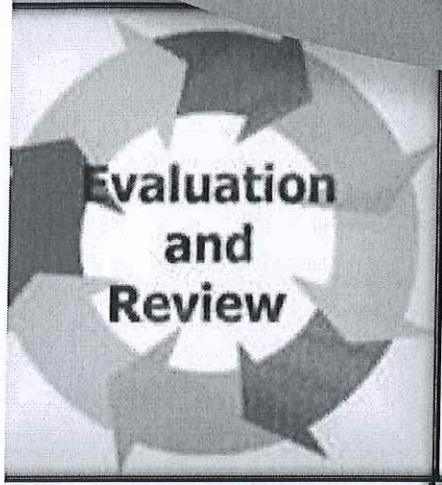
Technical Proposal

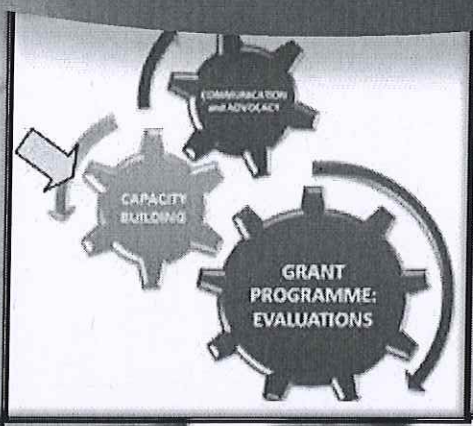
for

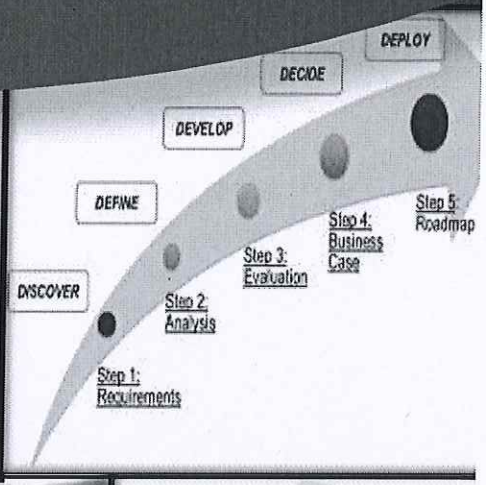
Consulting services for "Establishing Management Unit to Support-Enhancing Teacher Effectiveness in Bihar Operation, Bihar

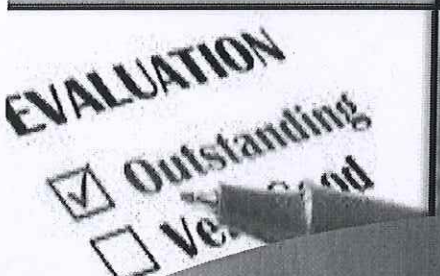
Against

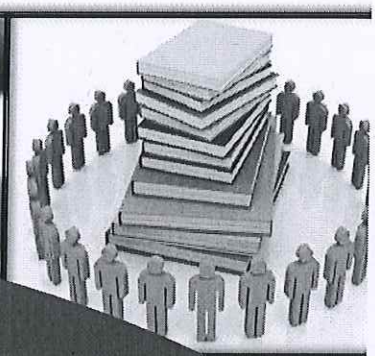
NIT No.: 10A/17-18 Dt. 26.09.2017











Submitted to :

बिहार सरकार

The Managing Director

Bihar State Educational Infrastructure Development Corporation Ltd. (BSEIDC)

Acharya Shivpujan Sahay Path, Bihar Rashtrabhasha Parishad Campus,Shiksha Bhawan, Saidpur, Patna-800004

Submitted By :

Medhaj Techno Concept Private Limited (Lead Partner)

in Joint Venture with

Chalkboard school solutions , Mumbai (1st JV Partner)

&

Host2Unlimited, Mumbai (2nd JV Partner)

Bihar State Educational Infrastructure Development Corporation Ltd., Patna

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Checklist Of Required Forms

Required for FTP or STP (✓)		*Form*	*Description*	*Page Limit*
FTP	**STP**			
✓	✓	*TECH-1*	***Technical Proposal Submission Form.***	*2 Pages*
✓		*TECH-1 Attachment*	*If the Proposal is submitted by a joint venture, attach a letter of intent or a copy of an existing agreement.*	*2 Pages*
✓		*Power of Attorney*	*No pre-set format/form. In the case of a Joint Venture, several are required: a power of attorney for the authorized representative of each JV member, and a power of attorney for the representative of the lead member to represent all JV members*	*2 Pages*
✓		*TECH-2*	***Consultant's Organization and Experience.***	*Not more than 10 pages*
✓		*TECH-2A*	*A. Consultant's Organization*	*5 Pages for Each Partner*
✓		*TECH-2B*	*B. Consultant's Experience*	*5 Pages*
✓		*TECH-3*	***Comments or Suggestions on the Terms of Reference and on Counterpart Staff and Facilities to be provided by the Client.***	*2 Pages*
✓		*TECH-3A*	*A. On the Terms of Reference*	*1 Page*
✓		*TECH-3B*	*B. On the Counterpart Staff and Facilities*	*1 Page*
✓	✓	*TECH-4*	***Description of the Approach, Methodology, and Work Plan for Performing the Assignment***	*25 pages*
✓	✓	*TECH-6*	***Work Schedule and Planning for Deliverables***	*1 Page*
✓	✓	*TECH-7*	***Team Composition, Key Experts Inputs, and attached Curriculum Vitae (CV)***	*4-5 pages Per CV*

a-3-2018

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Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Form TECH-1: Technical Proposal Submission Form

Medhaj Techno Concept Pvt. Ltd.
MSE UNIT Registered under Ministry of Micro, Small And Medium Enterprises, GOI
Project Management Development Consultancy and Infrastructure Advisory Services
AN ISO 9001:2015; 14001:2015 & 27001:2013 Company
CIN: U14292UP2007PTC033550

Form TECH-1: Technical Proposal Submission Form

{Lucknow, 30/10/2017}

Ref. No.: MTCPL/BSEIDC/Bid/2017-18/3656

To:
The Managing Director
Bihar State Educational Infrastructure Development Corporation Ltd
Acharya Shivpujan Sahay Path,
Bihar Rashtrabhasha Parishad Campus,
Shiksha Bhawan, Saidpur, Patna-800004

Dear Sirs:

We, the undersigned, offer to provide the consulting services for "Establishing Management Unit to Support "Enhancing Teacher Effectiveness in Bihar Operation, Bihar" in accordance with your Request for Proposals dated 30/10/2017 and our Proposal. We are hereby submitting our Proposal, which includes this Technical Proposal and a Financial Proposal sealed in a separate envelope.

We are submitting our Proposal a joint venture with: **ChalkBoard School Solutions** having its Corporate office at A-905, Shelton Sapphire, Plot no 18/19, Sector-15, CBD Belapur, Navi Mumbai-400614 and Branch office at G 62/63, R Galleria, Runwal Greens, Village Road, Off Mulund-Goregaon Link Road, M, Mulund West, Mumbai 400080, Maharashtra, India **(First JV Partner) and Host2Unlimited,** 39, Veena Nagar, Near Jain Studio,LBS Marg, Mulund (W), Mumbai - 400080 (India) **(Second JV Partner) and, Medhaj Techno Concept Pvt. Ltd.** having its Registered Office at Medhaj Tower, CP-150, Sec-D1, Near Power House Chauraha, Aashiana, Kanpur Road, Lucknow-226012, Uttar Pradesh, India **will be lead member of the joint venture.** We have attached a copy of our letter of intent to form a joint venture signed by every participating member, which details the likely legal structure of and the confirmation of joint and severable liability of the members of the said joint venture.

We hereby declare that:

a) All the information and statements made in this Proposal are true and we accept that any misinterpretation or misrepresentation contained in this Proposal may lead to our disqualification by the Client and/or may be sanctioned by the Bank.
b) Our Proposal shall be valid and remain binding upon us for the period of time specified in the Data Sheet, Clause 12.1.
c) We have no conflict of interest in accordance with ITC 3.
d) We meet the eligibility requirements as stated in ITC 6, and we confirm our understanding of our obligation to abide by the Bank's policy in regard to corrupt and fraudulent practices as per ITC 5.

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e) We, along with any of our sub-consultants, subcontractors, suppliers, or service providers for any part of the contract, are not subject to, and not controlled by any entity or individual that is subject to, a temporary suspension or a debarment imposed by a member of the World Bank Group or a debarment imposed by the World Bank Group in accordance with the Agreement for Mutual Enforcement of Debarment Decisions between the World Bank and other development banks. Further, we are not ineligible under the Employer's country laws or official regulations or pursuant to a decision of the United Nations Security Council.

f) In competing for (and, if the award is made to us, in executing) the Contract, we undertake to observe the laws against fraud and corruption, including bribery, in force in the country of the Client.

g) Except as stated in the Data Sheet, Clause 12.1, we undertake to negotiate a Contract on the basis of the proposed Key Experts. We accept that the substitution of Key Experts for reasons other than those stated in ITC Clause 12 and ITC Clause 28.4 may lead to the termination of Contract negotiations.

h) Our Proposal is binding upon us and subject to any modifications resulting from the Contract negotiations.

We undertake, if our Proposal is accepted and the Contract is signed, to initiate the Services related to the assignment no later than the date indicated in Clause 30.2 of the Data Sheet.

We understand that the Client is not bound to accept any Proposal that the Client receives.

We remain,
Yours sincerely,

Authorized Signature:

Name and Title of Signatory: **Kratika Sharma (General Manager)**

Name of Consultant: **Medhaj Techno Concept Pvt. Ltd.**

In the capacity of: **Lead Member of JV**

Address: **Medhaj Techno Concept Pvt. Ltd.**
Medhaj Tower, CP-150, Sec-D1,
Near Power House Chauraha, Aashiana,
Kanpur Road, Lucknow-226012,
Uttar Pradesh, India

Contact information (phone and e-mail):
Phone No.: +91-522-2425912
Mobile No.: +91-9650281166
Fax No.: +91-522-2425913
Email: mtcpl@medhaj.com; kratika.sharma@medhaj.com
Website: www.medhaj.com

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

BOARD'S Resolution In Favour Of Bid Signatory

National Award Winner 2014 & 2015

Medhaj Techno Concept Pvt. Ltd.

MSE UNIT Registered under Ministry of Micro, Small And Medium Enterprises, GOI
Project Management Development Consultancy and Infrastructure Advisory Services
AN ISO 9001:2015; 14001:2015 & 27001:2013 Company
CIN: U14292UP2007PTC033550

Board's Resolution

[BR No.: MTCPL/2017-18/040]

RESOLUTION PASSED IN THE MEETING OF BOARD OF DIRECTORS OF M/S MEDHAJ TECHNO CONCEPT PVT. LTD., HELD ON OCTOBER 30, 2017 AT 11.00 A.M. AT CORPORATE OFFICE OF THE COMPANY AT MEDHAJ TOWER, CP-150, SECTOR-D1, POWER HOUSE CHAURAHA, AASHIANA, KANPUR ROAD, LUCKNOW-226012, UTTAR PRADESH.

PRESENT:

1. Mr. Samir Tripathi, Managing Director
2. Mrs. Alka Tripathi, Director
3. Mr. Gunjan Tripathi, Director

Meeting of Board of Directors was held to discuss the submission of **bid proposal for "Selection of an agency to Establishing Management Unit to Support 'Enhancing Teacher Effectiveness in Bihar Operation, Bihar"** invited by **Bihar State Educational Infrastructure Development Corporation Ltd. (BSEIDC), Patna** vide **NIT No.: 10A /17-18 Dt. 26.09.2017** in joint venture (JV) with **ChalkBoard School Solutions, Mumbai, Maharashtra-India (First JV partner) and Host2Unlimited, Mumbai, Maharashtra-India (Second JV partner).**

Medhaj Techno Concept Private Limited (MTCPL) will be Lead Member of this association and **ChalkBoard School Solutions and Host2Unlimited** *shall act as JV Partners for this project.*

It was resolved in the meeting that **Mrs. Kratika Sharma (General Manager)** shall be the authorized signatory of the company's bid.

sd.

(Alka Tripathi)
Director

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Power Of Attorney by Lead Member In Favour Of Bid Signatory

उत्तर प्रदेश UTTAR PRADESH

DUT 000860

25 JUL 2017

POWER OF ATTORNEY

Know all men by these presents, We, Medhaj Techno Concept Private Ltd., Head office at Medhaj Tower, CP-150, Sector-D1, Power House Chauraha, Aashiana, Lucknow – 226 012, Uttar Pradesh (India) and Regional office at 248, 2nd Floor, Sant Nagar, East of Kailash, New Delhi -110065 (India) do hereby constitute, nominate, appoint and authorize Mrs. Kratika Sharma, resident of Flat No. 2802, Gemini Tower 1, Runwal Anthurium, LBS Road, Opp. Veena Nagar, Mulund (W), Mumbai - 400080, India, who is presently employed with us and holding the position of General Manager as our true and lawful attorney (hereinafter referred to as the "Authorized Representative") to do in our name and on our behalf, all such acts, deeds and things as are necessary or required in connection with or incidental to submission of bid proposal for "Selection of an agency to Establishing Management Unit to Support 'Enhancing Teacher Effectiveness in Bihar Operation, Bihar" against NIT No.: 10A /17-18 Dt. 26.09.2017 proposed to be developed by the Bihar State Educational Infrastructure Development Corporation Ltd. (BSEIDC), Patna (the "Authority") including but not limited to signing and submission of all applications, proposals and other documents and writings, participating in pre-bid and other conferences and providing information/responses to the Authority, representing us in all matters before the Authority, signing and execution of all contracts and undertakings consequent to acceptance of our proposal and generally dealing with the Authority in all matters in connection with or relating to or arising out of our Proposal for the said Project and/or upon award thereof to us till the entering into of the Agreement with the Authority.

Sworn & Verified before me

Y. N. SINGH
Advocate & Notary
Lucknow U.P. India
Regd. No. 31/03/2000

Medhaj Techno Concept Pvt. Ltd. मेधज Lucknow

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

AND we do hereby agree to ratify and confirm all acts, deeds and things lawfully done or caused to be done by our said Authorised Representative pursuant to and in exercise of the powers conferred by this Power of Attorney and that all acts, deeds and things done by our said Authorised Representative in exercise of the powers hereby conferred shall and shall always be deemed to have been done by us.

IN WITNESS WHEREOF WE, M/S MEDHAJ TECHNO CONCEPT PVT. LTD. THE ABOVE NAMED PRINCIPAL HAS EXECUTED THIS POWER OF ATTORNEY ON THIS ON 30th DAY OF OCTOBER 2017.

(Alka Tripathi)
Director
Medhaj Techno Concept Pvt. Ltd.
Medhaj Tower, CP-150, Sector-D1,
Power House Chauraha, Aashiana,
Kanpur Road, Lucknow- 226012,
Uttar Pradesh

Witness:

1. Bhawana Maurya

2. Babita Gupta

Notarized

NOTARY
V.N. SINGH
Advocate & Notary
Distt. Head Quarter
Lucknow
Regd. No. 31/63/2000
U.P. INDIA

Accepted
Kratika Sharma,
General Manager
Medhaj Techno Concept Pvt. Ltd
Medhaj Tower, CP-150, Sector-D1,
Near Power House, Aashiana,
Kanpur Road, Lucknow- 226012,
Uttar Pradesh

Sworn & Verified
before me

V. N. SINGH
Advocate & Notary
Lucknow U.P. India
Regd No 31/63/2000

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Joint Venture Agreement for Bidding Association

सत्यमेव जयते

INDIA NON JUDICIAL

Government of National Capital Territory of Delhi

e-Stamp

Certificate No.	:	IN-DL47345262472328P
Certificate Issued Date	:	31-Oct-2017 11:41 AM
Account Reference	:	IMPACC (IV)/ dl764603/ DELHI/ DL-DLH
Unique Doc. Reference	:	SUBIN-DLDL76460396801458632084P
Purchased by	:	MEDHAJ TECHNO CONCEPT PVT LTD
Description of Document	:	Article 5 General Agreement
Property Description	:	Not Applicable
Consideration Price (Rs.)	:	0 (Zero)
First Party	:	MEDHAJ TECHNO CONCEPT PVT LTD
Second Party	:	Not Applicable
Stamp Duty Paid By	:	MEDHAJ TECHNO CONCEPT PVT LTD
Stamp Duty Amount(Rs.)	:	100 (One Hundred only)

.....Please write or type below this line.....

Joint Venture Agreement

Between

Medhaj Techno Concept Private Limited, Lucknow, Uttar Pradesh, Maharashtra (India)

And

ChalkBoard School Solutions, Mumbai, Maharashtra (India)

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

And

ChalkBoard School Solutions, Mumbai, Maharashtra (India)

This Joint Venture Agreement is made at Lucknow, on the **30th day of October 2017**, by and between:-

Medhaj Techno Concept Pvt. Ltd., a company incorporated in India and having its registered office at, Medhaj Tower, CP-150, Sec-D1, Near Power House Chauraha, Aashiana, Kanpur Road, Lucknow-226012, Uttar Pradesh (India) and Regional Office at 248, IInd Floor, Sant Nagar, East of Kailash, New Delhi-110065 (Hereinafter referred to as "MTCPL") acting as the Lead Partner of the agreement.;

And

ChalkBoard School Solutions, Mumbai, a company incorporated under the laws of Companies Act 1956 (1 of 1956) in India having its registered office at Corporate office at A-905, Shelton Sapphire, Plot no 18/19, Sector-15, CBD Belapur, Navi Mumbai-400614 and Branch office at G 62/63, R Galleria, Runwal Greens, Village Road, Off Mulund-Goregaon Link Road, M, Mulund West, Mumbai 400080, Maharashtra, India in the capacity of a Joint Partner of the agreement.

WHEREAS **MTCPL** AND **ChalkBoard School Solutions**, Mumbai as Joint Ventures (collectively referred to as "Joint Venture" or singly as a "Joint Venturer") desired to enter into this agreement (hereinafter referred to as "the Agreement") and to form an unincorporated Joint Venture for the purpose of bidding for **"Selection of an agency to Establishing Management Unit to Support 'Enhancing Teacher Effectiveness in Bihar Operation, Bihar"** (hereinafter referred to as "Project") to the **Bihar State Educational Infrastructure Development Corporation Ltd. (BSEIDC), Patna** (Hereinafter referred to as "the Client") **against NIT No.: 10A /17-18 Dt. 26.09.2017**

NOW THEREFORE, the Partners agree as follows:

1- The following documents shall be deemed to form and be read and constructed as an integral part of this agreement.
   I) Technical and Financial Proposals.
   II) Any Addendum/ corrigendum issued.

2- The Partners have studied the RFP and have agreed to participate in submitting the Proposals (Technical and financial proposals) jointly, and in case of success, execute the work jointly.

Techno Concept Pvt. Ltd. Lucknow
9-3-2018
Project Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

3- MTCPL shall be the Lead Member of the group and shall represent the JV group in its dealing with the client.

4- In the event that the JV Group's proposal is accepted by the client, the partners have resolved to share the responsibilities as under:

I) **MTCPL would be the Lead Member of the JV Group.**

II) Each Partner shall participate in the JV Group as per respective roles and responsibilities

III) All other logistics such as establishment of fully furnished office, equipment etc. shall be provided by MTCPL

IV) A Management Board of JV with minimum one representative from each JV Partner shall be set up to determine the general policies and to oversee the performance of services by the personnel.

V) Team leader shall report to the Management Board of the JV. Team Leader shall decide the duties and responsibilities of various personnel deployed to perform the services.

VI) Each of the partners agrees to work together in a highly professional manner so as to enhance the prestige of the JV Group.

VII) The expenses incurred by each of the partner before the award of the contract will be borne by them individually.

VIII) Any additional work given by the client or required to be undertaken beyond the responsibilities agreed upon as per Annexure 1, the work and fees shall be shared between the parties on mutual terms.

IX) Any specific issue not covered in this agreement shall be discussed and decided mutually between the two partners in a manner that best ensures timely and effective completion of this assignment.

5- **JOINT AND SEVERAL RESPONSIBILITITY**

The partners undertake that they shall be jointly and severally liable to the client in the discharge of all the obligations and liabilities as per the contract with the client and for the performance of contract awarded to the JV group.

6- **EXECUTIVE AUTORITY**

The said JV Group through the authorized representative of the lead party shall receive instructions, payments from the client. The management structure for the project shall be prepared by mutually consultations to enable completion of project to quality requirement within permitted cost and time.

Techno Concept Pvt. Ltd.

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Power of Attorney by Joint Venture Member in favour of Lead Member

9-2-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Certificate of Bid Validity

Medhaj Techno Concept Pvt. Ltd.
MSE UNIT Registered under Ministry of Micro, Small And Medium Enterprises, GOI
Project Management Development Consultancy and Infrastructure Advisory Services
AN ISO 9001:2015; 14001:2015 & 27001:2013 Company
CIN: U14292UP2007PTC033550

National Award Winner 2014 & 2015

Certificate of Bid Validity

{Lucknow, 30/10/2017}

Ref. No.: MTCPL/BSEIDC/Bid/2017-18/3656

To:
The Managing Director
Bihar State Educational Infrastructure Development Corporation Ltd
Acharya Shivpujan Sahay Path,
Bihar Rashtrabhasha Parishad Campus,
Shiksha Bhawan, Saidpur, Patna-800004

Subject: Certificate declaring the bid validity

Dear Sir,

In response to the NIT No.: 10A /17-18 Dt. 26.09.2017 for "Selection of an agency to Establishing Management Unit to Support 'Enhancing Teacher Effectiveness in Bihar Operation, Bihar", we hereby declare that the bid submitted by the bidder "**Medhaj Techno Concept Private Limited (MTCPL), in joint venture with ChalkBoard School Solutions, Mumbai and Host2Unlimited, Mumbai**" for the captioned tender is valid for acceptance **for a period of 120 calendar days after the proposal submission deadline (i.e., until: 28.02.2018).**

We remain,
Yours sincerely,

Authorized Signature:

Name and Title of Signatory: **Kratika Sharma (General Manager)**
Name of Consultant: **Medhaj Techno Concept Pvt. Ltd.**
In the capacity of: **Lead Member of JV**
Address: **Medhaj Techno Concept Pvt. Ltd.**
Medhaj Tower, CP-150, Sec-D1,
Near Power House Chauraha, Aashiana,
Kanpur Road, Lucknow-226012,
Uttar Pradesh, India

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Brief Information of Bidder

1.	**Name of the Applicant** **(Consultancy firm/ Company)**	:	**MEDHAJ TECHNO CONCEPT PVT. LTD.** **(Lead Member of JV)** **Registered office-** Medhaj Tower, CP-150, Sector-D1, Power House Chauraha, Aashiana Kanpur Road, Lucknow-226012 (U.P.) Phone No.: +91-522-2425912 Fax No.: +91-522-2425913 E-mail Id: mtcpl@medhaj.com **(Lead Member of JV)** **Regional office:** **248, 2nd Floor, Sant Nagar,** **East of Kailash, New Delhi -110065 (India)** **In Joint Venture with with** **CHALKBOARD SCHOOL SOLUTIONS** **(JV Member)** **Corporate office-** A-905, Shelton Sapphire, Plot no 18/19, Sector-15, CBD Belapur, Navi Mumbai-400614 **Branch office-** G 62/63, R Galleria, Runwal Greens, Village Road, Off Mulund-Goregaon Link Road, M, Mulund West, Mumbai 400080, Maharashtra, India
2.	**Address for communication**	:	**Mrs. Kratika Sharma (General Manager)** **Medhaj Techno Concept Pvt. Ltd.** Medhaj Tower, CP-150, Sec-D1, Near Power House Chauraha, Aashiana, Kanpur Road, Lucknow-226012, Uttar Pradesh, India
	(i) **Telephone/Mobile No.**	:	+91-522-2425912, Mobile No. +91-9650281166
	(ii) **FAX No.**	:	+91-522-2425913
	(iii) **e-mail id**	:	mtcpl@medhaj.com; kratika.sharma@medhaj.com

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Statement of Undertaking

Medhaj Techno Concept Pvt. Ltd.
MSE UNIT Registered under Ministry of Micro, Small And Medium Enterprises, GOI
Project Management Development Consultancy and
Infrastructure Advisory Services
AN ISO 9001:2015; 14001:2015 & 27001:2013 Company
CIN: U14292UP2007PTC033550

National Award Winner 2014 & 2015

Statement of Undertaking

{Lucknow, 30/10/2017}

Ref. No.: MTCPL/BSEIDC/Bid/2017-18/3656

To:
The Managing Director
Bihar State Educational Infrastructure Development Corporation Ltd
Acharya Shivpujan Sahay Path,
Bihar Rashtrabhasha Parishad Campus,
Shiksha Bhawan, Saidpur, Patna-800004

Subject: Statement of Undertaking against clause no. 10.2 of Data Sheet (Instructions to Consultants) of RfP

Dear Sirs:

We hereby declare that: in competing for (and, if the award is made to us, in executing) the Contract, we undertake to observe the laws against fraud and corruption, including bribery, in force in the country of the Client.

Thanking You,
Yours sincerely,

Authorized Signature:

Name and Title of Signatory: **Kratika Sharma (General Manager)**
Name of Consultant: **Medhaj Techno Concept Pvt. Ltd.**
In the capacity of: **Lead Member of JV**
Address: **Medhaj Techno Concept Pvt. Ltd.**
Medhaj Tower, CP-150, Sec-D1,
Near Power House Chauraha, Aashiana,
Kanpur Road, Lucknow-226012,
Uttar Pradesh, India

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Declaration for Non-Blacklisting, Non-Debarred and No Pending Litigation

Medhaj Techno Concept Pvt. Ltd.
MSE UNIT Registered under Ministry of Micro, Small And Medium Enterprises, GOI
Project Management Development Consultancy and Infrastructure Advisory Services
AN ISO 9001:2015; 14001:2015 & 27001:2013 Company
CIN: U14292UP2007PTC033550

National Award Winner 2014 & 2015

Declaration for Non-Blacklisting, Non-Debarred and No Pending Litigation

{Lucknow, 30/10/2017}

Ref. No.: MTCPL/BSEIDC/Bid/2017-18/3656

To:
The Managing Director
Bihar State Educational Infrastructure Development Corporation Ltd
Acharya Shivpujan Sahay Path,
Bihar Rashtrabhasha Parishad Campus,
Shiksha Bhawan, Saidpur, Patna-800004

Sub: Declaration Regarding Not Blacklisted/Debarred and Not Pending Litigation

Dear Sirs:

It is certified that neither We *(Medhaj Techno Concept Pvt. Ltd.- Lead Member)* nor our Joint Venture Partners **(ChalkBoard School Solutions, Mumbai & Host2Unlimited, Mumbai)**

1. *Have never been blacklisted/ suspended by any PSU / Government Department / Financial Institution / Court.*
2. *Have been no litigation history pending with any party, public or private.*
3. *All the information related to technical, commercial, financial and other matter mentioned in the bid and relevant paper/ documents submitted in this regard are true and correct.*

Thanking You,
Yours sincerely,

Authorized Signature:

Name and Title of Signatory: **Kratika Sharma (General Manager)**
Name of Consultant: **Medhaj Techno Concept Pvt. Ltd.**
In the capacity of: **Lead Member of JV**
Address: **Medhaj Techno Concept Pvt. Ltd.**
Medhaj Tower, CP-150, Sec-D1,
Near Power House Chauraha, Aashiana,
Kanpur Road, Lucknow-226012,
Uttar Pradesh, India

9-2-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Form TECH-2: Consultant's Organization And Experience

A - Consultant's Organization

Brief Introduction of M/s Medhaj Techno Concept Pvt. Ltd. (Lead Bidder)

Medhaj Techno Concept Pvt. Ltd. (MTCPL) is an ISO 9001:2015, 14001:2015 and 27001:2013 certified company registered under the Companies Act 1956 (No. 1 of 1956) in India and incorporated as an integrated solution provider in the field of infrastructure development. **Started its operation in 2007 with an initial focus in the Power Sectorand Energy Sector, within a short period of time the company has steadily diverse into other Information Technology, E-Learning Solutions, Training, Capacity Building Skill Development Courses, impact assessment of government and donor sponsored programs infrastructure sectors like Railway, Renewable Energy (Solar and Hydro), Irrigation, Regulatory, DDG etc.**

Medhaj has assisted various government and private companies of India. **Medhaj has strong geographical presence in Bihar State more than 06 years as consulting organization under various Govt. funded Schemes. Medhaj has also provided assistance to The World Bank** to facilitate the Identification of the most suitable states for implementation of grid-connected solar rooftop projects in India. The assignment includes preparation and evaluation of an Eligibility Checklist to identify the most suitable states based on a set of policy, operational and technical parameters. It also included **assistance to World Bank in organization of Workshops and in providing technical advice to the bank team during preparation stage, Appraisal stage and upto Bank's Board approval of the project. The endeavor of Medhaj resulted in approval of $625 million loan by The World Bank for India's Grid Connected Rooftop Solar Programme.**

Medhaj is one of the private consulting company in India working on live Smart Grid Project in Assam as Project Management Consultant & in Odisha for DPR Preparation for Smart Grid Implementation in Rourkela City (Smart City).

"In the last ten years we have worked extensively for the government funded schemes. We have worked on schemes which have been rolled out by the government, for the larger benefit of society and as a consultant it was our responsibility to apprise the various stakeholders of the progress of the schemes, and to effectively monitor the scheme in a cost-effective and time-bound manner."

1. **The mission of Medhaj Techno Concept Pvt. Ltd.:**

Medhaj endeavors to contribute in the acceleration of the growth of Power Industry by providing highly integrated consultancy services.

2. **Our Vision**

"Conquering the marketplace – Being the most trusted and topmost brand name in consulting."

3. **Our Core Values:**

Ownership: Act like owner of the company, entrepreneurial behavior and accountability towards your work.
Best People: Hiring the best, nurture to bring the best out of everyone, be the best everywhere and build diversity and inclusiveness in workforce.
Integrity: Honest behavior, keep your words.
Good Human Being: Respect for every other individual, helping others and practice forgiving.
Client Satisfaction: Empathy to client's problems, solution mindset, belief in innovation, First Time Right and high performance standards.
Adaptability to change: Openness to change, changing actions with changing environment.
Trust: High trust environment with client and our people, belief in practicing all components of trust: credibility, reliability, intimacy and self – orientation.

4. **Breadth & Depth:**

Medhaj has a pan India presence with offices and team in more than 28 states/union territories in India for its 75+ clients.

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

With 900+ professionals on payroll, Medhaj can readily mobilize the right people, alliance and tools to deliver cutting edge solutions.
Medhaj is known in marketplace as one of the best employers for Women employees.

5. Management Directory

Mr. Samir Tripathi, Chairman Cum Managing Director	Mrs. Alka Tripathi, Director (Finance)	Mr. Gunjan Tripathi, Director (Business Development and Operations)

6. Growth History:

Human Resource: Medhaj' growth from 3 employee to 900+ in 10 years since inception.
Financial Growth and Revenue Generation: Medhaj has recorded more than 100 percent growth in terms of revenue earning in the last five years. Besides, we have a future pipeline of high value mandates that will positioned ourselves as one of the topmost infrastructure consultancy firms in India. Our Audited Turnover, Liquid Assets and Net Worth are mentioned below:

Financial Year	Turnover (in INR)	Liquid assets (in INR)	Net Worth (in INR)
2011-2012	Rs. 2108.07 Lakh	Rs. 723.12 Lakh	Rs. 932.59 Lakh
2012-2013	Rs. 2558.01 Lakh	Rs. 1459.53 Lakh	Rs. 1524.41 Lakh
2013-2014	Rs. 4460.51 Lakh	Rs. 1449.86 Lakh	Rs. 1871.52 Lakh
2014-2015	Rs. 3311.57 Lakh	Rs. 2043.99 Lakh	Rs. 2511.64 Lakh
2015-2016	Rs. 4671.60 Lakh	Rs. 1681.58 Lakh	Rs. 1791.68 Lakh
2016-2017 (Provisional)	Rs. 7123.00 Lakh	Rs. 1279.12 Lakh	Rs. 2544.84 Lakh

7. Recognition

Medhaj had off lately been recognized by India's biggest business award team for making it to the top three in the nominations for the *Emerging India Awards 2013!* The nomination is testimony of the passion and hard work invested in our business for setting the highest benchmarks and optimizing opportunities across the globe.

Medhaj is the recipient of prestigious "**Indian Leadership Award for Industrial Development**" award in 2012 from IBN 7 for its contribution in development of infrastructure in the country. Further, in 2010 Medhaj has received the "**Award of Excellence - 2010**" by the Institute of Economic Studies (IES), India. Our Chairperson cum Managing Director, Mr. Samir Tripathi was honored with the "**Udyog Rattan Award - 2010**" and "**Business Leadership Award - 2011**" by IES in recognition of his outstanding contribution in the field of engineering in India. International Biographical Center (IBC), Cambridge, England has recently honored Mr. Tripathi as one of their "**IBC Leading Engineers of the World 2011**". These achievements are the manifestation of our thrust on delivering cutting edge consultancy solutions to the clients.

India's National Award-2014 for Innovation in Services was awarded to Mr SAMIR TRIPATHI (CMD—Medhaj) in function presided by honorable PM Shri NarendraModi and honorable cabinet minister ShriKalraj Mishra, CM Punjab ShriBadal and many top dignitaries. ***Mr SAMIR TRIPATHI (CMD—Medhaj) is awarded National Award (First Prize)-2015 by MSME Ministry, Govt. of India for Outstanding Entrepreneurship in Services Sector, consecutively second year in a row, on June 27th, 2017.***
Mr SAMIR TRIPATHI (CMD—Medhaj) is also recipient of 'Visionaries of Uttar Pradesh' award from Honorable Dy. Chief Ministers of Uttar Pradesh— Shri Keshav Prasad Maurya & Shri Dinesh Sharma and Cabinet Minister Shrimati Swati Singh.

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Bihar State Educational Infrastructure Development Corporation Ltd., Patna

In a reputation opinion survey conducted by World Brands Review, Medhaj has been awarded as "THE MOST PROMISING BRAND OF 2014" at World Brand Summit, Dubai. Medhaj were also the recipient of the World Brands in Dubai, as "One of the Promising Entrepreneurs in the Power Distribution" category.

8. **Our Offerings:**

We have extensively worked with the central and state government ministries and agencies, donor funding agencies, public sector undertakings, state power utilities and private sector entities across India. We have also advised our clients in the emerging markets of Africa and South East Asia.

Medhaj specializes in the areas of:

➡ *Project Management* • *Project planning, scheduling and control* • *Budgeting and cost control* • *Contract administration & Appraisal of vendors* • *Interim & Final quality inspection*	➡ *Energy Efficiency* • *AT&C loss reduction study* • *Energy accounting and auditing* • *Renewable Energy (Solar and Hydro), Irrigation* • *Technical evaluations of energy saving*
➡ *Pre-Project Advisory* • *Survey and Site investigation* • *Preliminary planning and design & Power system stu* • *Environmental and socio-economic impact assessmen* • *Detailed Feasibility Report (DFR)*	➡ *Design Engineering* • *Geotechnical studies, GPS/GIS/DGPS mapping and survey* • *Preparation of detailed engineering design and drawings* • *Project cost estimate and Detailed Project Report (DPR)*
➡ *Third Party Independent Quality Inspection* • *Appraisal of vendors* • *Interim quality inspection* • *Final quality inspection*	➡ *Construction Supervision* • *Planning, scheduling of activities & Vendor drawing review* • *Engineering & Material procurement* • *Performance testing and operation optimization* • *Supervision and Certification*
➡ *Policy and Regulatory Advisory* • *Tariff determination and Benchmarking* • *Assistance in issuance of tariff orders on behalf of energy regulators* • *Assistance in framing policy and regulations* • *Capacity building and training*	➡ *Project Structuring and Bid Advisory* • *Project structuring* • *Bid advisory to project developers* • *Preparation of RFQ and RFP documents* • *Invitation of bids , Bid evaluation and selection of bidder* • *Project implementation assistance*

9. **People at Medhaj**

Medhaj brings together professionals from diverse disciplines with complementary skills. The depth of knowledge and experience of our professionals allows us to undertake large scale complex assignments within strict timeline. We have a healthy mix of professionals with deep knowledge and specialization in different areas. In addition, we have a team of financial, policy and regulatory experts, which looks after the policy, regulatory and financial management related assignments.

Medhaj currently has a headcount of more than 300 engineers, sociologist, environmentalist, information technology, accounts, economics, finance and regulatory experts. Further, we have a roster of leading infrastructure experts in India, who are working with us on assignment to assignment basis.

10. **Empanelment**

MEDHAJ Group has been empaneled with following reputed institutions/organizations to undertake the Power & Energy related projects.

- PFC Consulting Limited, New Delhi
- National Institute of Electronics and Information Technology
  Capacity Building & Software Development
- National Institute for Entrepreneurship and Small Business Development
  - Training Partner for entrepreneurship skill development
- Power Grid Corp. India Ltd.

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- **REC Transmission Projects Company Limitied**
- **Exim Bank**
- Consultancy Development Centre (Sector: Power Transmission and Development)
- Uttar Pradesh Electronics Corporation Limited, Lucknow
- Uttar Pradesh Development System Corporation Limited

Brief Introduction of M/s ChalkBoard School Solutions, Mumbai (First JV Partner)

About us:

The main purpose of CHALKBOARD SHIKSHAK is to provide globalized teaching with high quality courses. Our academic team has developed the curriculum in sync with modern teaching trends. With our methodologies and approach, CHALKBOARD SHIKSHAK aims to transform aspiring teachers into experts preparing them to confidently face the challenges of the teaching world. CHALKBOARD is a perfect teaching school for the future professionals.

View Point:

This is one of the best times to be a student. Different people connected with education- government bodies, educators and parents, are deeply involved, more than ever before, in providing the best learning experiences to young children.

We talk about preparing children for life and not just a profession to grow into. There is growing research and discussion on the competencies required to live a meaningful life in the 21st century. Initiative, risk taking, perseverance, empathy, collaboration and networking are the kind of abilities forecasted to be the harbingers of a successful life in the future.

ChalkBoard aspires to promote best educational practices put forward by academicians and researchers all over the world to bring about this empowerment and learning for life through its various offerings- teacher education, student empowerment, curriculum designing and school consultancy

The Dream:

The foremost purpose of CHALKBOARD TEACHERS PROGRAMME is to produce future teachers with a unique set of abilities to teach the learners of the new century. We blend the best of the rich Indian heritage of teachers such as Swami Vivekanand , Krishnamurthy and Shri Aurobindo with modern global teaching styles in enabling teachers who are completely empowered to teach in both the Indian and International curriculum.

CHALKBOARD provides high quality programmes for both aspiring and in service teachers to transform them into teaching experts with the confidence to shine as exemplary teachers, ready to face the world of globalised teaching with confidence.We believe that it is indeed 'The thought that matters'… the thought of commitment, excellence and innovation.

CHALKBOARD SHISHYA programmes uncover the minds of children and young adults, build character and enhance cognitive skills. We believe that in a stimulating environment, children can develop into exceptionally empowered adults. These programmes are run with a unique set of tools and develop in childhood the skills and traits that will be the harbinger of great achievement tomorrow.

Services

Consultancy for new school ventures and existing schools:

ChalkBoard School Solutions offers consultancy to provide a complete 360* development solution to translate your vision of creating an educational institution of distinction in the K-12 Schools sector. We hold hands with entrepreneurs stepping into the highly in demand and successful business opportunity of school education in India. The collaboration ensures that an exclusive institution is created, that matches the specific needs and demands of the particular geographical location and socio-cultural environment that impacts the school.

✓ *Project conceptualization and planning*	✓ *Resource management*
✓ *Infrastructure planning*	✓ *Curriculum and Instructional designing*
✓ *Marketing and branding*	✓ *IT and ERP solutions*
✓ *Academic audits*	✓ *Staff training and mentoring*
	✓ *Affiliation guidance to the various Indian and International Boards*

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Teacher Training - Skill up gradation for in service teachers

21st century teacher, Excellence in teaching, Teachers of tomorrow…. As educators, we come across these terms very frequently. New age schools with great infrastructure, well designed class rooms and technology enabled learning spaces are aspiring to set the highest standards in education. ChalkBoard School Solutions proposes to bring about this paradigm shift and hold hands with you to realize your vision of excellence and become a teacher ready to teach the future with our host of skill up gradation and in service training programmes.

- ✓ *Teaching approaches- Inquiry based learning, project based learning, cooperative learning, simulation*
- ✓ *Communication and Soft skills*
- ✓ *Behaviour management in the 21st century classroom*
- ✓ *Teaching through drama, art, storytelling and music*
- ✓ *Subject specific teaching practices*
- ✓ *Inclusive education*
- ✓ *Managing diversity in the class*
- ✓ *Time and stress management*
- ✓ *Assessment for learning and of learning*

Curriculum and Instructional Designing for new and existing schools

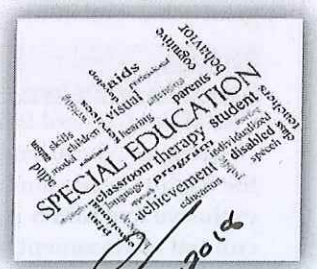
- We hope to attain the highest educational purpose, through which our learners grow up to be independent thinkers, great collaborators, conscientious knowledge seekers and most importantly happy adults with a high value system. Thus, the learning processes have to be carefully and consciously designed to achieve this lofty purpose. We have to move beyond our simplistic 'lesson planning' of yesteryears. Whether you are a new school set up or an existing school aspiring to take your school forward, ChalkBoard School Solutions helps you to create a highly effective curriculum that is:
  - ✓ *Customized*
  - ✓ *Follows global teaching-learning best practices*
  - ✓ *Scientifically researched*
  - ✓ *Cross curricular*
  - ✓ *Integrates music, arts and drama*
  - ✓ *Value based*

Teacher Training - Diploma in early childhood care and education

- This is a unique skill building course that enables teachers to welcome children to their first learning experience outside their homes. A very important step in preparing children for formal education in the following years.
- The course is designed for early childhood or pre-primary teachers with special emphasis of technology in education.
  - ✓ *Principles of Early Childhood Education*
  - ✓ *Child Development*
  - ✓ *Theories of learning*
  - ✓ *Instructional Strategies*
  - ✓ *Special Education Needs*
  - ✓ *Education Technology*

Management and Leadership in schools

The core focus of the Management and Leadership in Schools (MLS) program is for teachers who aspire to move into academic administration role as coordinators, heads of departments, vice principals and Heads of schools. This unique program concentrates not just on generic leadership development but emphases specifically on the knowledge, skills and values needed to be an outstanding school leader.



Special Education Needs

We offer consultancy and assistance in establishing a successful center for the differently-abled as part of Special Education Needs, offering a one stop solution to parents of children with special needs integrating occupational and speech therapy, counseling services and inclusive classes. We are proud to be the pioneers of special needs paraprofessional training. For schools that are progressive enough to be 'INCLUSIVE' and believe that each child has the right to education, we work in partnership to ensure that they are successful in their efforts and run a structured, outcome focused programme for the children with specials needs.

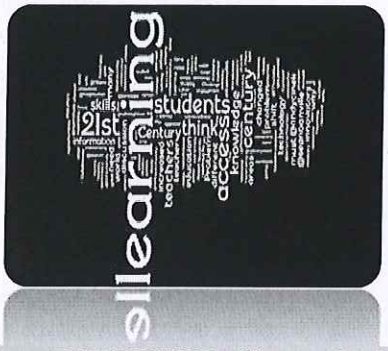
9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

For students-ChalkBoard Shishya programmes:

As we hold hands with teachers to prepare them to create the future, we also aspire to empower young children to be ready for the future with CHALKBOARD SHISHYA PROGRAMMES. Children of tomorrow will require not just academic prowess to succeed in an increasingly competitive world. The tools of success for the next generation will be the ability to be curious, have the strength of perseverance, emotional intelligence and social dexterity.

Academic Workshops	*Extra Edge*
✓ *Study skills*	✓ *Social intelligence*
✓ *Mind mapping*	✓ *Creative intelligence*
✓ *Creative writing*	✓ *Ethics and value building*
✓ *Memory techniques*	✓ *Goal setting and time management*
✓ *Brain gym*	✓ *Anger and stress management*
Club House	***Outpost***
✓ *Theatre of oppressed*	✓ *The outbound education programme*
✓ *Drama bazaar*	✓ *To be announced soon*
✓ *Global citizenship*	
✓ *Human rights and me*	



Announcing the first ever exclusive ECCED DIPLOMA with International certification from D'YOUVILLE college, school of education, Buffalo, USA also government recognised:

Principles of ECCED: Principles of ECCED aims to introduce the concept of early childhood care and educationfor children since birth to six years. The course focuses on importance of early childhood years and significance of early childhood education. It overviews the historical development of early childhood education in India and across the globe and the contributions of notable philosophers.

Theories of Learning: Learning theories are conceptual frameworks describing how information is absorbed, processed, and retained during learning. Learning style theories propose that individuals learn in different ways, that there are distinct learning styles and that knowledge of a learner's preferred learning style will lead to faster and more satisfactory improvement.

Methods and Materials : Kindergarten is the first time most children are exposed to a classroom environment that is about playing and also listening to the teacher and completing tasks.. This course will give a deeper understanding of teaching methods that are designed to help not only those students who excel but also help students who are lagging behind. The course incorporates a wide range of instructional strategie

Child Development: Child development refers to the biological, psychological and emotional changes that occur in human beings between birth and the end of adolescence.Because these developmental changes may be strongly influenced by genetic factors and events during prenatal life, genetics and prenatal development are usually included as part of the study of child development. This course enhances your understanding of the social, cognitive, emotional, and educational development of children.

School administration: School Administration is a process in an educational setting that deals with the planning, organizing, directing, and organising of resources. This course will include administration of personnel, managing school finances, event management, curriculum administration and building relationships with the school community.

Mode of study:

Full Time Courses & Blended Learning:

This intensive training mode is suited to those who want to amplify their professional skills and gain competitive edge. It may also appeal to ambitious professionals who are always open for learning new skills. Aspiring teachers cannot ignore the significance of classroom experience which will be covered in this mode of learning. This course is also for those who wish to become pre-primary teachers. Blended learning will be conducted in classes wherein a student will learn in part through instruction via digital mode.

Part Time Training - For Aspiring and in Service Teachers

ChalkBoard has designed a special part-time course for working teachers. It is highly flexible for working professionals as it will provide complete freedom in respect of time and place. If you plan to start a new career in teaching, you can fulfill your

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Bihar State Education Infrastructure Development Corporation Ltd., Patna

ambition by enrolling into this course. This program gives you the opportunity to study according to your schedule while pursuing your career.

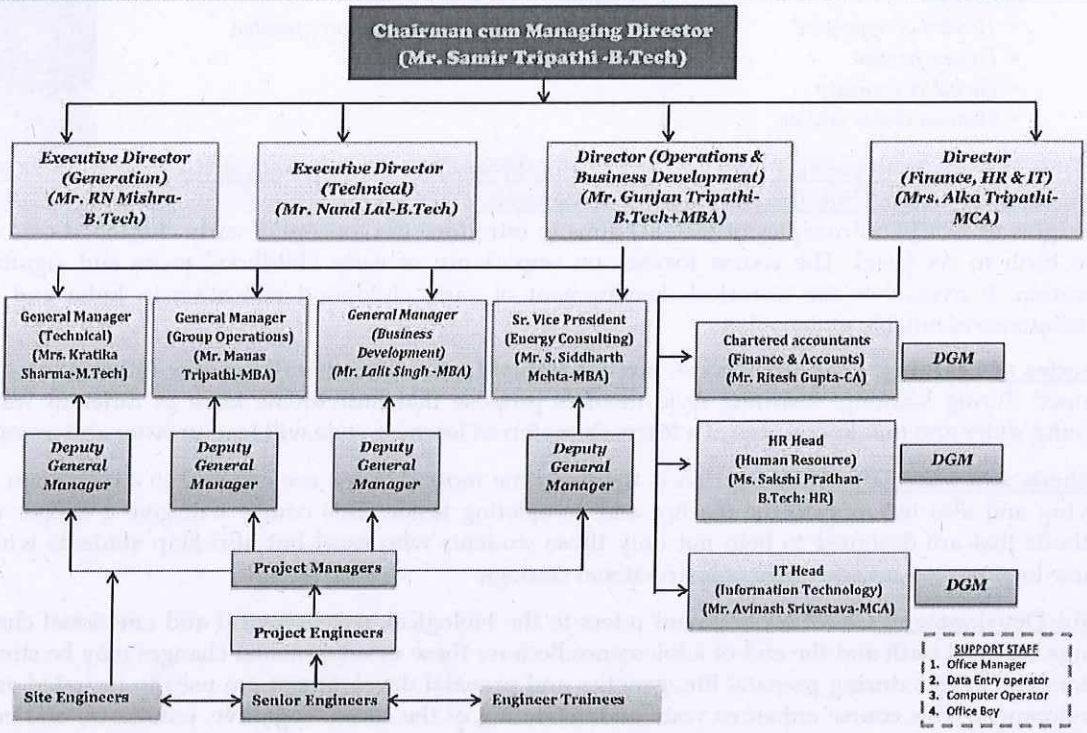
Contact Us

Corporate office-
A-905, Shelton Sapphire, Plot no 18/19,
Sector-15, CBD Belapur, Navi Mumbai-400614

Branch office-
G 62/63, R Galleria, Runwal Greens,
Village Road, Off Mulund-Goregaon Link Road, M, Mulund West, Mumbai 400080, Maharashtra, India
Email: info@chalkboardindia.com ; **Website:** www.chalkboardindia.com
Mobile No.: +91 9004608880 / 9820850499

2. Include organizational chart, a list of Board of Directors, and beneficial ownership

Organizational Chart of Lead Member



Management Directory (Medhaj Techno Concept Pvt. Ltd.)

- Mr. Samir Tripathi, Chairman Cum Managing Director
- Mrs. Alka Tripathi, Director (Finance)
- Mr. Gunjan Tripathi, Director (Business Development and Operations)

Management Directory (Chalkboard Learning Solutions.)

- Dr. Natasha Mehta - Co-Founder and Director
- Mr. Andy Gray -Chief Academic Mentor
- Mr. Vipin Pubby – Advisor
- Dr. Hemlata Chari – Advisor
- Ms. Anandi Gosrani - Co-Founder and Director
- Dr. Navita Mahajan – Advisor

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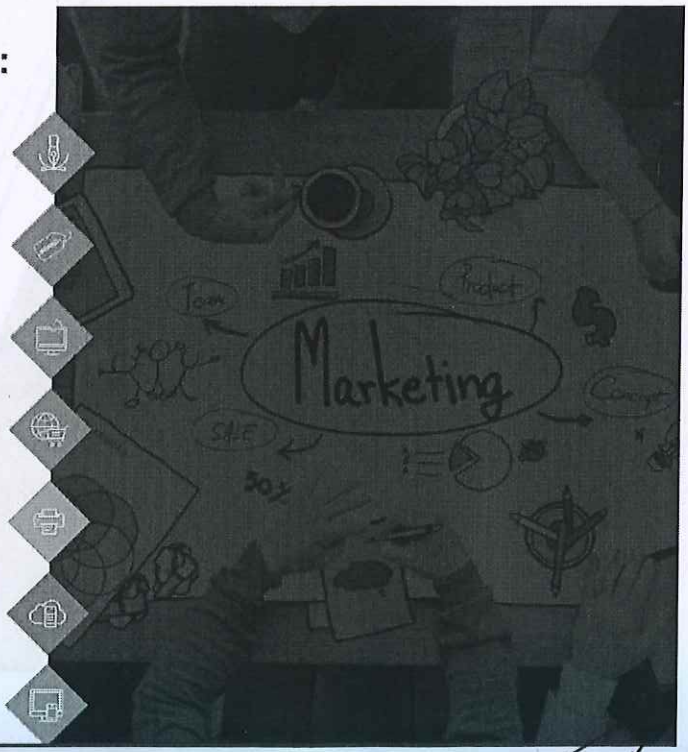
Company Profile of Host2Unlimited (Second JV Member)

OUR OFFERINGS:

- Web Designing & Development
- Branding
- Digital marketing
- Portals
- Domain & Hosting
- E-commerce
- Mobile Friendly websites



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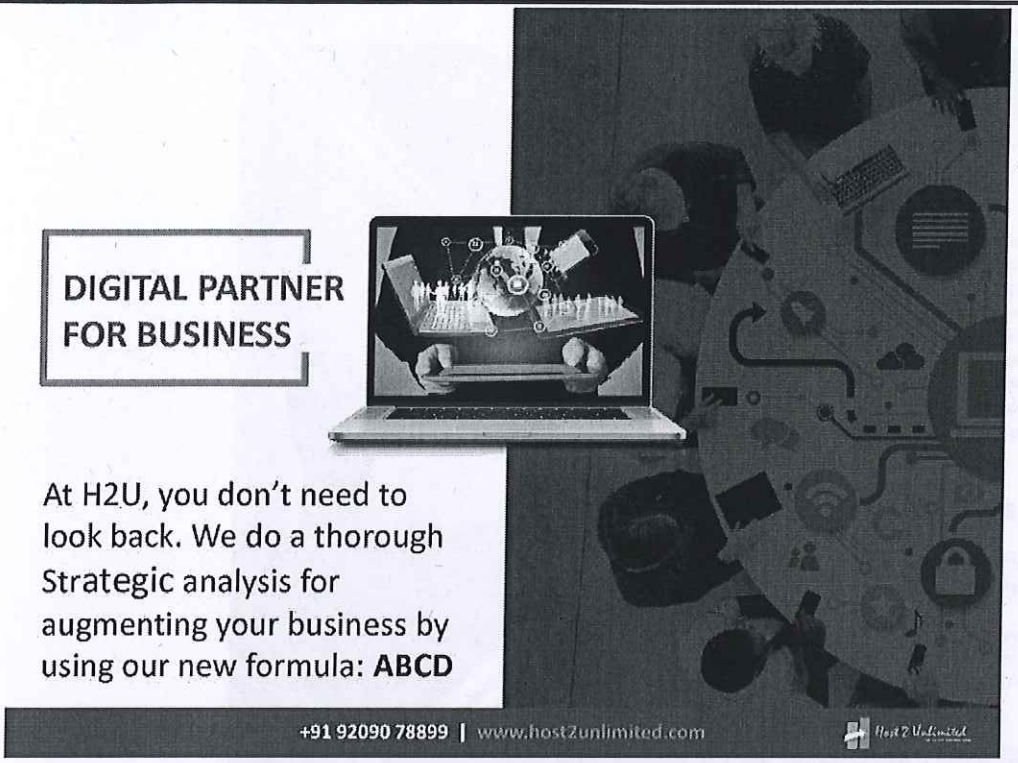

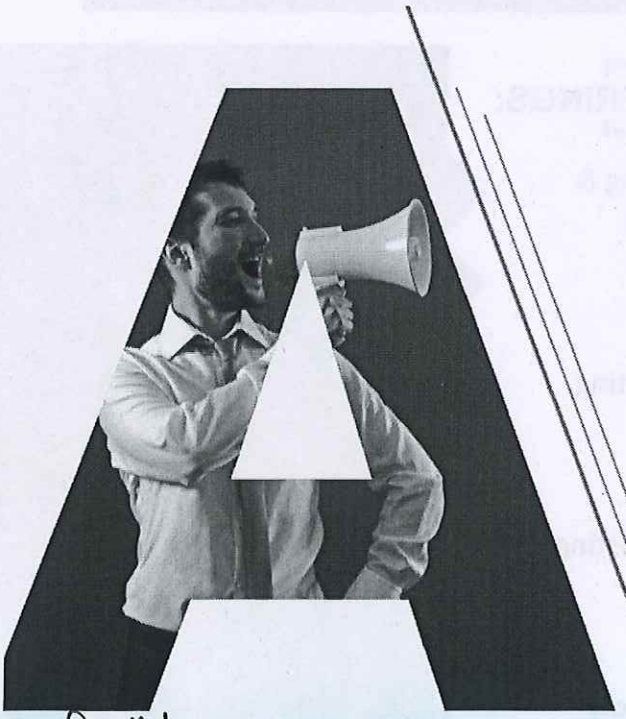

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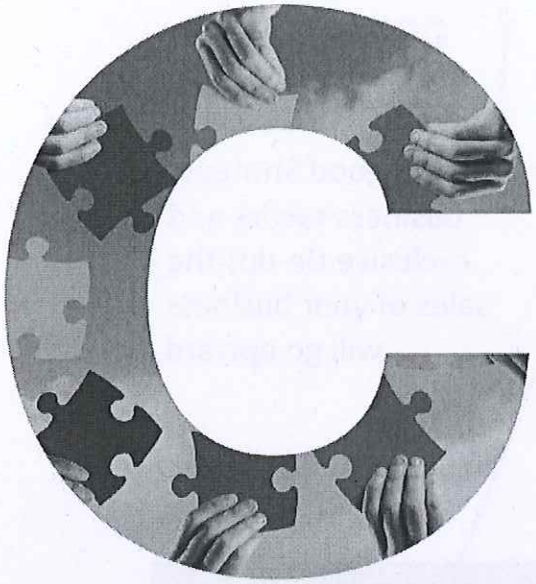

CLOSING ON EXCLUSIVE TIE-UPS

Tie-ups can prove to be a very important part of your business

+91 92090 78899 | www.host2unlimited.com

BUSINESS TACTICS

"Out of sight is out of mind." To help you to be in the minds of customers, we offer Attraction, Conversion & Retention tactics.

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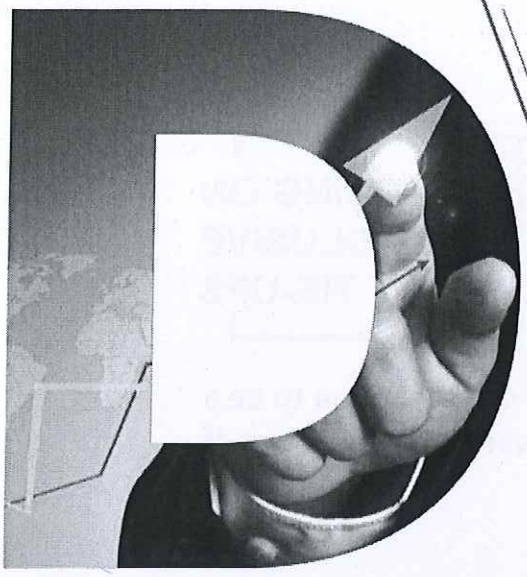

DEVELOPING SALES

As a result of good Strategy, business tactics and exclusive tie-ups the sales of your business will go upward

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OUR ESTEEMED PATRONS

Kenny's, mapxencaRS, TATME TATTOO STUDIO, Sidai HEALTH FOR YOU, RICHMOND, Lotus Leaf ENTERTAINMENT, GLOBAL, Mulund Property, AALTOP HEALTHCARE PVT. LTD., HDG Builders, DrBiz ventures, AN Architect Narayan & Associates, kdh, DELE DIVINITY, HFP Hindustan Fire Protection, MBC, RICHMOND ENTERTAINMENT, Asha, HOTEL Sai Balaji, UNIQUE PROPERTY, EduSurge

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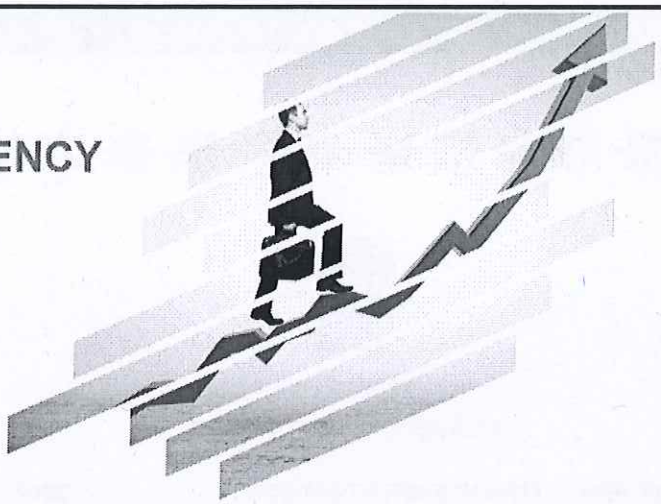
Our Promise:

CONSISTENCY
is our motto.



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CONTACT US

Host 2 Unlimited
39, Veena Nagar,
Near Jain Studio
LBS Marg, Mulund(W),
Mumbai-400080 (India).
Mobile : 9768240158
Email : support@host2unlimited.com

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Annexure-A.1: Company Credentials of Lead Partner (MTCPL)

Copy of Incorporation Certificate

प्रारुप 1
पंजीकरण प्रमाण-पत्र

कार्पोरेट पहचान संख्या : U14292UP2007PTC033550 2007 - 2008

मैं एतद्द्वारा सत्यापित करता हूँ कि मैसर्स
MEDHAJ TECHNO CONCEPT PRIVATE LIMITED

का पंजीकरण, कम्पनी ऑधिनियम 1956 (1956 का 1) के अंतर्गत आज किया जाता है और यह कम्पनी लिमिटेड है।

यह निगमन-पत्र आज दिनांक छब्बीस जून दो हजार सात को मेरे हस्ताक्षर से कानपुर में जारी किया जाता है।

Form 1
Certificate of Incorporation

Corporate Identity Number : U14292UP2007PTC033550 2007 - 2008
I hereby certify that MEDHAJ TECHNO CONCEPT PRIVATE LIMITED is this day incorporated under the Companies Act, 1956 (No. 1 of 1956) and that the company is limited.

Given under my hand at Kanpur this Twenty Sixth day of June Two Thousand Seven.

(K.L.KAMBOJ)
कम्पनी रजिस्ट्रार / Registrar of Companies
उत्तर प्रदेश एवं उत्तरांचल
Uttar Pradesh and Ultranchal

कम्पनी रजिस्ट्रार के कार्यालय में रिकॉर्ड में उपलब्ध पत्राचार का पता :
Mailing Address as per record available in Registrar of Companies office:
MEDHAJ TECHNO CONCEPT PRIVATE LIMITED
F-105, 11/5, SKY HIGH CHAMBERS, PARK ROAD,
LUCKNOW - 226001,
Uttar Pradesh, INDIA

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Copy of Memorandum and Articles of association

THE COMPANIES ACT, 1956

[::]

MEMORANDUM AND ARTICLES

OF

ASSOCIATION

OF

MEDHAJ TECHNO CONCEPT PRIVATE LIMITED

[::]

A COMPANY LIMITED BY SHARES

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

प्रारुप 1
पंजीकरण प्रमाण-पत्र

कम्पनी का पहचान संख्या U14292UP2007PTC033550 2007 - 2008

मैं एतद्द्वारा प्रमाणित करता हूँ कि मैसर्स

MEDHAJ TECHNO CONCEPT PRIVATE LIMITED

का पंजीकरण, कम्पनी अधिनियम 1956 (1956 का 1) के अंतर्गत आज किया जाता है और यह कम्पनी लिमिटेड है।

यह निगमन-पत्र आज दिनांक छब्बीस जून दो हजार सात को मेरे हस्ताक्षर से कानपुर में जारी किया जाता है।

Form 1
Certificate of Incorporation

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(K L KAMBOJ)
कम्पनी रजिस्ट्रार / Registrar of Companies
उत्तर प्रदेश एवं उत्तरांचल
Uttar Pradesh and Uttranchal

कम्पनी रजिस्ट्रार के कार्यालय में उपलब्ध पत्राचार का पता :
Mailing Address as per record available in Registrar of Companies office:
MEDHAJ TECHNO CONCEPT PRIVATE LIMITED
F-105, 106 SKY HIGH CHAMBERS, PARK ROAD,
LUCKNOW - 226001,
Uttar Pradesh, INDIA

9-3-2016
Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

UNDER THE COMPANIES ACT, 1956

COMPANY LIMITED BY SHARES

MEMORANDUM OF ASSOCIATION

OF

MEDHAJ TECHNO CONCEPT PRIVATE LIMITED

I. The name of the company is MEDHAJ TECHNO CONCEPT PRIVATE LIMITED.

II. The Registered Office of the company will be situated in **UTTAR PRADESH.**

III. The objects for which the company is established are:

(A) MAIN OBJECTS TO BE PURSUED ON ITS INCORPORATION BY THE COMPANY ARE:

1.To carry on the business or vocation of acting as advisor and consultants on all matters and problems relating to Power Projects, Railway Signaling, infrastructure development and related technologies, Communication System, Quality management, safety management, Material management, Environmental and information systems, and matters relating to technical, Industrial, Civil, administration, commencement or expansion of industries etc.

2.To enter into any arrangement by way of a turnkey project involving supply of technical, civil, financial, administrative, plant and merchandise, information knowledge and experience and as such undertake for and on behalf of a client to set up any plant or project in or outside India.

3.To prepare and submit overall and detailed plansfor civil and industrial execution to any company, corporation, body corporate, government organization, railways, Authorities, association or any person with regard to new projects and/or improvements or expansion of existing projects.

4.To undertake the work relating to quality and field quality finalization, sub vendor assessment and development, inspections on behalf of contractors or otherwise, deviation disposal, documentation, mapping and field survey, feasibility studies, system, system planning and designing, project planning and scheduling, tender documentation, bid invitation and evaluation, quality audit, and services relating to quality assurance and inspection.

5.To establish and run whether self or on franchise basis in any part of India or abroad Academies, Institutes, Schools, Colleges, Coaching Classes, Training centres, Guidance Classes, Preparatory Classes to impart general, scientific, technical, Computer, web designing, engineering, medical, para-medical, commercial, management, pre-engineering and pre-medical exam preparation, literary, musical, artistic, vocational or any other type of education and training which may be conducive to knowledge of or skill in any profession, trade or calling to the Students, Women and un-employed persons especially belonging to the weaker section of Society whether orally, electronically, through post or by any other means so as to promote education and employment enhancing vocational skills in the youths.

6.To carry on all or any of the business of Operation & Maintenance,Renewable Energy, Water, Road, Oil and Gas, Buildings, Information Technology, Automation, wireless communication and wired communication etc"

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(B) OBJECTS INCIDENTAL OR ANCILLARY TO THE ATTAINMENT OF THE MAIN OBJECTS :

1. To acquire, collect, formulate and prepare the technical details, specifications, drawings, plans, blue prints, parts for fabrications, any machinery, plant, components, parts or accessories of any particular design, shape or material for carrying out all or any of the main objects of Company.

2. To establish branches in India or abroad and to guarantee or become surety for the performance of any contract or obligation taken by the Company.

3. To execute and to carry out agreement of sale, agency or other similar agreements and to appoint sub-agents or distributing agents in connection with the main business of the Company.

4. To open account or accounts with any Bank or Banks and to pay into and withdraw money from such account or accounts.

5. To grant annuities, pensions, allowances, gratuities and bonuses, to any employee or ex-employees (including their relations, connection or dependents or its predecessors in business) and to establish or support associations, institutions, clubs, schools, hospitals, dispensaries, canteens, hotels, restaurants, houses, dwelling, chawls, funds, schemes and trusts (religious, scientific, educational, charitable, provident or otherwise) which may be considered/calculated to benefit any such person of the public or otherwise advance the interests of the Company or its members and to establish and contribute to any scheme for the purpose by trustees of shares in the Company to be held for the benefit of the Company's employees and to lend money to the Company's employees and to formulate and carry into effect any scheme for sharing the profit of the Company with its employees or any of them to subscribe or grant money for any charitable or benevolent objects or for any exhibition or for any public, general or useful object or earmark a portion of the profits of the Company or create a fund or funds for any such objects or purposes.

6. The Company may accept surrender of shares subject to the Company Act, 1956.

7. To build, erect, alter, enlarge, purchase, hire or otherwise, acquire or provide any buildings, offices, factories, workshop, plants or machinery or other things necessary or useful for the purposes of carrying out the main objects of the Company to purchase, take on lease or otherwise, acquire land and hereditaments of any tenure for the objects aforesaid and to lease or otherwise dispose of any property of the Company.

8. To establish and maintain agencies, branches, places and local registers to procure registration or recognition of the Company and to carry on business in any part of the world and to take such steps as may be necessary to give the Company such rights and privileges in any part of the world as are possessed by local Companies or partnership or as may thought desirable.

9. To enter into arrangement for rendering and obtaining technical services and/or technical collaboration and/or financial collaboration whether by way of loans or capital participation with individuals, firms or body corporate, whether in or outside India.

9-3-2018

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Bihar State Educational Infrastructure Development Corporation Ltd., Patna

10. To invest and deal with moneys of this Company not immediately required upon such assets, properties, securities or otherwise and in such manner as may from time to time be determined for pursuing main objects.

11. To enter into arrangements with any Government or Authority, Supreme, Municipal, Local or otherwise, that may seem conducive to the Company's main objects and to obtain from any such Government or Authority all rights, concessions and privileges which the Company may think it desirable to obtain and to carry out exercise and comply with any such arrangements, rights, privileges and concessions.

12. Subjects to Section 58A and 292 of the Companies Act, 1956 and the Banking Regulations Act, 1949 to receive fixed and other deposits, to borrow, money and lend money with or without interest, raise or secure the payment of money in such manner as the Company shall think fit and in particular, by the issue of debentures perpetual or otherwise, charged upon all or any of the Company's property (both present and future) including its uncalled capital and to purchase, redeem and pay of any such securities, also to draw, make, accept, execute and issue bills of exchange, promissory notes, bills of lading and other negotiable or transferable instruments or securities.

13. To transfer or dispose of the business, property or undertaking of the Company or any part thereof for such consideration as the Company may think fit and in particular for shares, debentures or securities of any other Company having objects altogether or in part, similar to those of this Company.

14. Subject to Section 391 to 394 of the Companies Act, 1956 to amalgamate with any other Company whose objects or any of them are similar to the objects of this Company or whose business is similar to the business or any part of the business of the Company whether by sale or purchase (for shares or otherwise) of the undertaking and liabilities of this or any such other Company as aforesaid.

15. To acquire and undertake on any terms all or any part of the business relating to the main objects, rights and liabilities of any person, firm or Company carrying on any business, which is for the benefit of the Company to carry on or suitable for the purpose of the Company.

16. To enter into partnership or into any arrangement for sharing profits, union of interest, joint venture, reciprocal concession or co-operation with any person or persons, company or companies carrying on or engaged in or about to carry on or engage in main objects or transaction which this Company is authorised to carry on or engage in any business or transactions capable of being conducted so as directly or indirectly for benefit of this Company.

17. To appoint contractors to have laision with the State and other Government authorities or to any other body corporate, individual or otherwise necessary to attain main objects specified above.

18. To lend surplus money on the mortgage of immovable property or hypothecation or pledge of movable property with or without security to such persons on such terms as may be expedient and in particular to customers of and persons, firms, concerns, Companies and factories having dealing with the Company for implementing the main objects of the Company provided that the Company shall not carry on Banking business as defined in Banking Regulation Act, 1949 for pursuing the main objects.

19. To create any depreciation fund, reserve fund, sinking fund, insurance fund or any other special fund whether for depreciation or for repairing, improving, extending or maintaining any of the properties of

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the Company or for redemption of debentures or redeemable preference shares or for special dividends or equalising dividends or for any other purpose whatsoever and to transfer any such fund or part thereof to any of the other funds herein mentioned.

20. To pay all costs, charges and expenses of and incidental to the promotion, incorporation and Registration of the Company and charges in connection therewith and to remunerate (by cash or other assets/or by allotment of fully or partly paid up shares or by a call or option on shares, debenture stock or securities of this or any other Company or in any other manner, whether out of the Company's capital or profit or otherwise) any person/persons or a company for services rendered or to be rendered or in the conduct of business of the Company.

21. To apply for, purchase or otherwise acquire, protect, prolong or renew any patents, patent rights, licences, trade marks, designs, concessions and the right conferring any exclusive or non- exclusive or limited right to use of any secret or other information as to any invention which may seem capable of being use, for any of the purposes of the Company and to use, exercise, develop or grant licences in respect of or otherwise turn to account the property, rights or information so acquired.

22. To be interested in promoting and undertaking the formation and establishment of such institutions, business of Companies, industrial, agricultural, trading, manufacturing or others as may be considered to be conducive to the interests of the Company; directly or indirectly and also to promote, aid, foster, subsidise or acquire interests in any such industry or undertaking.

23. To take or otherwise acquire or hold shares in any other Company having objects altogether or in part similar to those of this Company.

24. To use trade marks, names or brands for the products and goods of the Company and to adopt such means of making known the business and/or products of the Company in which this Company is interested as may seem expedient and in particular by advertising in newspapers, magazines, periodicals, circulars, by opening stalls, exhibition and by publication of books, periodicals, distributing samples and granting prizes, rewards and donations subject to the provisions of the Companies Act, 1956.

25. To pay for any property, right, interest or benefit, acquired by the Company or services rendered to the Company either in cash or in fully or party paid up shares, with or without preferential rights in respect of dividend or repayment of capital or otherwise or by any security which the Company has power to issue or partly in one mode and partly in another and on such terms as the Company may determine.

26. Subject to Section 293 A of the Companies Act, 1956 to aid pecuniarily or otherwise any association, body or movement having for an object the solution, settlement or surmounting of industrial or labour problems or troubles or the promotion of industry to trade but not amounting to trade union activities.

27. To establish, provide, maintain and conduct or otherwise subsidise research laboratories experimental stations, workshops and libraries, scientific, industrial and technical research and experiments and to undertake and carry out research and investigations, to improve and invent, to process new and better techniques and methods.

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28. To improve, manage, develop, exchange, lease, mortgage, dispose of, turn to account or otherwise deal with all or any part of the property and rights of the Company.

29. To make donations to any national memorial fund or any other fund constituted for a charitable or national purpose, subject to the provisions of the Companies Act, 1956.

30. To do all or any of the above things, either as principals, agents, consignors, consignees, trustees contractors or otherwise and either alone or in conjunction with others. either by or through, agents. sub-contractors, trustees or otherwise.

31. To purchase, acquire, lease or sublease or by way of licence or usufructuary, English or other possessory mortgage or in exchange or in any other lawful manner lands, buildings, structure, open place, surface, rights or other premises for the purposes of the Company/employees/directors.

32. To appropriate, use or lay out land belonging to the Company for streets, parks, pleasure grounds. allotments and other conveniences and to present any such land, sold out to the public or to any persons or Company conditionally or unconditionally as the Company may thinks fit.

33. To buy, exchange, install, work, repair, fabricate, alter, refine, improve, manipulate, prepare for market, let out on hire, plants, machinery, equipment, works, carriers, vehicles, apparatus and appliances. which are necessary, or convenient for carrying on any business, which the Company is authorised to carry on or is required by the customers of, or persons dealing with the Company or which may seem to the Company capable of being profitable, dealt with by the Company and experiment with and to render marketable, process, convert, fabricate and manufacture such articles, commodities and goods as may be necessary or may seem to the Company capable of being undertaken conveniently in furtherance of its objects, or may be calculated directly or indirectly to enhance the value of such articles, commodities and goods.

34. To hold or assist in holding exhibitions in India and elsewhere of the products and articles dealt by the Company and also the promotional and development activities of the Company.

35. To apply for, tender, purchase or otherwise acquire any contract and concession for or in relation to the construction, execution and carrying out equipment, administration or control of works and conveniences and to undertake, execute, carry out, dispose of or otherwise turn to account the same, for implementing the main objects of the Company.

36. To secure orders for supply of any articles or things and to carry out and comply with the said orders.

37. To enter into foreign collaborations and to invite foreign funds either by way of subscription of shares or otherwise.

(C) OTHER OBJECTS ARE:

1. To manufacture, buy, sell, import, export or otherwise deal in all types of steel pipes and tubes, conduct pipes, furniture pipes, water supply pipes and gas supply pipes.

2. To carry on the business of all types of heavy and light chemicals, chemical elements and compounds including with out limiting the generality of the forgoing laboratory and scientific chemicals of any nature used or capable of being used in pharmaceutical industry, rubber industry, agricultural chemicals, industrial chemicals, and mixtures, derivatives and compound thereof and also manures and fertilizers.

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3. To carry on the business as buyers, sellers and manufacturers of electronic goods, electrical goods, mechanical goods, refrigeration and air conditioning equipments, metallurgical products, apparatus, tools, instruments and appliances.

4. To carry on the business as iron founders, mechanical engineers and manufacturers of agricultural implements and other machinery, took makers, brass founders, metal workers, electrical engineers, water supply engineers, gas makers, printers and carriers.

5. To carry on the business as manufacturers and makers of and dealers in metal, wood enamel, aluminium alloys and carry on and conduct workshop, engineering works of every description and kind and foundries of iron, brass and other metals, wood and any other substances.

6. To carry on the business as manufacturers of and dealers in all types of rubbers, leather, celluloid, bakelite and rubber goods particularly industrial rolls, rollers, sheets, boltings and consumer goods such as tyres, tubes and other allied products toys and medical goods, railway rubber products and tiles.

7. To manufacture, process, buy, sell or deal in all types of plastic and polymer products.

8. To carry on the business as manufacturers of and dealers in all kinds and classes of paper, board and pulp including writing paper, printing paper, absorbent paper, news print paper, wrapping paper, tissue paper, cover paper, blotting paper, filter paper, antique paper, ivory paper, finish paper, coated paper, art paper, bond paper, badami, brown or buff paper, bible paper, cloth lined paper, cream laid and wove paper, grease proof paper, gummed paper, hand made paper, parchment paper, drawing paper, kraft paper, manila paper, envelop paper, tracing paper, vellum paper, water proof paper, carbon paper, senstitised paper, chemically treated paper, paste board, duplex and triplex board, hard board, plywood board, post cards, visiting cards etc., Soda pulp, mechanical pulp, sulphite pulp, semi chemical pulp etc. and all kind of articles made of paper, board or pulp and also to deal in or manufacture any other articles or things of a character similar or analogous to the foregoing of any or connected therewith.

9. To carry on the business as manufacturers of and dealers in sugar-shakkar, gur, khandsari, sugar-candy chocolates, toffees and other allied products.

10. To carry on the business of building or erecting and constructing structure, houses sheds, and other fixture on land and/or buildings or to purchase, take on lease or otherwise acquire or exchange or transfer any lands and/or buildings of any tenure.

11. To erect in India or abroad iron and steel foundries, arc furnaces, induction furnaces, forging shops, Rolling mills for the purpose of rolling iron and steel and other metals with all machineries.

12. To transact or carry on all kinds of agency and contract business particularly in relation to industrial, manufacturing and financial transactions of every description including the promotion of new industrial resources, the investment of money, the sale and purchase of property, sale agents, purchase agents, registrars, insurance agents and to act as agents of any persons, firm, company, Government and local authorities.

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13. To promote, establish, acquire and run or otherwise carry on the business of leather industry or business of manufacturers of and dealers in leather products and to sell, purchase or otherwise acquire or deal in materials or things in connection with such trade, industry or manufacture.

14. To carry on all or any of the business of engravers, die-sinkers, book-binders, block makers, draughtsmen, photographers, ink, paper, paint manufacturers, packaging materials, manufacturers, envelope manufacturers, stationery and account books printers, bag-makers, card-board manufacturers, calendar and diary printers, dealers of playing, visiting, railway, festive, complimentary, wedding or other ceremonial cards or fancy cards or valentines.

15. To carry on business as engineers, in all its branches including civil, mechanical, aeronautical, sanitary, electrical, building construction, fabrication and consulting and also as contractors for any person or persons.

16. To carry on the business of cultivating, growing, buying, selling, manufacturing or otherwise dealing in agriculture products and planting of trees including soyabeans and products thereof and sugarcane.

17. To manufacturers, import, export, buy, sell, manipulate, prepare for market, can, process, preserve and otherwise deal in oils, vegetable oil, vegetable ghee, oil substances and ingredients, perfumes of all kinds, forms, description prepared from any articles.

18. To manufacture, process, import, export, buy, sell, preserved foods, meat and meat products in all forms and descriptions.

19. To carry on all or any of the business as dairymen, cheese, butter, egg, pork-pie and sausage manufacturers, selling in packed form or otherwise and poultry and live stock breeders, bakers confectioners, refreshment contractors, farmers, grocers and to have agriculture orchards or gardens of fruits and vegetables.

20. To establish and promote the export and import of all kinds of machinery and equipment manufactured or, otherwise, of all kinds to or from any country or transport or carry the same from any part of the country to another part thereof.

21. To carry on business of sale, purchase or invest in shares, bonds, debentures, of any company subject to SEBI guidelines.

22. To manufacture, process, import, export, buy, sell carpets, durries, silk material and other handicraft items.

23. To carry on the business of manufacturing disposable needles, bulk needles, and disposable syringe including export, import, distribution of all type of disposable medical items, surgical equipments and all other allied activities.

24. To carry on business of manufacturing all kinds of medical preparation, formulation, drugs, including sale, distribution, import and export.

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25 To manufacture, buy, sell and deal in anatomical orthopedic and surgical appliances of all kinds and other requisites for hospitals, patients and invalids.

26. To carry on the business of clinical, pathological, bacteriological, serological, biochemical or other medical examination, analysis and research.

27. To process, buy, sell and deal in all kinds of chemicals and raw materials necessary for manufacture of the aforesaid articles contained in main objects.

28. To manufacture conveyors, hydraulic, iron plates and chains.

29. To carry on the business of setting up and running hospitals, nursing homes, research centres and health care centres.

30. To carry on business of rendering consultancy and advisory services in respect of foreign exchange, international financial services and all related aspects thereof, to act as financial intermediaries to organize and provide syndicated financial arragements whether in domestic or in international markets and whether by way of loans or guarantees or credit in exports and acceptances, co-acceptance and discounting of international bills, to act as representative in India for any persons, association bank, financial institution or a company established in India or abroad, to advice or mobilize and manage off-shore funds both in India and abroad, to arrange placement of funds by Indians or non resident Indians in connection with any public of private issue of securities in India and to undertake business of rendering consultancy services, data processors, relating to finance, investment, corporate affairs, management services.

31. To carry on the manufacture and sale of patent medicines and preparations, and generally to carry on the business as manufacturers, buyers, and sellers of and dealers in all kinds of medicines and medical preparations and drugs whatsoever and obtain patents for them.

IV. The Liability of the members is Limited.

V. The Authorised Share Capital of the Company is Rs. 5,00,000/- (Rupees Five Lacs) divided into 50,000 (Fifty Thousand) Equity Shares of Rs. 10/- (Rupees Ten) each.

9-3-2016

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Bihar State Educational Infrastructure Development Corporation Ltd., Patna

We the several persons, whose names and addresses are subscribed below are desirous of being formed into a Company in pursuance of this Memorandum of Association and we respectively agree to take the number of shares in the Capital of the Company set opposite to our respective names.

Sl. No.	Name, Address, Description and Occupation of each Subscriber	Number of Equity Shares taken by each Subscriber	Signature of Subscriber	Names, Addresses Descriptions & Occupations of witnesses
1.	Samir Tripathi S/o Mr. Shiv Dutt Tripathi R/o A-1627, Sector - I LDA Colony Lucknow - 226 012 [Business]	5000	Sd/-	
2.	Alka Tripathi W/o Mr. Samir Tripathi R/o A-1627, Sector - I LDA Colony Lucknow - 226 012 [Business]	5000	Sd/-	Sd/- S.K. Garg S/o Jagdish Prasad 117/K/35, R.S. Puram Kanpur - 25 FCS - 1345
	Total	10000 [Ten Thousand]		

Place : Lucknow Dated this 15 th day of June, 2007

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9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

We the several persons, whose names and addresses are subscribed below are desirous of being formed into a Company in pursuance of this Memorandum of Association and we respectively agree to take the number of shares in the Capital of the Company set opposite to our respective names.

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	Total	10000 [Ten Thousand]		

Place : Lucknow Dated this 15 th day of June, 2007

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Bihar State Educational Infrastructure Development Corporation Ltd., Patna

UNDER THE COMPANIES ACT, 1956
(COMPANY LIMITED BY SHARES)

ARTICLES OF ASSOCIATION

OF

MEDHAJ TECHNO CONCEPT PRIVATE LIMITED

I. PRELIMINARY

1. The regulations contained in Table 'A' in Schedule 1 to the Companies Act, 1956 shall apply to the Company except in as far as otherwise expressly incorporated hereinafter.

II. INTERPRETATION

2.(i) In these Regulation :

(a) 'The Act' means the Companies Act, 1956, as amended from time to time.

(b) 'The Seal' means the common seal of the Company.

(ii) Unless the context otherwise requires, words or expressions contained in these Regulations shall bear the same meaning as in the Act or any statutory modification thereof in force.

III. PRIVATE COMPANY

3. The Company is a Private Company within the meaning of Section 2 (35) and 3(1) (iii) of the Companies Act, 1956 and accordingly.

(a) No invitation shall be issued to the public to subscribe for any shares in or debentures of the Company.

(b) The number of members of the Company (exclusive of persons who are in the employment of the Company and persons who, having been formerly in the employment of the Company, were members of the Company whole in that employment and have continued to be members after the employment ceased) is limited to fifty, provided that for the purpose of this provision, where two or more persons jointly hold one or more shares in the Company they shall be treated as a single member, and

(c) The right to transfer the shares in the Company is restricted in the manner and to the extent hereinafter appearing.

(d) Prohibits any invitation or acceptance of deposits from persons other than its Directors, members or their relatives.

IV. CAPITAL

4. The Authorised Share Capital of the Company shall be such amount as stated in clause V of Memorandum of Association each with power to increase or reduce the share capital and to divide the shares in the capital for the time being into several classes and to attach thereto respectively such

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preferential or such other rights, privileges or conditions as may be determined in accordance with the regulations of the Company and to vary, modify, abrogate any such rights, privileges or conditions in such manner as may for the time being be provided by the regulations of the Company and consolidate or sub divide the shares and issues of higher or lower denomination.

5. The shares shall be under the control and disposal of the Board of Directors who may allot or otherwise dispose of the same to such persons and on such terms as the Directors think fit and to give any persons any shares whether at par or at a premium and for such consideration as the Directors may think fit.

6. The Board of Director may allot and issue shares in the capital of the Company as payment or part payment for any property, goods or machinery supplied, sold or transferred or for services rendered to the Company.

V. TRANSFER AND TRANSMISSION OF SHARES

7. Any member desiring to sell any of his shares must notify the Board of Directors of the number of shares, the fair value and the name of the proposed transferee and the Board must offer to the other shareholders the shares offered at the fair value and if the offer is accepted, the shares shall be transferred to the acceptor and if the shares or any of them are not so accepted within one month from the date of notice to the Board the members proposing transfer shall, at any time within three months afterwards, be at liberty, subject to Articles 8 and 9 hereof, to sell and transfer the shares to any person at the same of at higher price.

   In case of any dispute regarding the fair value of the share it shall be decided and fixed by the Company's Auditors whose decision shall be final.

8. No transfer of shares shall be made or registered without the previous sanction of the Directors, except when the transfer is made by any member of the Company to another member or to a member's wife or child or children or his heirs and the Directors may decline to give such sanction without assigning any reason subject to Section 111 of the Act.

9. The Board of Directors may refuse to register any transfer of shares (1) where the Company has lien on the shares or (2) where the share is not a fully paid up share, subject to Section 111 of the Companies Act, 1956.

VI. GENERAL MEETING

10. All general meetings other than the annual general meeting shall be called extraordinary general meetings.

11.(i) The Board may, whenever it thinks fit, call an extraordinary general meeting.

(ii) If at any time there are not within India Directors capable of acting who are sufficient in number to form a quorum any Director or any two members of the Company may call an extraordinary general meeting in the same manner as nearly as possible, as that in which such a meeting may be called by the Board.

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period and on such remuneration and other terms, as they think fit and subject to the terms of any agreement entered into any particular case, may revoke such appointment. His/her appointment will be automatically terminated if he ceased to be a Director. **Shri Samir Tripathi** shall be the First Managing Director of the Company.

37. A Managing or whole time Director may be paid such remuneration (whether by way of salary, commission or participation in profits or partly in one way and partly in other) as the Board of Directors may determine.

38. The Director may entrust to and confer upon a Managing or whole time Director any of the power exercisable by them, upon such terms and conditions and with such restrictions, as they may think fit and either collaterally with or to the exclusion of their own powers and may, from time to time revoke, withdraw or alter or vary all or any of such powers subject to Section 292 of the Companies Act, 1956.

X. PROCEEDINGS OF THE BOARD

39. The quorum necessary for the transaction of the business of Director shall be two or one-third of the total number of Directors whichever is higher, subject to Section 287 of the Companies Act, 1956.

40. Subject to the provisions of Section 285 of the Act, a meeting of the Board of Directors shall be held at least once in every three calendar months and at least four such meeting shall be held in each calendar year. The Directors may meet together for the discharge of the business, adjourn and otherwise regulate their meetings and proceedings, as they think fit.

41. Notice of every meeting of the Board of Directors of the Company shall be given in writing to every Director for the time being in India and at his usual address in India to every other Director.

42. A meeting of the Board of Directors, at which a quorum is present, shall be competent to exercise all or any of the authorities, powers and discretions by law or under the Articles and regulations for the time being vested or exercisable by the Directors.

43. The Managing Director or a Director or a Secretary upon the requisition of Director(s), may at any time convene a meeting of the Directors.

44. The questions arising at any meeting of the Director shall be decided by a majority of votes and in case of any equality of vote, the Chairman shall have a second or casting vote.

45. The Director may elect a Chairman of their meeting and determine a period for which he is to hold office. If at any meeting the Chairman is not present within fifteen minutes of the time appointed for holding the same or unwilling to preside, the Directors present may choose one of their members to be Chairman of such a meeting.

46. Subject to the provisions of Sections 58-A and 292 of the Act, the Board of Directors may delegate any of their powers, other than the power to borrow and to make calls, to issue debentures and any other powers which by reason of the provision of the said Act cannot be delegated to Committees consisting of such member or members of their body as they may think fit and they may, from time to time, revoke

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and discharge any such Committee either wholly or in part and either as to person or persons. Every Committee so formed, in exercise of power so delegated, conform to any regulations that may be from time to time be imposed on it by the Directors and all acts done by such Committee in conformity with such regulations and in fulfillment of the purpose of their appointment, but not otherwise shall have the like force and affect as if by the Board.

47. A resolution not being a resolution required by the said Act or by these Articles to be passed only at a meeting of the Director, may be passed without the meeting of the Director or a Committee of Directors provided that the resolution has been circulated in draft together with necessary papers, if any, to all the Directors or to all the members to the Committee, as the case may be and to all other Directors or members at their usual address in India, and has been approved by such of the Directors as then in India or by a majority of such of them as are entitled to vote on the resolution.

48. All acts done by a person shall be valid, not withstanding that, it may be afterwards discovered that his appointment was invalid by reason of any defect of disqualification or had terminated by virtue of any provisions contained in the said Act or the these Articles. Provided that this Article shall not give validity to acts done by a Director after his appointment has been shown to the Company to be invalid or to have terminated.

XI. POWERS OF THE BOARD

49. Subject to Section 292 of the Act, the Board of Directors shall have the right to delegate any of their powers to such managers, agents or other persons as they may deem fit and may at their own discretion revoke such powers.

50. The Director shall have powers for the engagement and dismissal of managers, engineers, clerks and assistants and shall have powers of general direction, management and superintendence of the business of the Company with full powers to do all such acts, matters and things deemed necessary, proper or expedient for carrying on the business of the Company, and to make and sign all such contracts and to draw and accept on behalf of the Company all such bills of exchange, hundies, cheques, drafts and other Government papers and instruments that shall be necessary, proper or expedient, for the authority and direction of the Company except only such of them by the Act or by these presents are expressly directed to be exercised by share-holders in the general meetings.

XII. INSPECTION OF ACCOUNTS

51.(i) The Board shall cause proper books of account to be maintained under Section 209 of the Act.

(ii) Subject to the provision of Section 209-A of the Act, the Board shall also, from time to time, determine whether and to what extent and at what times and places and under what conditions or regulations accounts books of the Company or any of them, shall be open to the inspection of members not being Director.

(iii) Subject to the provisions of Section 209-A of Act, no member (not-being a Director) or other person shall have any right of inspecting any account book or document of the Company except as conferred by law or authorised by the Board or by the Company in general meetings.

XII. SECRECY

52. Every manager, auditor, trustee, member of a committee, officer, servant, agent, accountant or other person employed in the business of the Company shall, if so required by the Board of Directors, before

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entering upon the duties, sign a declaration pledging himself to observe strict secrecy respecting all transactions of the Company with its customers and the state of accounts with individuals and in matters relating thereto and shall by such declaration pledge himself not to reveal any of the matters which may come to his knowledge in the discharge of his duties except when required to do so by the Directors or by any general meeting or by the law of the country and except so far as may be necessary in order to comply with any of the provisions in these present, and the provisions of the Companies Act, 1956.

XIV. BORROWING POWERS

53 Subject to the provisions of Sections 58-A and 292 of the Companies Act, 1956, the Board of Directors shall have the power, from time to time, at their discretion to borrow, raise or secure the payment of any sum of money for the purpose of the Company in such manner and upon such terms and conditions in all respects as they think fit and in particular by the issue of debentures or bonds of the Company or by mortgage or charge upon all or any of the properties of the Company both present and future including its uncalled capital for the time being.

XV. OPERATION OF BANK ACCOUNT

54. The Board of Directors shall have the power to open bank accounts, to sign cheques on behalf of the Company and to operate all banking accounts of the Company and to receive payments, make endorsements, draw and accept negotiable instruments, hundies and bills or may authorise any other person or persons to exercise such powers.

XVI. INDEMNITY

55. Subject to the provisions of Section 201 of the Companies Act, 1956, the Chairman, Directors, Auditors, Managing Directors and other officer for the time being of the Company and any trustees for the time being acting in relation to any of the affairs of the Company and their heirs, executors, shall be indemnified out of the assets and funds of the Company from or against all bonafide suits, proceedings, costs, charges, losses, damages and expenses which they or any of them shall or may incur or sustain by reason of any act done or committed or about the execution of their duties in their respective offices except those done through their willful neglect of default. Any such officer or trustee shall not be answerable for acts, omissions, neglects or any other office or trustee.

XVII. WINDING UP

56.(i) If the Company shall be wound up, the liquidator may with the sanction of a special resolution of the Company or any other sanction required by the Act, divide amongst the members in specie or kind, the whole or any part of the assets of the Company, whether they shall consist of property of the same kind or not.

(ii) For the purpose aforesaid, the liquidator may set such value as he deems fair upon any property to be divided as aforesaid and may determine how such division shall be carried out as between the members of different classes of members.

(iii) The liquidator may, with the like sanction, vest the whole or any part of such assets in trustees upon such trusts for the benefit of the contributories as the liquidator shall think fit but so that member shall be compelled to accept any shares or other liability.

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XVIII. THE SEAL

57.(I) The Board shall provide for the safe custody of the seal of the Company.

(Ii) The seal shall not be affixed to any instrument except by the authority of resolution of the Board or a committee of the Board authorised by it in that behalf and except in the presence of at least two Directors and that two Directors shall sign every instrument to which the seal of the Company is so affixed in their presence. The share certificate will, however, be signed and sealed in accordance with Rule (6) of the Companies (Issue of certificate) Rule 1960.

XIX. BALANCE SHEET AND PROFIT AND LOSS ACCOUNT

58. Balance sheet and Profit and Loss Account of the Company will be audited for certification of correctness as per provisions of the Companies Act, 1956.

XX. AUDIT

59. The first auditors of the Company shall be appointed by the Board of Director within one month after its incorporation who shall hold office till conclusion of first annual general meeting.

60. The Board of Director may fill up any casual vacancy in the office of the auditors.

61. The remuneration of the auditor shall be fixed by the Company in general meeting except that remuneration of the first or any auditors appointed by the Directors may be fixed by the Directors.

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Sl. No.	Name, Addresses, Description and Occupation of Subscribers	Signature of Subscriber	Names, Addresses, Descriptions & Occupations of witnesses
1.	Samir Tripathi S/o Mr. Shiv Dutt Tripathi R/o A-1627, Sector - I LDA Colony Lucknow - 226 012 [Business]	Sd/-	
2.	Alka Tripathi W/o Mr. Samir Tripathi R/o A-1627, Sector - I LDA Colony Lucknow - 226 012 [Business]	Sd/-	Sd/- S.K. Garg S/o Jagdish Prasad 117/K/35, R.S. Puram Kanpur - 25 FCS - 1345

Place : Lucknow Dated this 15 th day of June, 2007

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Copy of Pan Card

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Copy of GST Registration Certificate

सत्यमेव जयते

Government of India
And
Government of Uttar Pradesh
Form GST REG-25

Certificate of Provisional Registration

1.	GSTIN	09AAFCM1276N1Z0	
2.	PAN	AAFCM1276N	
3.	Legal Name	MEDHAJ TECHNO CONCEPT PRIVATE LIMITED	
4.	Trade Name	MEDHAJ TECHNO CONCEPT PVT LTD	
5.	Registration Details under Existing Law		
	Act		Registration Number
(a)	Service Tax Registration Number		AAFCM1276NST001
(b)	Corporate Identity Number / Foreign Company Registration Number		U14292UP2007PTC033550
(c)	TIN under Value Added Tax		09650060327s
Date	27/06/2017		

This is a Certificate of Provisional Registraion issued under the provisions of the Act.

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Copy of ISO Certificate

ZERTIFIKAT ◦ CERTIFICAT ◦ CERTIFICADO ◦ BELGESI ◦ CERTIFICATE

ACCREDIUM® CERTIFICATIONS

GACB europe
GLOBAL ACCREDITERUNGS OF CERTIFICATIONS BODIES EUROPE
ACCREDITED®

Certificate of Compliance

This is to Certify that the Quality Management System of

MEDHAJ TECHNO CONCEPT PRIVATE LIMITED

CP-150, SECTOR-D1, POWER HOUSE CHAURAHA, AASHIANA, KANPUR ROAD, LUCKNOW-226012, UTTAR PRADESH (INDIA)

has been assessed for conformance with the provisions set forth by

ISO 9001:2015

For the scope of

PRODUCT & PROJECT BUSINESS DEVELOPMENT, CONSULTANCY & INFRASTRUCTURE ADVICORY SERVICES FOR POWER, TELECOM, INFRASTRUCTURE, ROADS & HIGHWAYS, RAILWAYS, IRRIGATION, OIL & GAS SECTORS.

Certificate No.	**GACB3018**		
Date of Initial Registration	05th Sep. 2016	*Issue Date*	05th Sep. 2016
1st Surveillance on or before	05th Sep. 2017	*Expiry Date*	04th Sep. 2019
2nd Surveillance on or before	05th Sep. 2018		

This Certificate is Valid for 3 years & will remain current subject to the company maintaining its system to the required standards(s). This will be monitored regularly by Accredium Certifications. The certification details & effectiveness are listed at www.acascert.com. The registration does not assure the quality of products produced by a quality system. This certificate is granted based on the limited sampling audit as per relevant ISO standard & Accredium Certifications is not responsible for client's failure to maintain documented quality systems.

Conformity Assessment Services Pvt. Limited ★ Accreditation ACAS CERT

CERTIFIED ISO 9001

Authorised Signatory

DFWQAA DALLAS-FORT WORTH QUALITY ASSURANCE ASSOCIATION INTERNATIONAL MEMBER

APQO CORPORATE MEMBER

ACAS CERT

To Verify this Certificate Status & Details Kindly log on : www.acascert.com and www.gacb.eu

8-3-2016

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ZERTIFIKAT ◦ CERTIFICAT ◦ CERTIFICADO ◦ BELGESI ◦ CERTIFICATE

ACCREDIUM® CERTIFICATIONS

GACB europe
GLOBAL ACCREDITERUNGS OF CERTIFICATIONS BODIES EUROPE
ACCREDITED®

Certificate of Compliance

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has been assessed for conformance with the provisions set forth by

ISO 9001:2015

For the scope of

PROVIDING SERVICES OF GIS, GPS SURVEY & MAPPING AND DETAILED SURVEY & INVESTIGATIONS BASED ON MODERN TOOLS.

Certificate No.	**GACB3017**		
Date of Initial Registration	05th Sep. 2016	*Issue Date*	05th Sep. 2016
1st Surveillance on or before	05th Sep. 2017	*Expiry Date*	04th Sep. 2019
2nd Surveillance on or before	05th Sep. 2018		

This Certificate is Valid for 3 years & will remain current subject to the company maintaining its system to the required standard(s). This will be monitored regularly by Accredium Certifications. The certification details & effectiveness are listed at www.acascert.com. This registration does not assure the quality of products produced by a quality system. This certificate is granted based on the limited sampling audit as per relevant ISO standard & Accredium Certifications is not responsible for client's failure to maintain documented quality systems.

Conformity Assessment Services Pvt. Limited ★ Accredium
ACAS CERT

CERTIFIED ISO 9001

Authorised Signatory

Each Products, Process or Services shall be manufactured or offered as set forth only to the [illegible] given below above. This Certificate is granted subject to the organization making [illegible] one satisfaction. This Certificate is not transferable and remain the property of Accredium which shall be returned immediately on request. The DFWQAA & APQO has not endorsed or [illegible] service, training and certification courses. The only relationship between ACCREDIUM and DFWQAA & APQO is our membership in the Institute. This certificate is a non-warranty [illegible] the organization to whom it has been issued and DFWQAA & APQO does not certify the management systems, products, services, materials, or personal directly or indirectly.

DFWQAA
DALLAS-FORT WORTH QUALITY ASSURANCE ASSOCIATION
INTERNATIONAL MEMBER

APQO
CORPORATE MEMBER

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To Verify this Certificate Status & Details Kindly log on : www.acascert.com and www.gacb.eu

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ZERTIFIKAT ◦ CERTIFICAT ◦ CERTIFICADO ◦ BELGESI ◦ CERTIFICATE

ACCREDIUM® CERTIFICATIONS

GACB europe
GLOBAL ACCREDITATIONS OF CERTIFICATIONS BODIES EUROPE
ACCREDITED®

Certificate of Compliance

This is to Certify that the Quality Management System of

MEDHAJ TECHNO CONCEPT PRIVATE LIMITED

CP-150, SECTOR-D1, POWER HOUSE CHAURAHA, AASHIANA, KANPUR ROAD, LUCKNOW-226012, UTTAR PRADESH (INDIA)

has been assessed for conformance with the provisions set forth by

ISO 9001:2015

For the scope of

PRODUCT & PROJECT BUSINESS DEVELOPMENT CONSULTANCY SERVICES RELATED TO INFORMATION TECHNOLOGY SECTOR.

Certificate No. GACB3016

Date of Initial Registration	05th Sep. 2016	*Issue Date*	05th Sep. 2016
1st Surveillance on or before	05th Sep. 2017	*Expiry Date*	04th Sep. 2019
2nd Surveillance on or before	05th Sep. 2018		

This Certificate is Valid for 3 years &, will remain current subject to the company maintaining its system to the required standard(s). This will be monitored regularly by Accredium Certifications. The certification details & effectiveness are listed at www.acascert.com. The registration does not assure the quality of products produced by a quality system. This certificate is granted based on the limited sampling audit as per relevant ISO standard & Accredium Certifications is not responsible for client's failure to maintain documented quality systems.

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CERTIFIED ISO 9001

Authorised Signatory

Such Products, Process or Services shall be manufactured or offered at or from only the address (es) given below above. This Certificate is granted subject to the organization meeting [illegible] the certification. This Certificate is not transferable and remains the property of Accredium, which shall be returned immediately on request. The DFWQAA & APQO has not endorsed [illegible] service, training and certification courses. The only relationship between ACCREDIUM and DFWQAA & APQO is our membership in the Institute. This certificate is a non-assurance [illegible] the organization to whom it has been issued and DFWQAA & APQO does not certify the management systems , products, services, materials, or personnel directly or indirectly.

DFWQAA
DALLAS FORT WORTH QUALITY ASSURANCE ASSOCIATION
INTERNATIONAL MEMBER

APQO
CORPORATE MEMBER

ACAS CERT

To Verify this Certificate Status & Details Kindly log on : www.acascert.com and www.gacb.eu

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

DBS CERT

Registration Certificate

This is to certify that

MEDHAJ TECHNO CONCEPT PRIVATE LIMITED

CP - 150, SECTOR - D1, POWER HOUSE CHAURAHA, AASHIANA,
KANPUR ROAD, LUCKNOW - 226012 (U.P.) INDIA

has been assessed and certified by DBS Cert
as meeting the requirements of

ISO 14001:2015
Environment Management System

For the following activities:

Product & Project Business Development Consultancy & Infrastructure Advisory Services For Power, Telecom, Infrastructure, Roads & Highways, Railways, Irrigation, Oil & Gas Sectors

Date of Certification: 05th September 2016
1st Surveillance Audit Due: 04th September 2017
2nd Surveillance Audit Due: 04th September 2018
Certificate Expiry: 04th September 2019

Certificate Number: 1090516021B

ANSI American National Standards Institute MEMBER

Management System Certification * Management System Certification

Director

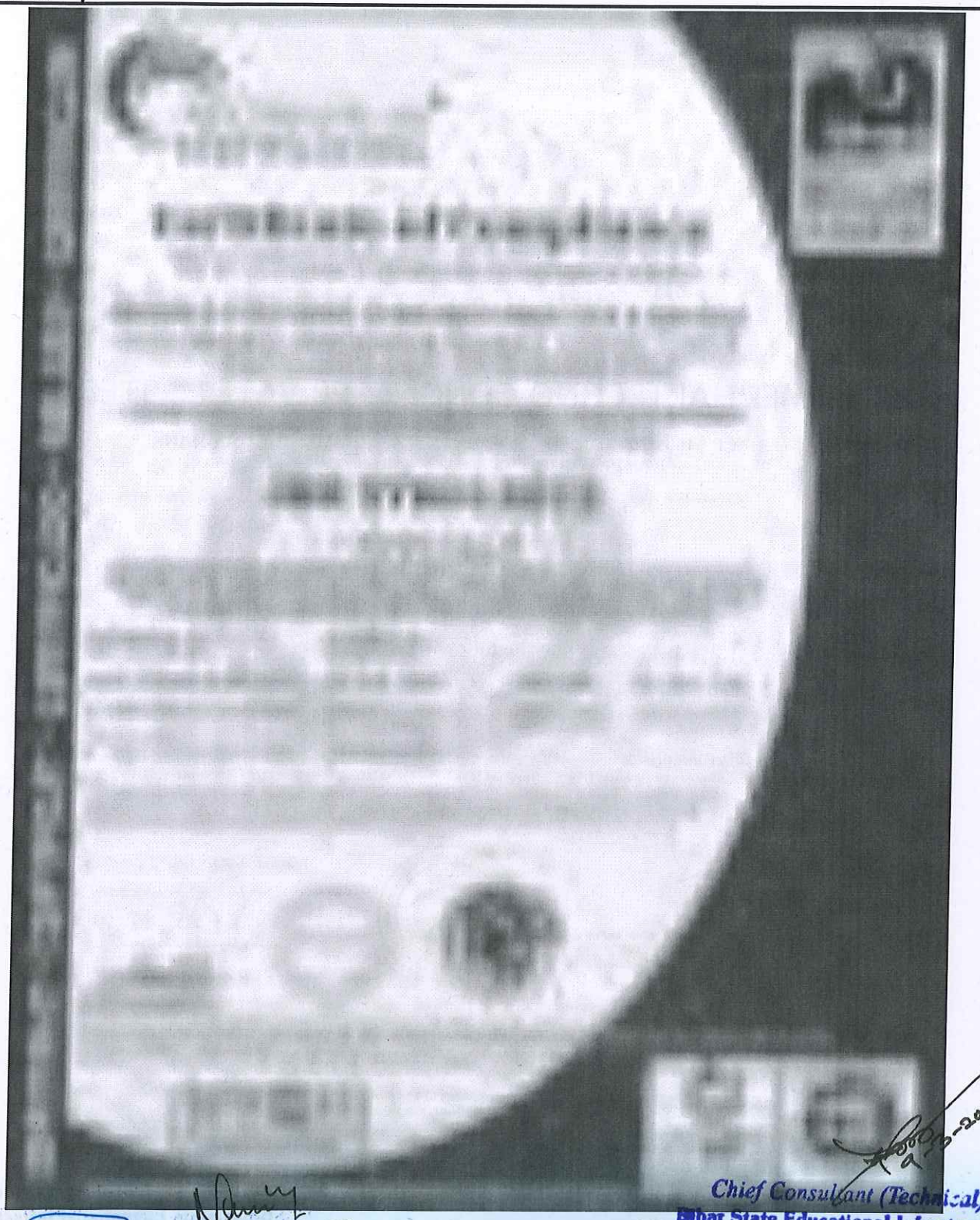
Validity of this Certificate is subject to Annual Surveillance audits to be done successfully on or before 365 days from date of this certificate (In case If Surveillance Audit is not allowed to be conducted; this certificate shall be Suspended / Withdrawal).
Also Verification of this certificate can be verified at DBS Cert Website at www.dbscertification.com
This Certificate of Registration remains the Property of DBS Certification, and shall be returned immediately upon request.

Email:- info@dbscertification.com website www.dbscertification.com

DBS Certification Pvt. Ltd. is registered member of American National Standards Institute (ANSI)
1899 L Street, NW, 11th Floor, Washington, DC 20036

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna



Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Annexure-A.2: Copy of Incorporation Certificate of First JV Partner (ChalkBoard)

GOVERNMENT OF INDIA

MINISTRY OF CORPORATE AFFAIRS

OFFICE OF THE REGISTRAR

Registrar, Mumbai
Everest, 100 Marine Drive, Mumbai, Maharashtra, 400002, India

Dated: October 16, 2017

NOTE - THIS LETTER IS ONLY AN APPROVAL FOR RESERVATION OF NAME FOR A PROPOSED LLP. THE APPLICANT CANNOT START BUSINESS OR ENTER INTO ANY AGREEMENT, CONTRACT, ETC. IN THE NAME OF THE PROPOSED LLP UNTIL AND UNLESS A CERTIFICATE OF INCORPORATION IS ISSUED BY THE REGISTRAR AS PER THE PROVISIONS OF THE LIMITED LIABILITY PARTNERSHIP ACT, 2008 AND LLP RULES MADE THEREUNDER.

To,

ANANDI GOSRANI

ROOM NO.1202, LIMONA TOWER NO.2, RUNWAL ANTHURIUM,, LBS MARG, OPPOSITE VEENA NAGAR,

Maharashtra, 400080, India.

Subject: In Reference to Reservation of Name CHALKBOARD SCHOOL SOLUTIONS LLP
Reference: Your application dated 12/10/2017 vide SRN M05064043

Sir/Madam,

With reference to your application, I am to inform you that the above mentioned name is made available for registration of the LLP with the following details:

1. a. Proposed monetary value of contribution Rs. 100000.00(Rupees One Lakh Only).
   The monetary value of contribution in Form 2 should not be less than this value.
   b. State: Maharashtra.

2. The name is valid for a period of 3 months from the date of issue of this letter.
3. The name is liable to be withdrawn if at any time before registration of the LLP, it is found that the name ought not to have been allowed.
4. In case the name includes banking, insurance, venture capital, mutual fund, stock exchange, Chartered Accountant, Company Secretary, Cost Accountant, Advocate, CA, CS, CWA, asset management, non banking financial, architect, merchant bankers, chit fund, securitization and reconstruction etc, name is reserved subject to condition that applicant shall attach a copy of the in-principle approval of the regulatory authority along with Form 2.
5. In case business activities consists of banking, insurance, venture capital, mutual fund, stock exchange, asset management, architect, architecture, merchant banking, securitization and reconstruction, chit fund and non banking financial activities, name is reserved subject to condition that applicant shall attach a copy of the inprinciple approval of the regulatory authority along with Form 2.

DS MINISTRY OF CORPORATE AFFAIRS 23

Registrar, Mumbai

Note: The corresponding form has been approved by Naikwadi Parvez Fattulal, Assistant Director and this letter has been digitally signed by the Registrar through a system generated digital signature under rule 36(3)(ii) of the Limited Liability Partnership Rules, 2009.

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Annexure-A.3: Company Credentials of Second JV Partner (Host2Unlimited)

Copy of Registration Certificate

Government of India | Government of Maharashtra

Application for Enrollment of Migrated Registration

Taxpayer Details

Provisional ID	27AKYPB8569M1Z2		
Legal Name of Business (as per PAN)	RAMPRATAP SINGH HARPHOOL SINGH BUGALIA		
Legal Name of Business (as per current tax Act)	RAMPRATAP SINGH HARPHOOL SINGH BUGALIA		
Trade Name	HOST 2 UNLIMITED		
State	Maharashtra		
PAN of the Business	AKYPB8569M		
Constitution	Proprietorship		
Commissionerate Code	SERVICE TAX	Division Code	SERVICE TAX
Range Code	DIVISIONAL GROUP-IV		

Existing Registrations

Sr. No.	Type of Registration	Registration Number	Date of Registration
1	Service Tax Registration Number	AKYPB8569MSD001	13/04/2015

Page - 1

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Details of Principal Place of Business

Address

Building No. /Flat No.	A17/101	Floor No	
Name of the Premises/Building	SHOP NO.39	Road/Street	VEENA NAGAR
Locality/Village	LBS MARG MULUND	City / District	Mumbai City
State	Maharashtra	PIN Code	400080

Contact Information

Mobile Number	+91-9768240158		
Office Telephone Number (with STD code)		Office Fax Number (with STD code)	
Office Email Address	ram@host2unlimited.com		
Nature of possession of premises	Consent		

Nature of business activities being carried out — Service Provision

Details of Additional Places of Business

Total Number of Additional Places — 0 — Refer Annexure – I for details

Details of Goods / Commodities supplied by the Business

Sr. No.	Description of Services	Service Accounting Code
1	DESIGN SERVICES	00440422

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Details of Bank Accounts		
Total Number of Bank Accounts	1	Refer Annexure – II for details
Details of Proprietor		
Total Number of Stakeholders	1	Refer Annexure – III for details
Details of Authorized Signatory		
Total Number of Authorized Signatories	1	Refer Annexure – IV for details

List of Documents Uploaded

Sr. No.	Description of Documents Uploaded
1	Registration Certificate
2	Consent Letter
3	Bank Statement
4	Photo
5	Photo

Declaration

I, hereby solemnly affirm and declare that the information given herein above is true and correct to the best of my knowledge and belief and nothing has been concealed therefrom.

Authorized Signatory	RAMPRATAP SINGH HARPHOOL SINGH	Place	MUMBAI
Designation	PROPRIETOR	Date	10/04/2017

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Copy of Service Tax Registration Certificate

CENTRAL BOARD OF EXCISE AND CUSTOMS
Ministry of Finance - Department of Revenue

FORM ST-2

Shri/Ms. HOST 2 UNLIMITED,SHOP NO. 39, A/17, VEENA NAGAR, LBS MARG, MULUND (WEST), MUMBAI having undertaken to comply with the conditions prescribed in Chapter V of the Finance Act,1994 read with the Service Tax Rules,1994,and any orders issued thereunder is hereby certified to have been registered with the Central Excise Department.The Service Tax Code and other details are mentioned hereunder.

Name :	HOST 2 UNLIMITED
Address :	SHOP NO. 39, A/17, VEENA NAGAR, LBS MARG, MULUND (WEST), MUMBAI
PAN No :	AKYPB8569M
Name as in PAN :	RAMPRATAP SINGH HARPHOOL SINGH BUGALIA
Nature of registration :	Registration of a single premise
Service Tax Code(Registration Number) :	AKYPB8569MSD001
Taxable services :	Design service other than interior decoration and fashion designing

ADDRESS OF BUISNESS PREMISES

Name Of Premises/Building :	SHOP NO.39	**Flat / Door / Block No :**	A-17
Road / Street / Lane :	VEENA NAGAR	**Village / Area / Lane :**	LBS MARG
Block / Taluk / Sub-Division / Town :	MULUND (WEST)	**Post Office :**	MULUND
City / District :	MUMBAI	**State / Union Territory :**	MAHARASHTRA
PIN :	400080	**Phone Number-1 :**	09768240158
Phone Number-2 :		**Fax Number-1 :**	
Fax Number 2 :		**Email Address :**	avinash07@gmail.com
Premises Code :	SM0104A001		

Sl No	Types of Services	Accounting Codes		
		Tax Collection	Other Receipts (Interest)	Penalties
1	Design service other than interior decoration and fashion designing	00440422	00440423	00441460

CESSES

1	EDUCATION CESS	00440298	00440299	00441486
2	SECONDARY AND HIGHER EDUCATION CESS	00440426	00440427	00441487

Note :
1. In case the registrant starts providing any other taxable service (other than those mentioned above), he shall intimate the department.
2. In case the registrant starts billing from other premises (other than those mentioned above), he shall intimate the department.
3. These intimations and any other information which registrant wishes to bring to the notice of the department can be submitted on-line by the registrant after logging on to web-site.
4. This registration certificate is not transferable.
5. List of Accounting Codes is Enclosed.These may invariably be furnished in the challan at the time of making payment of service tax.

Date of Issue of Original ST-2 : 13/04/2015

Name and Signature of Central Excise Officer With Official Seal

CC (by e-mail) To -
(1) The Pay And Accounts Officer (SERVICE TAX COMMISSIONERATE-VII MUMBAI)

Page 1 of 2

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

(2) The Superintendent of Central Excise (DIVISIONAL GROUP-IV)

Noting:
1. This is a system generated copy of Registration certificate in Form ST2. Hence, there is no need for signature/ stamp of the officer on it.
2. The Registration is subject to Post Issue - Document Verification of the details by the proper officer.

9-3-2016

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Annexure-B: Financial (Turnover) Credentials Of Lead Bidder (MTCPL)

Statutory auditor's certificate

Sanjeev ShriRam Verma & Co.
Chartered Accountants

TO WHIOMSOEVER IT MAY CONCERN

This is to certify that on the basis of the books and records produced before us by M/s Medhaj Techno Concept Private Limited, CP_150, Sector-D1, Aashiana, Near Power House Chauraha, Kanpur Road, Lucknow-226012, Uttar Pradesh, India has following Turnover, Net Worth and Liquid Assets for respective Financial Years:

Financial Year ending 31st March	Total Turnover (In Lakhs)	Net Worth (In Lakhs)	Liquid Assets (In Lakhs)
2012-13	Rs. 2558.01	Rs. 1524.41	Rs. 1459.53
2013-14	Rs. 4460.51	Rs. 1871.52	Rs. 1449.86
2014-15	Rs. 3311.57	Rs. 2511.64	Rs. 2043.99
2015-16	Rs. 4671.60	Rs. 1791.68	Rs. 1681.58
2016-17 (Prov.)	Rs. 7122.89	Rs. 2544.84	Rs. 1292.12

These figures have been verified from the books of accounts and information produced to us.

For Sanjeev ShriRam Verma & Co.
Chartered Accountants
FRN 003953C

DATED: 23-06-2017
LUCKNOW

SANDEEP KAILA
(PARTNER)
M.NO. 075245

Audited Balance Sheets for the past 3 years

Provisional Balance Sheet Balance Sheet for FY 2016-17

MEDHAJ TECHNO CONCEPT PRIVATE LIMITED, LUCKNOW

PROVISIONAL BALANCE SHEET As At 31st March 2017

Sl. No.	PARTICULARS	NOTE No.	As At 31st March,2017 (Rs.)	(Rs.)	As At 31st March,2016 (Rs.)	(Rs.)
I.	EQUITY AND LIABILITIES					
1	SHAREHOLDERS FUND					
	a) Share Capital	3	4609760.00		4609760.00	
	b) Reserves & Surplus	4	249874304.85	254484064.85	174558659.80	179168419.80
2	Non-current Liabilities					
	a) Long term borrowings	5	0.00	0.00	0.00	0.00
3	Current Liabilities					
	a) Short term borrowings	6	3189886.00		3474490.98	
	b) Trade Payables	7	7268447.19		68237885.00	
	c) Other Current liabilities	8	64441653.20		64834888.09	
				74899986.39		136547264.07
	TOTAL			329384051.24		315715683.87
II.	ASSETS					
1	Non-Current Assets					
	a) FIXED ASSETS - (W.D.V.)					
	Tangible Assets	9	17889373.79		9830517.11	
	b) Deferred tax Asset	10	1544314.00		1256275.00	
	c) Long term Loans and Advances	11	-10829860.40		603400.00	
	d) Other non-current assets	12	183136045.40	191739872.79	168418964.19	180109156.30
2	Current Assets					
	a) Trade receivables	13	77600106.11		96347903.33	
	b) Cash and Cash equivalents	14	24259669.48		22146467.97	
	c) Short term Loans and advances	15	35784402.86		17112156.27	
				137644178.45		135606527.57
				329384051.24		315715683.87

The Note referred to herein form an integral part of the Balance Sheet.

These are unaudited financial statements Compiled on the basis of Books of Accounts Maintained.
for SANJEEV SHRIRAM VERMA & Co.
CHARTERED ACCOUNTANTS
F.R.N 003953C

(SANDEEP KAILA)
PARTNER
Membership No 075245

Dated : 30-Apr-17
Lucknow

For & On behalf of
Board of Directors

(SAMIR TRIPATHI)
MANAGING DIRECTOR

(ALKA TRIPATHI)
DIRECTOR

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

MEDHAJ TECHNO CONCEPT PRIVATE LIMITED, LUCKNOW

PROVISIONAL PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED ON 31st March 2017

Sl. No.	PARTICULARS	NOTE No.	As At 31st March,2017 (Rs.)	As At 31st March,2017 (Rs.)	As At 31st March,2016 (Rs.)	As At 31st March,2016 (Rs.)
A	CONTINUING OPERATIONS					
1	Revenue from Operations	16		712289872.00		467159793.60
2	Other Income	17		666238.00		10209922.42
3	Total Revenue			712956110.00		477369716.02
4	EXPENSES					
	(a) Employee benefits expenses	18		244562921.00		182594524.40
	(b) Finance Costs	19		28148.02		48223.33
	(c) Depreciation & amortisation Expenses			5588272.32		4563812.00
	(d) Other Expenses	20		212419675.61		141184949.90
	Total Expenses			462597016.95		328391509.63
5	PROFIT /(LOSS) BEFORE TAX			250359093.05		148978206.39
6	Tax Expense					
	Current tax expense for current year		82600000.00		53213149.00	
	Deferred Tax Earlier Years		0.00		423620.00	
	Deferred Tax		-288039.00		-479710.00	
	Current Tax Expenses for Earlier Years		0.00	82311961.00	490340.00	53647399.00
7	Profit & Loss from Operations			168047132.05		95330807.39
8	EARNING PER SHARE					
	(a) Basic					
	(i) Continuing operations			364.55		258.14
	(ii) Total operations			364.55		258.14
	(b) Diluted					
	(i) Continuing operations			364.55		258.14
	(ii) Total operations			364.55		258.14

The Note referred to herein form an integral part of the Profit & Loss Account.

These are unaudited financial statements Compiled on the basis of Books of Accounts Maintained.
for SANJEEV SHRIRAM VERMA & Co.
CHARTERED ACCOUNTANTS
F.R.N 003953C

(SANDEEP KAILA)
PARTNER
Membership No 075245

Dated : 30-Apr-17
Lucknow

For & On behalf of
Board of Directors

(ALKA TRIPATHI)
DIRECTOR

(SAMIR TRIPATHI)
DIRECTOR

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Annual Audited Balance Sheet for FY 2015-16

MEDHAJ TECHNO CONCEPT PRIVATE LIMITED, LUCKNOW

BALANCE SHEET As At 31st March 2016

Sl. No.	PARTICULARS	NOTE No.	As At 31st March,2016 (Rs.)		As At 31st March,2015 (Rs.)	
I.	EQUITY AND LIABILITIES					
1	SHAREHOLDERS FUND					
	a) Share Capital	3	4609760.00		4140000.00	
	b) Reserves & Surplus	4	174558659.80	179168419.80	247023734.41	251163734.41
2	Non-current Liabilities					
	a) Long term borrowings	5	0.00	0.00	208783.08	208783.08
3	Current Liabilities					
	a) Short term borrowings	6	3474490.98		3026277.87	
	b) Trade Payables	7	68237885.00		52185116.05	
	c) Other Current Liabilities	8	64834868.09		17511112.99	
				136547264.07		72722506.71
	TOTAL			315715683.87		324095025.10
II.	ASSETS					
1	Non-Current Assets					
	a) FIXED ASSETS - (W.D.V.)					
	Tangible Assets	9	9830517.11		11967880.00	
	b) Deferred tax Asset	10	1256275.00		1200185.00	
	c) Long term Loans and Advances	11	603400.00		2160610.00	
	d) Other non-current assets	12	168418964.19	180109156.30	8634050.73	23962725.73
2	Current Assets					
	a) Trade receivables	13	96347903.33		61663838.04	
	b) Cash and Cash equivalents	14	22146467.97		151977708.15	
	c) Short term Loans and advances	15	17112156.27		86490753.18	
				135606527.57		300132299.37
				315715683.87		324095025.10

The Note referred to herein form an integral part of the Balance Sheet.

This is the Balance Sheet referred to in our
Audit report of even date
for SANJEEV SHRIRAM VERMA & Co.
CHARTERED ACCOUNTANTS
F.R.N 003953C

(SANDEEP KAILA)
PARTNER
Membership No.075245

Dated : 26-08-2016
Lucknow

For & On Behalf of
Board of Directors

(SAMIR TRIPATHI)
MANAGING DIRECTOR

(ALKA TRIPATHI)
DIRECTOR

9-3-2016

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

MEDHAJ TECHNO CONCEPT PRIVATE LIMITED, LUCKNOW

PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED ON 31st March 2016

Sl. No.	PARTICULARS	NOTE No.	As At 31st March,2016 (Rs.)	As At 31st March,2016 (Rs.)	As At 31st March,2015 (Rs.)	As At 31st March,2015 (Rs.)
A	CONTINUING OPERATIONS					
1	Revenue from Operations	16		487159793.60		331156824.92
2	Other Income	17		10209922.42		18414712.63
3	Total Revenue			477369716.02		349571537.55
4	EXPENSES					
	(a) Employee benefits expenses	18		182594524.40		125067092.00
	(b) Finance Costs	19		48223.33		88223.37
	(c) Depreciation & amortisation Expenses			4583812.00		7154198.00
	(d) Other Expenses	20		141184949.90		120913490.01
	Total Expenses			328391509.63		253223003.38
5	PROFIT /(LOSS) BEFORE TAX			148978206.39		96348534.17
6	Tax Expense					
	Current tax expense for current year		53213149.00		32494481.00	
	Deferred Tax Earlier Years		423620.00		0.00	
	Deferred Tax		-479710.00		-1252526.00	
	Current Tax Expenses for Earlier Years		490340.00	53647399.00	742220.00	31984155.00
7	Profit & Loss from Operations			95330807.39		64364379.17
8	EARNING PER SHARE					
	(a) Basic					
	(i) Continuing operations			206.80		258.14
	(ii) Total operations			206.80		258.14
	(b) Diluted					
	(i) Continuing operations			206.80		258.14
	(ii) Total operations			206.80		258.14

The Note referred to herein form an integral part of the Profit & Loss Account.

This is the Profit & Loss A/c referred to in our Audit report of even date
for SANJEEV SHRIRAM VERMA & Co.
CHARTERED ACCOUNTANTS
F.R.N 003953C

(SANDEEP KAILA)
PARTNER
Membership No 075245

Dated : 26-09-2016
Lucknow

For & On behalf of
Board of Director

(ALKA TRIPATHI)
DIRECTOR

(SAMIR TRIPATHI)
DIRECTOR

9-3-2016

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Annual Audited Balance Sheet for FY- 2014-15

MEDHAJ TECHNO CONCEPT PRIVATE LIMITED, LUCKNOW

BALANCE SHEET As At 31st March 2015

Sl. No.	PARTICULARS	NOTE No.	As At 31st March,2015 (Rs.)	(Rs.)	As At 31st March,2014 (Rs.)	(Rs.)
I.	EQUITY AND LIABILITIES					
1	SHAREHOLDERS FUND					
	a) Share Capital	3	4140000.00		4140000.00	
	b) Reserves & Surplus	4	247023734.41	251163734.41	183012196.24	187152196.24
2	Non-current Liabilities					
	a) Long term borrowings	5	208783.98		538354.65	
	b) Deferred tax liabilities (net)	6	0.00		52341.00	
				208783.98		590695.65
3	Current Liabilities					
	a) Short term borrowings	7	3026277.67		3720055.63	
	b) Trade Payables	8	52185116.05		19953865.18	
	c) Other Current liabilities	9	13465735.41		21164336.00	
				68677129.13		44836256.81
	TOTAL			320049647.52		232581148.70
II.	ASSETS					
1	Non-Current Assets					
	a) FIXED ASSETS - (W.D.V.)					
	Tangible Assets	10	11967880.00		15277692.00	
	b) Deferred tax Asset	11	1200185.00		0.00	
	c) Long term Loans and Advances	12	2160610.00		701713.00	
	d) Other non-current assets	13	4588673.15	19917348.15	2821301.26	18800706.26
2	Current Assets					
	a) Trade receivables	14	61663838.04		39555615.42	
	b) Cash and Cash equivalents	15	151977708.15		114468910.02	
	c) Short term Loans and advances	16	86490753.18		59755917.00	
				300132299.37		213780442.44
	TOTAL			320049647.52		232581148.70

The Note referred to herein form an integral part of the Balance Sheet.

This is the Balance Sheet referred to in our
Audit report of even date
for SANJEEV SHRIRAM VERMA & Co.
CHARTERED ACCOUNTANTS
F.R.N 003953C

(SANDEEP KAILA)
PARTNER
Membership No 075245

Dated 24/08/2015
Lucknow

For & On behalf of
Board of Directors

(SAMIR TRIPATHI)
MANAGING DIRECTOR

(ALKA TRIPATHI)
DIRECTOR

9-3-2016

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

MEDHAJ TECHNO CONCEPT PRIVATE LIMITED, LUCKNOW

PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED ON 31st March 2015

Sl. No	PARTICULARS	NOTE No.	As At 31st March,2015 (Rs.)	As At 31st March,2015 (Rs.)	As At 31st March,2014 (Rs.)	As At 31st March,2014 (Rs.)
A	CONTINUING OPERATIONS					
1	Revenue from Operations	17		331156824.92		446051313.80
2	Other Income	18		18414712.63		17351492.41
3	Total Revenue			349571537.55		463402806.21
4	EXPENSES					
	(a) Employee benefits expenses	19		125067092.00		155469970.00
	(b) Finance Costs	20		88223.37		262997.28
	(c) Depreciation & amortisation Expenses	11		7154198.00		3862172.45
	(d) Other Expenses	21		120913490.01		141725295.34
	Total Expenses			253223003.38		301120435.07
5	PROFIT /(LOSS) BEFORE TAX			96348534.17		162282371.14
6	Tax Expense					
	Current tax expense for current year		32494461.00		55330357.00	
	Current Tax Expenses for Earlier Years		742220.00		0.00	
	Deferred tax		-1252526.00	31984155.00	66681.00	55397038.00
7	Profit & Loss from Operations			64364379.17		106885333.14
8	EARNING PER SHARE					
	(a) Basic					
	(i) Continuing operations			155.47		258.14
	(ii) Total operations			155.47		258.14
	(b) Diluted					
	(i) Continuing operations			155.47		258.14
	(ii) Total operations			155.47		258.14

The Note referred to herein form an integral part of the Profit & Loss Account.

This is the Profit & Loss A/c referred to in our
Audit report of even date
for SANJEEV SHRIRAM VERMA & Co.
CHARTERED ACCOUNTANTS
F.R.N 003953C

(SANDEEP KAILA)
PARTNER
Membership No 075245

Dated 24/08/2015
Lucknow

For & On behalf of
Board of Directors

(ALKA TRIPATHI)
DIRECTOR

(SAMIR TRIPATHI)
DIRECTOR

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

Annual Audited Balance Sheet for FY- 2013-14

MEDHAJ TECHNO CONCEPT PRIVATE LIMITED, LUCKNOW

BALANCE SHEET As At 31st March 2014

Sl. No.	PARTICULARS	NOTE No.	As At 31st March,2014 (Rs.)		As At 31st March,2013 (Rs.)	
I.	EQUITY AND LIABILITIES					
1	SHAREHOLDERS FUND					
	a) Share Capital	3	4140000.00		4140000.00	
	b) Reserves & Surplus	4	183012196.24	187152196.24	148301036.10	152441036.10
2	Non-current Liabilities					
	a) Long term borrowings	5	538354.65		0.00	
	b) Deferred tax liabilities (net)	6	52341.00		0.00	
				590695.65		0.00
3	Current Liabilities					
	a) Short term borrowings	7	3720055.63		2684580.76	
	b) Trade Payables	8	19953865.18		60165574.69	
	c) Other Current liabilities	9	21164336.00		6615077.28	
	d) Short term provisions(Provision For Income Tax)	10	0.00	44838256.81	189917.10	69655149.83
	TOTAL			232581148.70		222096185.93
II.	ASSETS					
1	Non-Current Assets					
	a) FIXED ASSETS - (W.D.V.)					
	Tangible Assets	11	15277692.00		11802360.45	
	b) Deferred tax Asset	12	0.00		14340.00	
	c) Long term Loans and Advances	13	701713.00		793686.00	
	d) Other non-current assets	14	2821301.26	18800706.26	14671501.58	27281888.03
2	Current Assets					
	a) Trade receivables	15	39555615.42		58611247.42	
	b) Cash and Cash equivalents	16	114468910.02		80725739.48	
	c) Short term Loans and advances	17	59755917.00		55477311.00	
				213780442.44		194814297.90
	TOTAL			232581148.70		222096185.93

The Note referred to herein form an integral part of the Balance Sheet.

This is the Balance Sheet referred to in our
Audit report of even date
for SANJEEV SHRIRAM VERMA & Co.
CHARTERED ACCOUNTANTS
F.R.N 003953C

(SANDEEP KAILA)
PARTNER
Membership No 075245

Dated 22/08/2014
Lucknow

For & On behalf of
Board of Directors

(SAMIR TRIPATHI)
MANAGING DIRECTOR

(ALKA TRIPATHI)
DIRECTOR

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

MEDHAJ TECHNO CONCEPT PRIVATE LIMITED, LUCKNOW

PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED ON 31st March 2014

Sl. No.	PARTICULARS	NOTE No.	As At 31st March,2014 (Rs.)	As At 31st March,2014 (Rs.)	As At 31st March,2013 (Rs.)	As At 31st March,2013 (Rs.)
A	CONTINUING OPERATIONS					
1	Revenue from Operations	18		446051313.80		255801393.65
2	Other Income	19		17351492.41		9805416.58
3	Total Revenue			463402806.21		265606810.23
4	EXPENSES					
	(a) Employee benefits expenses	20		155469970.00		68285782.00
	(b) Finance Costs	21		262997.28		244231.29
	(c) Depreciation & amortisation Expenses	11		3662172.45		2778597.00
	(d) Other Expenses	22		141725295.34		106671016.21
	Total Expenses			301120435.07		177979626.50
5	PROFIT /(LOSS) BEFORE TAX			162282371.14		87627183.73
6	Tax Expense					
	Current tax expense for current year		55330357.00		28516604.00	
	Current Tax Expenses for Earlier Years		0.00		1263.98	
	Deferred tax		66681.00	55397038.00	-71899.00	28445968.98
7	Profit & Loss from Operations			106885333.14		59181214.75
8	EARNING PER SHARE					
	(a) Basic					
	(i) Continuing operations			258.14		142.95
	(ii) Total operations			258.14		142.95
	(b) Diluted					
	(i) Continuing operations			258.14		142.95
	(ii) Total operations			258.14		142.95

The Note referred to herein form an integral part of the Profit & Loss Account.

This is the Profit & Loss A/c referred to in our
Audit report of even date
for SANJEEV SHRIRAM VERMA & Co.
CHARTERED ACCOUNTANTS
F.R.N 003953C

(SANDEEP KAILA)
PARTNER
Membership No 075245

Dated 22/08/2014
Lucknow

For & On behalf of
Board of Directors

(ARKA TRIPATHI)
DIRECTOR

(SAMIR TRIPATHI)
DIRECTOR

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

B - Consultant's Experience

Duration	Assignment name/& brief description of main deliverables/outputs	Name of Client & Country of Assignment	Approx. Contract value	Role on the Assignment
Sep 2017 – till Date	*Assignment No. (1):* institutional collaboration to provide graduate education to students from India/Asia. *Brief Description of main deliverables/ outputs:* ▪ The assignment is for primarily for students recruited by JBCN - CHALKBOARD to participate in the Master of Education program offered by DYC. ▪ ChalkBoard will market this program with branded and degree program from D'Youville College. ▪ Chalkboard will be responsible for administration. student enrollment, and required student support service. ▪ Implementation its own policies for refund in case a student drops out of the program. ▪ Cost of boarding and lodging for D'Youville College in India at market rate	D' Youville College **Country of Assignment: India/Asia**	The total cost ofthe program for each student will not exceed $10,000. Each module will cost $3334.	Joint Member of JBCN
Aug, 2017 – Till Date	*Assignment No. (2):* institutional collaboration to provide completion of Early Childhood Education certificate from DYC to students. *Brief Description of main deliverables/ outputs:* ▪ The assignment is for students recruited by Chalkboard to participate in the early Childhood Care. ▪ Responsibilities of DYC: ▪ Approve and monitor content of the program offered by ChalkBoard. ▪ Issue certificate of completion at the end of the program to each student ▪ Allow ChalkBoard to use DYC logo for marketing and promotion of the certificate after approval of all materials. ▪ Responsibilities of Chalkboard: ▪ Deliver the programme and manage all logistics. ▪ Responsible for administration, student enrollment and required student support. ▪ Provide the list of students who complete the program to facilitate issue of certificates to students.	D' Youville College **Country of Assignment: India/Asia**	$ 3,000	Joint Member of Chalkboard
Feb, 2017 – Jan 2020	*Assignment No. (3):* institutional collaboration to provide completion of Early Childhood Education certificate from DYC to students. *Brief Description of main deliverables/ outputs:* *Chalkboard school solutions provides the solutions of:* ▪ Preparation of Teaching Plans for Grade I-VIII for the subject for English, Maths, Marathi, German, Science, Social Studies.	Rainbow Edu Infra Services, LLP **Country of Assignment: India**	Rs. 69,00,000/-	Joint Member of Rainbow Edu Infra Services, LLP

9-3-2017
Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Duration	Assignment name/& brief description of main deliverables/outputs	Name of Client & Country of Assignment	Approx. Contract value	Role on the Assignment
	▪ Preparation of Workbooks for Grade I-VIII for the subject for English, Maths, Marathi, German, Science, Social Studies. ▪ Preparation of other documents related to school functioning. ▪ Teacher workload and time table for Grade I-VIII. ▪ Teacher training for Grade I-VIII. ▪ Academics audit for Grade I-VIII.			
July 2015– June 2016	*Assignment No. (4):* Providing consultancy services for: **Project-1: Solar Rooftoop Solar Rooftoop Solar Program in India** Assisting the World Bank in preparation of readiness checklist to facilitate the Identification of the most suitable states for implementation of the rooftop projects and organizing a workshop on a pan India level once the readiness checklist is prepared **Project-2: Getting Electricity (Doing Business)** Assistance to World Bank to review the procedures followed for Getting Electricity connection in India and other countries and identification of best practices to promote industries. *Brief Description of main deliverables/ outputs:* ▪ **Assistance to The World Bank in organizing the workshops on a pan India level** ▪ **Assist the World Bank in preparing presentations and in doing all the groundwork in organizing the workshops.** ▪ Assistance to The World Bank in project preparation and appraisal to board delivery stage in terms of identifying technical assistance and capacity building and minor investment requirements of Disoms in order to get ready for implementation of their states 'Net Metering Policies.' ▪ **Assistance to World Bank in preparing and imparting training programs to State Discom Official.** ▪ Identification of best practices to promote industries and assistance in preparation of presentation organized by DIPP on Doing Business; ▪ Assistance to World Bank during the presentation organized by the Department of Industrial Policy and Promotion (DIPP) on Doing Business; ▪ Evaluation and Submission of report on analysis of the response received from various states with respect to eligibility checklist ▪ Online interface to track the case status and facilitate the	**World Bank, Group, India** **Country of Assignment: India**	INR 31,84,502/-	Sole Consultant

9-2-2018

Duration	Assignment name/& brief description of main deliverables/outputs	Name of Client & Country of Assignment	Approx. Contract value	Role on the Assignment
	interaction between different public utilities for granting of required premises permissions and no-objection certificates (NOCs) ▪ To provide technical advice to the bank team during preparation stage, upto Appraisal stage and upto Bank's Board approval of the project			
Aug 2015	*Assignment No. (5):* Conducted One Week Workshop on 'Ethical Hacking and Information Security (EHIS-2015)' during celebration of Digital India Week. *Brief Description of main deliverables/ outputs:* ▪ An interactive workshop that imparts technical training in the latest trends and help develop indigenous resources to provide high end information security skills. This workshop is conducted in association with Department of Information Technology, Babasaheb Bhimrao Ambedkar University, Lucknow. ▪ Our workshop is for such situations where we teach and guide students about what are the legal procedures and steps that they ought to take in order to secure their electronic systems and records.	Department of Information Technology, Babasaheb Bhimrao Ambedkar University, Lucknow **Country of Assignment: India**	INR 50,000/-	Sole Consultant
April 2014	*Assignment No. (6):* Workshop conducted on "Entrepreneurship Development and Challenges in e-Security." *Brief Description of main deliverables/ outputs:* ▪ To conduct a workshop for members of CSI Lucknow Chapter, Association of Knowledge Workers Lucknow and Senior Students (around 125 in numbers) of different Engineering Colleges of Lucknow. The event was organized by Computer Society of India, Lucknow Chapter in association with AKWL in PNBIIT, Auditorium on 19th April, 2014. ▪ Our workshop is for such situations where we teach and guide students about what are the legal procedures and steps that they ought to take in order to secure their electronic systems and records. We help them learn the legal framework (reporting, punishments, actions taken etc) that is required in order to report any malicious crime or attack.	Computer Society of India, Lucknow Chapter, Lucknow **Country of Assignment: India**	Not Applicable As it was free awareness campaign	Sole Consultant
Feb 2016	*Assignment No. (7):* Organized seminar on "Challenges in e-Security" and presented the paper titled "Introduction to Cyber Ethics, Information Gathering, Web Application Attack" *Brief Description of main deliverables/ outputs:* ▪ In order to discuss & disseminate various aspects of	The Institution of Engineers (India), Allahabad Centre, Engineer's Bhawan, MNNIT Campus,	Not Applicable As it was free awareness campaign	Sole Consultant

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Duration	Assignment name/& brief description of main deliverables/outputs	Name of Client & Country of Assignment	Approx. Contract value	Role on the Assignment
	prevention of cyber-crimes and the challenges faced by the law enforcement agencies, by the judiciary and by the software and hardware experts. This seminar was especially productive to police officers, judicial officers and experts from the field of IT as well as students, academic institutions, professional & industrial organizations. The Seminar covered intense research work, thorough case studies and innovative industrial presentations on topics relating to the subject.	Allahabad **Country of Assignment: India**		
Feb 2016	*Assignment No. (8)::* Conducted Training and Sanitization Program "Cyber Security" *Brief Description of main deliverables/ outputs:* ▪ The said training and sanitization program has been addressed to the senior students and organized under their 'Post Graduate Diploma in Cyber Law Program'. ▪ Our workshop is for such situations where we teach and guide students about what are the legal procedures and steps that they ought to take in order to secure their electronic systems and records. We help them learn the legal framework (reporting, punishments, actions taken etc) that is required in order to report any malicious crime or attack.	Dr. Ram Manohar Lohiya National Law University, Lucknow **Country of Assignment: India**	Not Applicable As it was free awareness campaign	Sole Consultant
Feb 2016	*Assignment No. (9):* Conducted conclave on "IT-Industry Readiness & Futuristic Trends" *Brief Description of main deliverables/ outputs:* ▪ The session has been addressed to more than 200 participants of UG & PG students accompanied with the faculty members of Amity University Lucknow Campus. ▪ Our workshop is for such situations where we teach and guide students about what are the legal procedures and steps that they ought to take in order to secure their electronic systems and records.	Amity Institute of Information Technology Lucknow **Country of Assignment: India**	Not Applicable As it was free awareness campaign	Sole Consultant
May 2014	*Assignment No. (10):* Workshop and training program conducted ON 'Cyber Crime and Securities for Delhi Public School' *Brief Description of main deliverables/ outputs:* ▪ The workshop and training session has been addressed to the around 300 Nos. of senior students of Delhi Public School, Sec-19, Indira Nagar, Lucknow. ▪ Our workshop is for such situations where we teach and guide students about what are the legal procedures and steps that they ought to take in order to secure their electronic systems and records. We help them learn the	Delhi Public School, Lucknow **Country of Assignment: India**	Not Applicable As it was free awareness campaign	Sole Consultant

9-3-2018
Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Duration	Assignment name/& brief description of main deliverables/outputs	Name of Client & Country of Assignment	Approx. Contract value	Role on the Assignment
	legal framework (reporting, punishments, actions taken etc) that is required in order to report any malicious crime or attack.			
Aug 2015 – Mar 2016	*Assignment No. (11):* To provide training under Pradhan Mantri Kaushal Vikas Yojana (PMKVY) at Noida (UP), Gurgaon (Haryana), Jaipur (Rajasthan), Pune (Maharashtra) as Channel Partner of Novjyoti Corporate Solutions, Gurgaon *Brief Description of main deliverables/ outputs:* ▪ To conduct skill development training & Certification to successful candidates. ▪ Also impart training in Soft Skills, Entrepreneurship, Financial and Digital Literacy. ▪ Preparation of detailed analysis reports for conducted trainings.	Novjyoti Corporate Solutions, Gurgaon **Country of Assignment: India**	As per standard fee structure followed by Navjyoti & PMKVY	**Channel Partner** of Novjyoti Corporate Solutions, Gurgaon
August 2014 – July 2015	*Assignment No. (12):* Provide support to NIESBUD in conducting training activities/programmes to spread entrepreneurship/ skill culture in the region of Uttar Pradesh. *Brief Description of main deliverables/ outputs:* ▪ Provide support to NIESBUD in conducting training activities/programmes to spread entrepreneurship/ skill culture in the region of Uttar Pradesh. ▪ Preparation of detailed analysis reports for conducted trainings.	The National Institute for Entrepreneurship and Small Business Development, Uttar Pradesh **Country of Assignment: India**	As per standard fee structure followed by NIESBUD	Sole Consultant
January 2017 – Present	*Assignment Name (13):* Ex-Post evaluation of India Maharashtra Transmission System Project. (JICA Funded Project) *Brief Description of main deliverables/ outputs:* ▪ Read and study the material(s) related to the evaluation research provided by the Japanese Consultant ▪ Collect necessary information such as various statistics under the instructions of Japanese consultant ▪ **Provide the expert advice and opinions on evaluation framework, study approach. Survey method, schedule, survey questionnaires prepared by Japanese Consultant** ▪ Financial Analyst is expected to Provide advice on recalculation of economic internal rate of return (EIRR)	IC Net Limited (JAPAN) **Country of Assignment: India**	INR 13,20,795/-	Sole Consultant

9-3-20

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Copy of Relevant Work Orders

Assignment-01

MEMORANDUM OF UNDERSTANDING
BETWEEN
JBCN – CHALKBOARD
AND
D'YOUVILLE COLLEGE

This Memorandum of Understanding ("MOU") dates as of September 15, 2017 is by and between JBCN – CHALKBOARD and D'Youville College (herein after "DYC").

AGREEMENT

I. Purpose

To establish an agreement between JBCN – CHALKBOARD and DYC regarding an institutional collaboration to provide graduate education to students from India/Asia.

II. Scope

The agreement is primarily for students recruited by JBCN – CHALKBOARD to participate in the Master of Education program offered by DYC.

III. Responsibilities of DYC

1. D'Youville College will offer four courses, equivalent to three-credit hours each, (Face to face location in India, hybrid, online through D'Youville or on location at D'Youville), including summer terms, beginning Summer 2018. D'Youville College will tailor the course schedule to meet needs of students recruited by JBCN – CHALKBOARD– beginning with the days and times indicated in the RFP (Change duration and times Tuesdays 5:30-9:00 pm – and Thursdays 12:30-4:00 pm, considering US and Indian time difference for all online courses).
2. Students participating in the program will not be required to take the GRE or English TOEFL exam as a condition of admission.
3. Students participating in the program will be able to take advantage of the full range of student support resources – including the Library, Learning Center, IT unit, online learning tools, and networking events.
4. DYC will offer preferred tuition to JBCN – CHALKBOARD as follows:

   - The 36 credit-hour program is designed to allow a student to complete the Masters in about one year or in three modules as per student's individual situation.

Natasha Mehta 9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

- Each 4 course cluster will be considered a module leading to a certificate.
- Completion of three modules will lead to earning a Master's degree from D'Youville College.
- Most D'Youville courses are for 3 credit hours with each graduate credit costing about $975.
- The total cost of the program for each student will not exceed $10,000.
- Each module will cost $3334.
- A cohort of zero (0) to five (5) students will result in students paying 100% DYC tuition listed.
- A cohort of six (6) to ten (10) students will allow a 10% tuition discount per student.
- A cohort of eleven (11) to fifteen (15) students will allow a 15% tuition discount per student.
- A cohort of sixteen (16) to twenty (20) students will allow a 18% tuition discount per student.
- A cohort of twenty-five plus (25+) will allow a 20% tuition discount per student.
- All students will pay their tuition before the beginning of the session through JBCN – CHALKBOARD. JBCN – CHALKBOARD will be responsible for coordinating and remitting the applicable tuition for each student to DYC.

5. DYC will work with JBCN – CHALKBOARD participants in developing a schedule for the fall, spring, and summer sessions.
6. Some courses will be delivered online and some face to face
7. Ratio of online/hybrid and face-to-face requirements for Indian audience will be a minimum of 50% online delivery.
8. D'Youville College will cover the cost of faculty salary and travel costs, including financial responsibilities associated with the travel for the program.
9. Students can select to receive their earned Master degree at D'Youville during a graduation ceremony at additional cost of $3,000 U.S. for 3 weeks in residence at D'Youville College which will include internship/immersion, school visits, boarding and ceremonial cost and local transportation.

Natasha Mehta 9-3-2018
Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

IV. Responsibilities of JBCN – CHALKBOARD

1. JBCN – CHALKBOARD will provide classroom space, Wi-Fi internet access, and the needed classroom audio-visual equipment for instruction (including screen, projector, etc.).
2. JBCN – CHALKBOARD will market this program with branded and degree program from D'Youville College.
3. JBCN – CHALKBOARD will be responsible for administration, student enrollment, and required student support services, including a dedicated staff to interface with D'Youville College and JBCN – CHALKBOARD and provide students with student services in India/Asia.
4. JBCN – CHALKBOARD will implement its own policies for refund in case a student drops out of the program.
5. D'Youville will deliver the courses as agreed in this MOU and will not be liable for any refund after the semester begins for a module being offered.
6. Cost of boarding and lodging for D'Youville College in India at market rate.

V. Term of the Agreement

This MOU is for an academic year commencing in 2018-19. Unless terminated as provided for in Provision VII, this MOU shall automatically renew for successive one-year terms on the same conditions in effect at the conclusion of the ending term for at least 10 years. JBCN – CHALKBOARD and DYC will not enter into similar MOU offering Master of Education Program either in USA or India/Asia respectively.

VI. Hold Harmless

Each party agrees to defend, indemnify, and hold the other party, its corporate parent, subsidiaries, affiliated and related companies, directors, officers, employees, and agents, wholly harmless for, from and against any and all costs (including without limitation reasonable attorney's fees and costs of suit), liabilities, claims, losses, lawsuits, settlements, demands causes, judgments and expenses arising from or connected with the party's acts or omissions or the performance of this MOU, to the extent that such costs and liabilities are alleged to result from the negligence or willful misconduct of said party.

VII. Termination

1. Termination without Cause. Notwithstanding any other provision of this MOU, at any time and without case, both parties have the right, in their sole discretion, to terminate this MOU by giving six (6) months written notice to the other party.

Natasha Mehta 9-3-2018
Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

2. Termination for Cause. Notwithstanding any other provision of this MOU, should either JBCN – CHALKBOARD or DYC fail to perform any of its obligations hereunder, within the time and in the manner herein provided, or otherwise violate any of the terms of this MOU, either party may immediately terminate this MOU by giving the other party written notice of such termination, stating the reason for termination.

3. Authority to Terminate or Modify.

- The President has the authority to terminate or modify this MOU on behalf of DYC.
- The Chairperson at JBCN has the authority to terminate or modify this MOU on behalf of JBCN.
- The Director at ChalkBoard has the authority to terminate or modify this MOU on behalf of ChalkBoard.

VIII. Final Agreement

This writing is intended as the final expression of the Agreement between the parties hereto with respect to the included terms. No modification of this Agreement shall be effective unless and until such modification is evidenced by a writing signed by both parties.

Lorrie A Clemo

Lorrie Clemo, Ph.D.
President
D'Youville College

Date:

P S Dalal

Mrs. Pinky Dalal
Founder & Chairperson
JBCN Education

Date: 22/09/2017

Natasha Mehta

Dr. Natasha Mehta
Founder and Director
ChalkBoard

Date: 30/09/2017

9-3-2018
Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Assignment-02

MEMORANDUM OF UNDERSTANDING
BETWEEN
CHALKBOARD
AND
D'YOUVILLE COLLEGE

This Memorandum of Understanding ("MOU") dates as of August 04, 2017 is by and between ChalkBoard and D'Youville College (herein after "DYC").

AGREEMENT

I. Purpose

To establish an agreement between ChalkBoard and DYC regarding an institutional collaboration to provide completion of Early Childhood Education Certificate from DYC to students from India/Asia.

II. Scope

The agreement is prima.. / for students recruited by ChalkBoard to participate in the Early Childhood Care and Education Diploma (ECCED) offered by ChalkBoard and content approved and monitored by DYC.

III. Responsibilities of DYC

- DYC will approve and monitor content of the program offered by ChalkBoard.
- DYC will issue certificate of completion at the end of the program to each student.
- DYC will allow ChalkBoard to use DYC logo for marketing and promotion of the certificate after approval of all materials.
- Students can select to receive their earned certificate at D'Youville during a ceremony *at additional* cost of $3,000 U.S. for 2 weeks in residence at D'Youville College which will include internship/immersion, school visits, boarding and ceremonial cost and local transportation. This fee must be paid directly by the interested student to D'Youville prior to issuance of visa invitation letter and student must comply with all D'Youville deadlines.

IV. Responsibilities of ChalkBoard

- ChalkBoard will deliver the program and manage all logistics.
- ChalkBoard will market this program with branded and certificate of completion from D'Youville College.
- ChalkBoard will be responsible for administration, student enrollment, and required student support services.
- ChalkBoard will provide a list of students who complete the program to facilitate issue of certificate to students.
- ChalkBoard will pay DYC 25% of the total fee being charged from each student for the program prior to any costs.
- ChalkBoard will share its fee structure annually prior to renewal of the MOU.

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

- ChalkBoard will not deviate from the approved content without prior written approval from DYC.

V. Term of the Agreement

This MOU is for an academic year commencing in 2017-18. Unless terminated as provided for in Section VII Termination below, this MOU shall automatically renew for successive one-year terms on the same conditions in effect at the conclusion of the ending term.

VI. Hold Harmless

Each party agrees to defend, indemnify, and hold the other party, its corporate parent, subsidiaries, affiliated and related companies, directors, officers, employees, and agents, wholly harmless for, from and against any and all costs (including without limitation reasonable attorney's fees and costs of suit), liabilities, claims, losses, lawsuits, settlements, demands causes, judgments and expenses arising from or connected with the party's acts or omissions or the performance of this MOU, to the extent that such costs and liabilities are alleged to result from the negligence or willful misconduct of said party.

VII. Termination

Termination without Cause. Notwithstanding any other provision of this MOU, at any time and without case, both parties have the right, in their sole discretion, to terminate this MOU by giving six (6) months written notice to the other party.
Termination for Cause. Notwithstanding any other provision of this MOU, should either ChalkBoard or DYC fail to perform any of its obligations hereunder, within the time and in the manner herein provided, or otherwise violate any of the terms of this MOU, either party may immediately terminate this MOU by giving the other party written notice of such termination, stating the reason for termination.
Authority to Terminate or Modify. The President has the authority to terminate or modify this MOU on behalf of DYC. The Director has the authority to terminate or modify this MOU on behalf of ChalkBoard.

VIII. Final Agreement

This writing is intended as the final expression of the Agreement between the parties hereto with respect to the included terms. No modification of this Agreement shall be effective unless and until such modification is evidenced by a writing signed by both parties.

Lorrie Clemo, Ph.D.
President
D'Youville College

8/1/17
Date

Natasha Mehta, Ph.D.
Director
ChalkBoard

9-8-17
Date

9-3-2018
Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Assignment-03

महाराष्ट्र MAHARASHTRA ——— 2016 RL 093132

DIST. TREASURY OFFICE THANE

जिल्हा कोषागार कार्यालय, ठाणे - 3 MAR 2017 मुद्रांक प्रमुख लिपीक / लिपीक 03/3/2017

This agreement is made and entered into this date 21st February 2017between ChalkBoard, ***B-205, Hermis Atrium, Plot No.: 57, Sector-11, CBD Belapur, Navi Mumbai-400614, Maharashtra.***

AND

Rainbow Edu Infra Services LLP, A/U-23, 1st Floor, A-wing, Akruti Elegance, Gavanpada, Mulund (East), Mumbai Mumbai City MH 400081

(Hereinafter, collectively referred to as the "Parties")

This MOU is valid for 36 months from the date of signing.

Natasha Mehta

9-3-2017

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

1. Deliverables

ChalkBoard School Solutions will provide the following to Rainbow Edu Infra Services LLP

i. Teaching plans for Grades I- VIII for the subjects of English, Marathi, Science, Social Studies, Maths and German.
ii. Workbooks for Grades I-VIII for the subjects of English, Marathi, Science, Social Studies, Maths and German.
iii. Other documents related to the school's functioning such as the almanac.
iv. Teachers workload and time table for grades I-VIII
v. Teacher training for Grades I-VIII
vi. Academic audit for Grades I-VIII
vii. Schoolanthem

2. **Payment Terms:**

AND whereas, Rainbow Edu Infra Services LLP, having considered the proposal, will pay a total amount of sixty nine lakhs (69lacs) over the period of 36 months, between February 2017 and February 2020.

The amount will be paid as follows.

February 2017- January 2020	
Payment Structure:	**Amount (INR)**
First year between February 2017-February 2018	21.25 lakhs (INR Twenty one lakhs and twenty five thousand)
Second year-between March 2018-February 2019	23 lakhs (INR Twenty three lakhs)
Third year -between March 2019-February 2020	24.75 lakhs (INR Twenty four lakhs and seventy five thousand rupees)
Total Details of further annual breakup and schedule of payment appended separately.	69 lakhs

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Note:

a. Applicable Taxes will be charged over and above the Amount quoted above.
b. All Expenses including Accommodation, Food and other Expenses excluding outstation travel, incurred by ChalkBoard will be charged to Rainbow Edu Infra Services LLP, on Actuals. This will be over and above the Amount quoted above.
c. Local transport for ChalkBoard will be provided by Rainbow Edu Infra Services LLP

3. **Implementation Plan:**

a. The work will be carried out in a phased manner. All materials(Workbooks and teaching plans) regarding Grades I and II will be provided in the academic Year 1 (217-2018), materials(Workbooks and teaching plans) for Grades III, IV and IV in the academic Year 2 (2018-2019) and materials (workbooks and teaching plans) for Grades VI- VIII in the academic year 3(2019-2020).
b. Audits will be conducted in all three years.
c. Teacher training will be conducted in all three years.

4. **Termination:**

a. This Agreement shall have a term of 36 months from the date of execution hereof unless extended by mutual agreement or terminated in accordance with the provisions contained herein or is superseded by any agreement entered into by the Parties.

b. Either Party may terminate this Agreement without cause by giving the other party prior written notice of at least 60 days.

c. In the event of termination due to inevitable circumstances, Rainbow Edu Infra Services LLPwould pay all pending dues for the services that are already complete/would be completed by ChalkBoard during the notice period.

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

5. Arbitration:

The Parties can amend or modify this Agreement only in writing duly executed by their respective authorized representatives.

a. This Agreement is valid only for the present Project and does not constitute any future partnership or business relationship between the parties.

b. Neither Party shall assign this Agreement without first securing the other Party's written consent. Upon execution of such an Agreement, the confidentiality obligations of the Parties shall be governed by the terms of the written service agreement executed by the Parties. The provisions of this agreement shall be binding upon each Party's successors and assigns and shall be governed by and construed in accordance with the laws of India, excluding its conflict of laws provisions.

IN WITNESS WHEREOF, Rainbow Edu Infra Services LLPand ChalkBoard have each caused this Agreement to be signed and delivered as of the date of execution of this Agreement.

For Chalk Board

Natasha Mehta

Dr. Natasha Mehta
Director
23/3/17

For Rainbow Edu Infra Services LLP

Shital Rajesh Chougule
Director
23/03/17

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna.

Assignment-04

CONFIDENTIAL

The World Bank Group
International Bank for Reconstruction and Development
International Finance Corporation
Multilateral Investment Guarantee Agency
International Centre for Settlement of Investment Disputes
International Development Association

Contract
7176191

Page: 1 of 3

The Contractor:
Medhaj Techno Concept Pvt. Ltd.
CP-150,Sector-D1
Aashiyana,Kanpur Road
Lucknow, UP 226012
India

Vendor No: 158874
Attn: Kratika Sharma
Telephone No: +91-522-2236526
Fax: +91-522-2235619
Email: gunjan.tripathi@medhaj.com

The Purchaser:
India
70 Lodi Estate
New Delhi 110 003
India

Contact: Deepali Uppal

Phone: 5785+

Email: duppal@worldbank.org

This CONTRACT (hereinafter called the "Contract") is entered into between the member of the World Bank Group named above (hereinafter called the "Client") and the "Consultants".
WHEREAS
(a) the Client has requested the Consultants to provide certain consulting services ("the Services") as defined in the General Conditions of Contract attached to this Contract;
(b) the Consultants, having represented to the Client that they have the required professional skills, and personnel and technical resources, have agreed to provide the Services on the terms and conditions set forth in this Contract;
NOW THEREFORE, the Parties hereto agree as follows:
1. The following documents shall be deemed to form an integral part of this Contract:
(a) The General Conditions of Contract
(http://go.worldbank.org/3O3Y65JQ60);
(b) The Special Conditions of Contract (see below);
(c) Appendix A: Description of the Services/Terms of Reference.
2. The mutual rights and obligations of the Client and the Consultants shall be as set forth in the Contract, and in particular:
(a) The Consultants shall carry out the Services in accordance with the provisions of the Contract; and
(b) The Client shall make payments to the Consultants in accordance with the provisions of the Contract.

Description of Services:
Doing Business (Getting Electricity) (See TOR attached herewith)
Solar Rooftop

SPECIAL CONDITIONS:
Amendments of and Supplements to, Clauses in the General Conditions of Contract.

Solicitation No: SS

Commencement of Services:
The date for commencement of services is: July 27, 2015

Expiration of Contract:
The time period shall be up to and including: June 30, 2016

Contract Price:
The maximum amount in the contract currency is: INR 1,270,000.00

Remuneration:

9-3-2018
Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

The remuneration for this contract is:Lumpsum Inclusive of all Expenses

Terms and Conditions of Payment:
Payments shall be made according to the following schedule:
Getting Connectivity:Signing of contract (10%) 63,500.00 INR
Getting Connectivity:Sub. of findings & Subsequent discussions(20%) 127,000.00 INR
Getting Connectivity: Prep of presentation organized by DIPP on Doing Business (20%) 127,000.00 INR
Getting Connectivity: Assisting the World Bank during the Presentation (40%) 254,000.00 INR
Getting Connectivity: Any other work related to the assignment (10%) 63,500.00 INR
Solar Rooftop: Signing of Contract (10%) 63,500.00 INR
Solar Rooftop: Sub. of the final readiness checklist (20%) 127,000.00 INR
Solar Rooftop: Providing Technical advice to the Bank team during preparation stage of the project (20%) 127,000.00 INR
Solar Rooftop: Providing technical advice to the Bank team upto Appraisal stage of the project (20%) 127,000.00 INR
Solar Rooftop: Providing technical advice to the Bank team upto Bank's Board approval of the project (30%) 190,500.00 INR

The Authorized Representatives:
For the Client: Ms Mohua Mukherjee (mmukherjee@worldbank.org)
For the Consultants: Kratika Sharma (kratika.sharma@medhaj.com)

Description of Personnel:
The Consultants' Key Personnel and Subconsultants who will provide the Services are:
1 Gunjan Tripathi,
2 Siddharth Mehta,
3 Gaurav Lohani,
4 Kratika Sharma,
5 Anuvrat Mehrotra,
6 Aniruddha Bhattacharya.

IN WITNESS WHEREOF, the Parties have caused this Contract to be signed in their respective names.

For and on behalf of the Purchaser

ONNO RUHL
Authorized Representative

COUNTRY DIRECTOR, INDIA
Title

Signature

Date: July 24, 2015

9-3-2018
Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

CONFIDENTIAL

Contract
7176191

For and on behalf of the Contractor

G. Tripathy

Authorized Representative

GUNJAN TRIPATHI

Signature

Date: 24.7.2015

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Doing Business (Getting Electricity) – Scope of Work

The **Doing Business (Getting Electricity)** project provides objective measures of business regulations for local firms in 189 economies and selected cities at the sub-national level.

- Medhaj shall assist the World Bank in formulating recommendations for discoms that are aimed at improving India's ranking in the getting electricity indicator. The Doing Business study is currently focused on discoms in Delhi and Mumbai but will soon be extended to other states. Medhaj will obtain data from countries where the best global practices are being followed, and provide concrete recommendations for translating those to the Indian context in terms of specific actions that can be followed in India. Medhaj will also look at the performance of other developed/developing countries in getting a new electrical connection by analyzing the following parameters:
  - Time: days to obtain an electricity connection
  - Procedures (numbers): Steps to file an application; prepare a design; complete works; obtain approvals; go through inspections; install a meter; sign a supply contract
  - Cost (%): As a percentage of the national average annual per capita income
  - Implementation of an inspection system that ensures safety (including that of internal wiring) while avoiding duplication and unnecessary steps
  - Online interface to track the case status and facilitate the interaction between different public utilities for granting of required permissions and no-objection certificates (NOC's)
  - Harmonization of the definition of low-tension connection (LT) across the country
  - Any other key parameters related to the study
- Based on the above parameters Medhaj shall also assist the World Bank in preparing the presentation being organized by the Department of Industrial policy and Promotion (DIPP) on Doing Business.
- The presentation will compare the practices in New Delhi and Mumbai with the global best practices
- The presentation shall also include recommendations for improving the procedure currently being followed for getting a new electrical connection in India.
- Medhaj shall also accompany the World Bank during the presentation.
- Medhaj shall also assist the World Bank in preparing replies against the queries which will be received during the presentation by the various participants, and during the follow up period as the Indian discoms undertake ongoing efforts to improve their score on the Electricity Indicator.

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Solar Rooftop

Scope of Work

Medhaj shall assist the World Bank in the following areas:

I. Assistance to World Bank in preparation of discom readiness checklist to facilitate the Identification of the most suitable states for implementation of the rooftop projects
II. Assistance to World Bank in Organization of Workshops
III. Assistance to World Bank from project preparation and appraisal to Board delivery stage in terms of identifying technical assistance and capacity building and minor investment requirements of discoms in order to get ready for implementation of their states' Net Metering Policies.

These areas have been further discussed hereunder.

I. Assistance to World Bank in preparation of readiness checklist to facilitate the Identification of the most suitable states for implementation of grid-connected rooftop projects

Many states have shown interest in renewable energy by promoting policies favorable for installation and functioning of power plants generating electricity from renewable sources. Below is a list of an indicative set of parameters which will be part of the readiness checklist, which will be expanded during the assignment and finalized after consultation with the World Bank team.

a. **Policies issued by the State Government**
States will be selected where policies are designed to promote grid connected solar rooftop projects, where policies are drafted to make it easy for individual developers/consumers to set up plants on rooftops and benefit from recently notified net metering policies of the state discoms. These policies also include creation of single point clearance mechanism amongst others.

b. **Development of Regulatory Framework**
It shall be analyzed whether the SERC has framed appropriate regulatory framework for large scale deployment and adoption of rooftop solar photovoltaic power plants. Medhaj shall also analyze and evaluate the net-metering policies issued by the State Regulators, tariff and framework prevalent in the states so that the most suitable states are selected.

The level of awareness among the DISCOMs will also be assessed to analyze the level of penetration of the regulatory policies in the state. It will also be checked whether the policies framed by the states are actually being implemented on ground.

c. **Support in establishing Protocols/Procedures for easy adoption of Rooftop Solar Power**

9-10-2017

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Medhaj shall analyze whether protocols and procedures for metering, grid connectivity, and power purchase agreements etc. for easy adoption of solar power plants by the stakeholders have been established or not.

d. **Load pattern of DISCOMs**
Load pattern data is important during selection of pilot states as it shall help in establishing the existing power scenario in the states. It shall be examined whether the DISCOMs maintain data regarding load profiles, distribution transformers loading; GIS survey data of distribution network, etc. Further, the data available with the secondary sources regarding the aforesaid parameters of various DISCOMs shall be analyzed and reviewed while selecting the states. The DISCOMs shall be requested to validate this data to ensure authenticity post workshop and wherever the data is not available, DISCOMs shall be requested to provide the same.

e. **Existing capacity of solar rooftop in the states**
It shall also be analyzed as to which states have set year wise target for capacity addition of solar rooftop in the states and how much has been achieved by the state. This will be one of the most critical points in formulating the readiness checklist.

f. **Separate cell to monitor the progress of the implementation of the solar rooftop in the state**
The mechanism for monitoring the progress of implementation of the scheme in the state shall be assessed. It will also be assessed whether the states have a project monitoring cell or any other agency in place to properly monitor the progress of the scheme.

II. Assistance to World Bank in Organization of Workshops:

Assist the World Bank in organizing a workshop on a pan India level once the readiness checklist is prepared. Officials from all the prospective DISCOMs, regulators and other stakeholders will be invited after mutual discussion with the World Bank to attend the workshop. Medhaj will assist the World Bank in preparing presentations and in doing all the groundwork in organizing the workshop. The workshop will aim to explain the findings of the readiness checklist to the DISCOMs and to assess whether they are ready to associate with the World Bank or not. Thus, the readiness checklist and the workshop will be utilized to select the most advanced states for the scheme.

9-3-2018
Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

CONFIDENTIAL

The World Bank Group
International Bank for Reconstruction and Development
International Finance Corporation
Multilateral Investment Guarantee Agency
International Centre for Settlement of Investment Disputes
International Development Association

Contract Modification
7176191

Page: 1 of 2

The Contractor:
Medhaj Techno Concept Pvt. Ltd.
CP-150,Sector-D1
Aashiyana,Kanpur Road
Lucknow, UP 226012
India

Vendor No: 158874
Attn: Kratika Sharma
Telephone No: +91-522-2236526
Fax: +91-522-2235619
Email: gunjan.tripathi@medhaj.com

The Purchaser:
India
70 Lodi Estate
New Delhi 110 003
India

Contact: Deepali Uppal

Phone: 5785+

Email: duppal@worldbank.org

Modification "A"

This Contract Modification is entered into between the member of the World Bank Group named above (hereinafter called the "Client") and the "Consultants".
WHEREAS,
(a) The Parties executed PO 7176191 (the Contract) for certain consulting services for the Client;
(b) The Parties now desire to modify the Contract as follows:

i. Add funding to the Contract;
ii. Payment schedule for the additional amount;

Except as stated herein, all other Terms and Conditions remain unchanged.

Modifications to the terms and conditions of the Contract:

Description of Services:
Solar Program in India (See TOR attached herewith)

Original Contract Value: INR 1,270,000.00

Modification Contract Value: INR 1,714,502.00

Revised Contract Value: INR 2,984,502.00

Terms and Conditions of Payment: Additional Lump Sum of INR 1,714,502.00 inclusive of all expenses to be paid as follows:

706,438.00 INR upon delivery of training program in Hyderabad and subsequent approval of authorized Client's representative
300,038.00 INR upon delivery of training in Warangal and subsequent approval of authorized Client's representative
407,988.00 INR upon delivery of training in Bhopal and subsequent approval of authorized Client's representative
300,038.00 INR upon delivery of training for a Discom to be identified later and subsequent approval of authorized Client's representative

IN WITNESS WHEREOF, the Parties have caused this Contract modification to be signed in their respective names.

9-2-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

CONFIDENTIAL

Contract Modification 7176191

Page: 2 of 2

For and on behalf of the Purchaser

OYNO RUHL
Authorized Representative

COUNTRY DIRECTOR, INDIA
Title

Signature

Date: March 10, 2016

For and on behalf of the Contractor

Authorized Representative

Signature

Date:

9-3-2016

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Solar Rooftop

Scope of Work

M/s Medhaj Techno Concept Pvt. Ltd. shall assist the World Bank in the following areas:

I. Assistance to World Bank in preparation of discom readiness checklist to facilitate the Identification of the most suitable states for implementation of the rooftop projects
II. Assistance to World Bank in Organization of Workshops
III. Assistance to World Bank from project preparation and appraisal to Board delivery stage in terms of identifying technical assistance and capacity building and minor investment requirements of discoms in order to get ready for implementation of their states' Net Metering Policies.

These areas have been further discussed hereunder.

I. Assistance to World Bank in preparation of readiness checklist to facilitate the Identification of the most suitable states for implementation of grid-connected rooftop projects

Many states have shown interest in renewable energy by promoting policies favorable for installation and functioning of power plants generating electricity from renewable sources. Below is a list of an indicative set of parameters which will be part of the readiness checklist, which will be expanded during the assignment and finalized after consultation with the World Bank team.

a. **Policies issued by the State Government**
States will be selected where policies are designed to promote grid connected solar rooftop projects, where policies are drafted to make it easy for individual developers/consumers to set up plants on rooftops and benefit from recently notified net metering policies of the state discoms. These policies also include creation of single point clearance mechanism amongst others.

b. **Development of Regulatory Framework**
It shall be analyzed whether the SERC has framed appropriate regulatory framework for large scale deployment and adoption of rooftop solar photovoltaic power plants. Medhaj shall also analyze and evaluate the net-metering policies issued by the State Regulators, tariff and framework prevalent in the states so that the most suitable states are selected.

The level of awareness among the DISCOMs will also be assessed to analyze the level of penetration of the regulatory policies in the state. It will also be checked whether the policies framed by the states are actually being implemented on ground.

c. **Support in establishing Protocols/Procedures for easy adoption of Rooftop Solar Power**
Medhaj shall analyze whether protocols and procedures for metering, grid connectivity, and power purchase agreements etc. for easy adoption of solar power plants by the stakeholders have been established or not.

d. **Load pattern of DISCOMs**
Load pattern data is important during selection of pilot states as it shall help in establishing the existing power scenario in the states. It shall be examined whether the DISCOMs maintain data regarding load profiles, distribution transformers loading, GIS

9-2-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

survey data of distribution network, etc. Further, the data available with the secondary sources regarding the aforesaid parameters of various DISCOMs shall be analyzed and reviewed while selecting the states. The DISCOMs shall be requested to validate this data to ensure authenticity post workshop and wherever the data is not available, DISCOMs shall be requested to provide the same.

e. **Existing capacity of solar rooftop in the states**
It shall also be analyzed as to which states have set year wise target for capacity addition of solar rooftop in the states and how much has been achieved by the state. This will be one of the most critical points in formulating the readiness checklist.

f. **Separate cell to monitor the progress of the implementation of the solar rooftop in the state**
The mechanism for monitoring the progress of implementation of the scheme in the state shall be assessed. It will also be assessed whether the states have a project monitoring cell or any other agency in place to properly monitor the progress of the scheme.

II. Assistance to World Bank in Organization of Workshops:
Assist the World Bank in organizing a workshop on a pan India level once the readiness checklist is prepared. Officials from all the prospective DISCOMs, regulators and other stakeholders will be invited after mutual discussion with the World Bank to attend the workshop. Medhaj will assist the World Bank in preparing presentations and in doing all the groundwork in organizing the workshop. The workshop will aim to explain the findings of the readiness checklist to the DISCOMs and to assess whether they are ready to associate with the World Bank or not. Thus, the readiness checklist and the workshop will be utilized to select the most advanced states for the scheme.

III. Assistance to World Bank in preparing and imparting training programs to State Discom officials
Assist the World Bank in finding gaps and accordingly come up with tailor-made training programs for state discom officials. To begin with two trainings for Telangana state discom officials and two trainings for Madhya Pradesh State Discom officials are envisaged.

Travel

Consultant may be required to travel for discussions with the client and to impart training programs. All expenses towards such travel will be paid as per actuals, subject to approval from Task Team Leader.

9-3-2018
Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

CONFIDENTIAL

The World Bank Group
International Bank for Reconstruction and Development
International Finance Corporation
Multilateral Investment Guarantee Agency
International Centre for Settlement of Investment Disputes
International Development Association

Contract Modification
7176191

Page: 1 of 2

The Contractor:
Medhaj Techno Concept Pvt. Ltd.
CP-150,Sector-D1
Aashiyana,Kanpur Road
Lucknow, UP 226012
India

Vendor No: 158874
Attn: Kratika Sharma
Telephone No: +91-522-2236526
Fax: +91-522-2235619
Email: gunjan.tripathi@medhaj.com

The Purchaser:
India
70 Lodi Estate
New Delhi 110 003
India

Contact: Deepali Uppal

Phone: 5785+

Email: duppal@worldbank.org

Modification "B"

This Contract Modification is entered into between the member of the World Bank Group named above (hereinafter called the "Client") and the "Consultants".

WHEREAS,

(a) The Parties executed PO 7176191 (the Contract) for certain consulting services for the Client;
(b) The Parties now desire to modify the Contract as follows:

i. Increase the value of contract to add for travel expenses

Except as stated herein, all other Terms and Conditions remain unchanged.

Modifications to the terms and conditions of the Contract:

Description of Services:
Solar Rooftop Program in India (See TOR attached herewith)

Original Contract Value: INR 2,984,502.00

Modification Contract Value: INR 200,000.00

Revised Contract Value: INR 3,184,502.00

The Payment Terms for the additional amount of INR 200,000.00 are as follows:

Expenses:

Travel and Miscellaneous expenses not to exceed INR 200,000.00 will be reimbursed "at cost" upon receipt of invoice with attached copies of original receipts.

IN WITNESS WHEREOF, the Parties have caused this Contract modification to be signed in their respective names.

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

CONFIDENTIAL

Contract Modification 7176191

Page: 2 of 2

For and on behalf of the Purchaser

ONNO RUHL
Authorized Representative

COUNTRY DIRECTOR, INDIA
Title

Signature

Date: April 28, 2016

For and on behalf of the Contractor

Authorized Representative

Signature

Date:

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Solar Rooftop

Scope of Work

M/s Medhaj Techno Concept Pvt. Ltd. shall assist the World Bank in the following areas:

I. Assistance to World Bank in preparation of discom readiness checklist to facilitate the Identification of the most suitable states for implementation of the rooftop projects
II. Assistance to World Bank in Organization of Workshops
III. Assistance to World Bank from project preparation and appraisal to Board delivery stage in terms of identifying technical assistance and capacity building and minor investment requirements of discoms in order to get ready for implementation of their states' Net Metering Policies.

These areas have been further discussed hereunder.

I. Assistance to World Bank in preparation of readiness checklist to facilitate the Identification of the most suitable states for implementation of grid-connected rooftop projects

Many states have shown interest in renewable energy by promoting policies favorable for installation and functioning of power plants generating electricity from renewable sources. Below is a list of an indicative set of parameters which will be part of the readiness checklist, which will be expanded during the assignment and finalized after consultation with the World Bank team.

a. **Policies issued by the State Government**
States will be selected where policies are designed to promote grid connected solar rooftop projects, where policies are drafted to make it easy for individual developers/consumers to set up plants on rooftops and benefit from recently notified net metering policies of the state discoms. These policies also include creation of single point clearance mechanism amongst others.

b. **Development of Regulatory Framework**
It shall be analyzed whether the SERC has framed appropriate regulatory framework for large scale deployment and adoption of rooftop solar photovoltaic power plants. Medhaj shall also analyze and evaluate the net-metering policies issued by the State Regulators, tariff and framework prevalent in the states so that the most suitable states are selected.

The level of awareness among the DISCOMs will also be assessed to analyze the level of penetration of the regulatory policies in the state. It will also be checked whether the policies framed by the states are actually being implemented on ground.

c. **Support in establishing Protocols/Procedures for easy adoption of Rooftop Solar Power**
Medhaj shall analyze whether protocols and procedures for metering, grid connectivity, and power purchase agreements etc. for easy adoption of solar power plants by the stakeholders have been established or not.

d. **Load pattern of DISCOMs**
Load pattern data is important during selection of pilot states as it shall help in establishing the existing power scenario in the states. It shall be examined whether the DISCOMs maintain data regarding load profiles, distribution transformers loading; GIS

9-3-2018

Chief Consultant (Technical)

survey data of distribution network, etc. Further, the data available with the secondary sources regarding the aforesaid parameters of various DISCOMs shall be analyzed and reviewed while selecting the states. The DISCOMs shall be requested to validate this data to ensure authenticity post workshop and wherever the data is not available, DISCOMs shall be requested to provide the same.

e. **Existing capacity of solar rooftop in the states**
It shall also be analyzed as to which states have set year wise target for capacity addition of solar rooftop in the states and how much has been achieved by the state. This will be one of the most critical points in formulating the readiness checklist.

f. **Separate cell to monitor the progress of the implementation of the solar rooftop in the state**
The mechanism for monitoring the progress of implementation of the scheme in the state shall be assessed. It will also be assessed whether the states have a project monitoring cell or any other agency in place to properly monitor the progress of the scheme.

II. Assistance to World Bank in Organization of Workshops:
Assist the World Bank in organizing a workshop on a pan India level once the readiness checklist is prepared. Officials from all the prospective DISCOMs, regulators and other stakeholders will be invited after mutual discussion with the World Bank to attend the workshop. Medhaj will assist the World Bank in preparing presentations and in doing all the groundwork in organizing the workshop. The workshop will aim to explain the findings of the readiness checklist to the DISCOMs and to assess whether they are ready to associate with the World Bank or not. Thus, the readiness checklist and the workshop will be utilized to select the most advanced states for the scheme.

III. Assistance to World Bank in preparing and imparting training programs to State Discom officials
Assist the World Bank in finding gaps and accordingly come up with tailor-made training programs for state discom officials. To begin with two trainings for Telangana state discom officials and two trainings for Madhya Pradesh State Discom officials are envisaged.

Travel

Consultant may be required to travel for discussions with the client and to impart training programs. All expenses towards such travel will be paid as per actuals, subject to approval from Task Team Leader.

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Assignment-05

DEPARTMENT OF INFORMATION TECHNOLOGY

BABASAHEB BHIMRAO AMBEDKAR UNIVERSITY, LUCKNOW

BABASAHEB BHIMRAO AMBEDKAR UNIVERSITY LUCKNOW ESTABLISHED 1996

CERTIFICATE OF APPRECIATION

This is to certify that **Medhaj Techno Concept Pvt. Ltd. Lucknow** has successfully conducted One Week Workshop on**'Ethical Hacking and Information Security (EHIS-2015)'** in association with **Department of Information Technology, Babasaheb Bhimrao Ambedkar University, Lucknow** during celebration of Digital India Week from 6th August to 12th August 2015.

12/08/15

Prof. R.A. Khan
Workshop Director

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Computer Society of India
Lucknow Chapter

233, Tej Kumar Plaza, Hazratganj, Lucknow
(visit us at http://www.csi-lucknow.org)

Date : 25 April, 2014

Mr. Sumit Singh,
Deputy General Manager,
M/s Medhaj Techno Concept Pvt. Ltd.,
CP-150, Sector-D1,
Near Power House Chauraha, Ashiyana
Kanpur Road,
Lucknow.

Subject: Workshop conducted on "Entrepreneurship Development and Challenges in e-Security"

Dear Sir,

We are pleased to have you as a resource person of the above mentioned workshop for members of CSI, Lucknow Chapter, Association of Knowledge Workers Lucknow and senior students (around 125 in numbers) of different Engineering colleges of Lucknow. The event was organized by Computer Society of India, Lucknow Chapter in association with AKWL in PNBIIT, Auditorium on 19th April, 2014.

We are grateful towards you for sparing your valuable time to conduct such a beneficial Session for the participants.

We shall be obliged if we are able to have your active participation with our Chapter in organizing many more such Technical sessions, Trainings and workshops.

We wish you good luck for future endeavors.

Regards.

Yours truly

(Arvind Sharma)
Hon. Secretary

Chairman
Ajay Singh
Regional Manager &
Branch Manager
CMC Ltd. Lucknow
2nd Floor, Navchetna Kendra
Lucknow-226010
Tel : (M) 9415049329
singh.ajay@cmcltd.com

Vice-Chairman
Saurabh Srivastava
Group Leader,
Tata Consultancy Services. Awadh Park,
Vibhuti Khand., Gomti Nagar,
Lucknow - 226010.
Tel : (M) 9235014346
sourabh.srivastava@tcs.com

Hon. Secretary
Arvind Sharma
Incharge,
Dept. of Computer Applications,
Lucknow Christian Degree College,
Lucknow - 226018.
Tel : (M) 9415063442
arvindsha@hotmail.com

Hon. Treasurer
Gulab Chandra
Advisor,
NIELIT,
Sumit Complex, Gomti Nagar,
Lucknow - 226010.
Tel : (M) 9415764777
g1u2l3a4b5@yahoo.co.in

9-3-2018

Chief Consultant (Tech...
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Assignment-07

No. 86

The Institution of Engineers [India]
Allahabad Centre

This is to Certify that Mr. Sumit Singh (Dy. G.M. Medhaj Techno Concept Pvt. Ltd, N. Delhi) has participated in Seminar on "Challenges in e-Security" organised by IE [india] Allahabad Centre, CSI Allahabad Chapter, EUPCCI, SIET & NIPS on Febuary 14, 2016 and presented the paper titled Introduction To Cyber Ethics ... Information Gathering ... Web Application Attack held at IE (I), Allahabad Centre, Engineer's Bhawan, MNNIT Campus, Teliarganj, Allahabad.

Chairman
Er. B.N. Sharan, FIE

Convener
Er. Apoorva Agha, FIE

14.2.16
Hony. Secretary
Er. Awadhesh Kumar, MIE

9-3-2018
Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Assignment-08

डॉ० राम मनोहर लोहिया राष्ट्रीय विधि विश्वविद्याल
Dr. Ram Manohar Lohiya National Law Universi

To,

M/s Medhaj Techno Concept Pvt. Ltd.
CP-150, Sector-D1
Near Power House Chauraha, Ashiyana
Kanpur Road
Lucknow

Kind Attention: Mr. Sumit Singh (Deputy General Manager)

Subject: Training and Sensitization program on "Cyber Security"

Dear Sir,

We feel privileged to certify that the senior students of Dr. Ram Manohar Lohia National Law University, Lucknow attended a Training and Sensitization program on "Cyber Security" organized under our Post graduate Diploma in Cyber law Program on 19th February 2016.

We certify that the Technical Session conducted by Cyber Expert Sumit Singh of M/s Medhaj Techno Concept Pvt. Ltd. was very beneficial for us. We shall be obliged if your organization shall assist us in many more such Technical sessions, Trainings and workshops.

We wish M/s Medhaj Techno Concept Pvt. Ltd. good luck for future endeavors.

Best Regards
25/02/2016
(Aman Deep Singh)
Assistant Programme Director (PG Diploma in Cyber Law)
Member Cyber Committee RMLNLU
Member Legal Aid Committee RMLNLU
Dr.Ram Manohar Lohia National Law University,
Ashiana,Lucknow.
91+9793085772,8896905083

Assignment-09

AMITY UNIVERSITY

----------UTTAR PRADESH----------

(Established by Ritnand Balved Education Foundation)

LUCKNOW CAMPUS

AMITY INSTITUTE OF INFORMATION TECHNOLOGY

Date: 29/02/2016

To
M/s Medhaj Techno Concept Pvt. Ltd.
CP-150, Sector-D1
Near Power House Chauraha, Ashiyana
Kanpur Road
Lucknow

Kind Attention: Mr. Sumit Singh (Deputy General Manager)

Subject: Technical Session on "Conclave- IT-Industry Readiness & Futuristic Trends"

Dear Sir,

We privileged to certify that the technical session addressed by Cyber Expert Mr. Sumit Singh of **M/s Medhaj Techno Concept Pvt. Ltd.** in Conclave on **"IT- Industry Readiness & Futuristic Trends"** organized by **Amity Institute of Information Technology Lucknow**, which was scheduled on **4th February 2016 at Amity University Lucknow Campus.**

The session has been addressed to more than 200 participants of UG & PG students accompanied with the faculty members of Amity University Lucknow Campus. It was very beneficial and enlightened technical session for our students.

We hope to strengthen the industry-academia relationship in future and good luck to **M/s Medhaj Techno Concept Pvt. Ltd.** for future endeavors.

With regards

Prof. (Dr.) S. K. Singh
Program Director-AIIT

9-3-2016

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Assignment-10

Delhi Public School
(Under the aegis of the Delhi Public School Society, New Delhi)
Sector-19, Indira Nagar, Lucknow-226 016.
Phone : 0522-2717293, 2715128, Fax : 0522-2715682
Website: www.dpsindiranagar.com.
E-mail : dpsindiranagar@superhousegroup.com

To
M/s Medhaj Techno Concept Pvt. Ltd.
CP-150, Sector-D1
Near Power House Chauraha Ashiyana
Kanpur Road, Lucknow

Kind Attention: Mr. Sumit Singh (Deputy General Manager)

Sub: **workshop and training program conducted on "Cyber Crime and securities" for Delhi Public School.**

Dear Sir,

We feel privileged to certify that the senior students around 300 in numbers of **Delhi Public School**, Sector-19, Indira Nagar, Lucknow attended a workshop and training program on **"Cyber Crime and securities"** conducted by your esteemed organization which was scheduled on 8th of May, 2014; duration for the program was four hours.

The program organized by your organization was very beneficial to us. We will be obliged if your organization shall assist us on a project in our institute on "Cyber Crime".

We wish Medhaj Techno Concept Pvt. Ltd. success in the future endeavors.

Regards

Ghazala Afsar
Principal (Delhi Public School)

Date: 10.05.2014
Place: Lucknow

LEGACY OF EXCELLENCE

Other Branches
- Kanpur : DPS - Kalyanpur
- Lucknow : DPS - Eldeco, DPS - Jankipuram, DPS - Gomti Nagar
- Bareilly : DPS - Rampur Road
- Saharanpur : DPS - Delhi Road

9-8-2018

Assignment-11

PMKVY
प्रधानमंत्री कौशल विकास योजना

NAVJYOTI
Transforming Lives & Careers

NAVJYOTI CORPORATE SOLUTIONS

1ST FLOOR, M-46 OLD DLF COLONY, SECTOR 14, GURGAON-122001 (HR)

CERTIFICATE OF CHANNEL PARTNER FOR PMKVY

Medhaj Techno Concept Pvt Ltd

Noida, UP (SDMS Centre ID: 59525)

Has been awarded channel partnership for Training in Noida, UP under PMKVY

October 2015 to March 2016

Gurusharan Khurana
CEO

Date: 1st October 2015

9-3-2016

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

PMKVY
प्रधानमंत्री कौशल विकास योजना

NAVJYOTI
Transforming Lives & Careers

NAVJYOTI CORPORATE SOLUTIONS
1ST FLOOR, M-46 OLD DLF COLONY, SECTOR 14, GURGAON-122001 (HR)

CERTIFICATE OF CHANNEL PARTNER FOR PMKVY

Medhaj Techno Concept Pvt Ltd
Lucknow UP – 226012 (SDMS Centre ID: 53439)
Has been awarded channel partnership for Training in Gurgaon under PMKVY
August 2015 to December 2015

Gurusharan Khurana
CEO

Date: 1st August 2015

9-3-2018

Chief Consultant (Techn...)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

PMKVY
प्रधानमंत्री कौशल विकास योजना

NAVJYOTI
Transforming Lives & Careers

NAVJYOTI CORPORATE SOLUTIONS

1ST FLOOR, M-46 OLD DLF COLONY, SECTOR 14, GURGAON-122001 (HR)

CERTIFICATE OF CHANNEL PARTNER FOR PMKVY

Medhaj Techno Concept Pvt Ltd

Jaipur (SDMS Centre ID: 60819)

Has been awarded channel partnership for Training in Jaipur, Rajasthan under PMKVY

September 2015 to March 2016

Gurusharan Khurana
CEO

Date: 20th October 2015

9-3-2016

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

PMKVY
प्रधानमंत्री कौशल विकास योजना

NAVJYOTI
Transforming Lives & Careers

NAVJYOTI CORPORATE SOLUTIONS

1ST FLOOR, M-46 OLD DLF COLONY, SECTOR 14, GURGAON-122001 (HR)

CERTIFICATE OF CHANNEL PARTNER FOR PMKVY

Medhaj Techno Concept Pvt Ltd

Pune (SDMS Centre ID: 60815)

Has been awarded channel partnership for Training in Pune, Maharashtra under PMKVY

September 2015 to March 2016

Gurusharan Khurana
CEO

Date: 20th October 2015

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

उद्यमी बनते सिद्धिम्
niesbud

राष्ट्रीय उद्यमिता एवं लघु व्यवसाय विकास संस्थान
The National Institute for Entrepreneurship and Small Business Development
(सूक्ष्म, लघु एवं मध्यम उद्यम मंत्रालय, भारत सरकार)
(Ministry of Micro, Small and Modium Enterprises, Govt. of India)

Ref. No.: TRAI/NIESBUD/P-165/14-15 **Dated the Aug. 20, 2014**

To,
M/s Medhaj Techno Concept Pvt. Ltd.
248, IInd Floor Sant Nagar,
East of Kailash, New Delhi

Sub: Training Programmes.

Sir,

This has reference to your recent communication dated 1st August, 2014 and the discussions held with you on the captioned subject.

In this regard, we are pleased to inform that the Institute with a view to spread entrepreneurship/skill culture, in principle is agreeable to lend support to your training activities in the following trades in the Region Subject to the condition that the training programmes will be closely monitored by our Institute throughout the entire duration and t he trainees of the programmes will be certified after complete satisfaction as to their having attended the training programme(s) for full duration as per the Paid Programme.

We will be entitled to receive 15% of the gross fees for such training programme(s). Accordingly, you are requested to provide complete details of the programmes proposed to be so organized in association with us so that further necessary action could be taken accordingly.

Thanking you,

Rajeev Sharma
Chief Coordinator

ए–23, सैक्टर–62, (संस्थागत क्षेत्र), नोएडा–201309, (उ० प्र०), भारत
A-23, Sector-62, (Institutional Area), NOIDA-201309, U.P., INDIA
Tel.(दूरभाष): 0120-4017002, 03, 04, 05, 11, 12, 13 Fax(फैक्स): 0120-2403057, 62 Gram(ग्राम): NIESBUD
E-mail: dg@niesbud.gov.in *Website:* http://www.niesbud.nic.in / http://www.niesbud.org
क्षेत्रीय केन्द्र : डी–98, सैक्टर–4, डीफेन्स कॉलोनी, देहरादून, उत्तराखण्ड, टेलीफैक्स: 0135-2669024
Regional Centre : D-98, Sector-4, Defence Colony, Dehradun, Uttarakhand, Telefax: 0135-2669024

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Assignment-13

Contract for Technical Services

IC NET LIMITED (hereinafter "IC Net"), a corporation incorporated under the laws of Japan, with its principal office located at 27th Floor, Saitama-Shin-Toshin Building, 11-2 Shin-Toshin, Chuo-ku, Saitama-shi, Saitama 330-6027, Japan, and Medhaj Techno Concept Pvt. Ltd. (hereinafter the "Contractor"), locate at 248, 2nd Floor, Sant Nagar, East of Kailash, New Delhi, India, hereby agree as follows:

1. Services:
The Contractor shall form a National Expert Team (hereinafter the "Team") and provide technical services (hereinafter the "Services") to IC Net for the execution of Ex-Post Evaluation of India Maharashtra Transmission System Project (hereinafter the "Survey"). The Services to be rendered by the Contractor are described in the Terms of Reference in the Attachment 1. The Team shall consist of personnel shown below:

Name	Position
Mr. Badar Alam	National Team Leader (Survey Leader)
Mr. S. Siddharth Mehta	Financial Analyst
To be decided	Surveyor 1 (Enumerating and Data Entry)
To be decided	Surveyor 2 (Enumerating and Data Entry)
To be decided	Surveyor 3 (Enumerating and Data Entry)
To be decided	Surveyor 4 (Enumerating and Data Entry)

2. Contract Term:
This Contract shall begin on January 16, 2017 and continue until May 31, 2017.

3. Contract Price:
The following rates shall apply to the payment for the Services rendered by the Contractor. The rates include all taxes required by applicable law.

Item	Price
Consultancy Fee for National Team Leader and Financial Analyst	USD 300 per day
Consultancy Fee for Surveyors	USD 45 per day
Accommodation for National Team Leader and Financial Analyst	USD 40 per day
Daily Allowance for National Team Leader and Financial Analyst	USD 20 per day
Accommodation for Surveyor	USD 15 per day
Daily Allowance for Surveyor	USD 13 per day

All of the rates above include all reasonable costs incurred in the performance of the Services such as travel cost within their headquarter, overtime, overheads cost and any other miscellaneous expenses necessary to perform the tasks specified in the Terms of Reference. The maximum number of working days of the Contractor is as follow:

Team member	Maximum number of working days
National Team Leader	32
Financial Analyst	3
Surveyor	
Enumerating	24 (total for 4 positions)
Data Entry	8 (total for 4 positions)

Working days refer to days actually spent in the Services defined in the Terms of Reference. The ceiling on the number of working days can be changed only with a written agreement between IC Net and the Contractor.

The transportation cost such as vehicle use and economy class airfares incurred by the National Team Leader from his/her base location to the project site during his/her visits shall be provided by IC Net. The transportation cost is separately paid from the fees specified in the table above. In the case of Surveyor, they will be deployed in Maharashtra and necessary cost such as cost for renting a car shall be provided by IC Net.

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

4. Payment:
Full payment shall be made by IC Net to the Contractor after the delivery of the Services and within ten (10) days of receipt of an invoice from the Contractor. The invoice shall contain the following information: name of the Survey, remittance information (bank name, branch name, account name, account number, and swift code), and description of the Services performed.

IC Net shall pay the Contractor only when and if IC Net approves the performance of the Contractor. However, considering the Contractor's long-term engagement in the Services, IC Net may consider paying the Contractor in installments after the delivery of the Services, backed with respective invoice, monthly working record and monthly driving record.

If the payment is made in bank transfer, the Contractor shall bear any and all fees that may arise in India in connection to any and all aspects of billing and receiving payment. IC Net shall bear any and all fees that may arise in Japan in connection to the remittance of payment.

5. Termination:
This Contract may be terminated by IC Net at any time for any reason. In case of termination, the fee will be paid for the Services actually provided by the Contractor up to the termination date. When the Contractor needs to terminate this Contract, the Contractor is encouraged to give as early a notice as possible for IC Net to have sufficient time to find a replacement.

6. Rules and Regulations:
The Contractor shall observe the Rules and Regulations indicated in Attachment 2.

7. Damages:
If the Contractor causes financial or material damage to any Survey property intentionally or with gross negligence, IC Net may order the Contractor to make reparation for a part or the whole of the damage incurred thereby.

8. Indemnification and Liability:
The Contractor shall indemnify and hold IC Net, its officers, employees and agents harmless from and against any and all liabilities, damages, injuries (including death), losses including, without limitation, reasonable attorneys' fees resulting from or arising out of the provision of the Services and in any and all accidents during the provision of the Services.

9. Compliance with Laws and Regulations:
The Contractor shall comply with all applicable laws, regulations and policies relating to the provision of the Services or as otherwise notified by IC Net.

10. Prohibition on Bribery:
The Contractor shall never engage in any form of bribery at any time.

10.1 The Contractor shall not give or offer any remuneration (e.g., money, fee, commission, gratuity, and credit), gift, object of value, or favor in any form to any party, especially a government official, with the intention of inducing or rewarding the party or another person to perform their responsibilities or duties improperly (it does not have to be the person to whom the bribe is given or offered that acts improperly).

10.2 The Contractor shall not accept or request any bribe in any form, as mentioned in the clause 10.1, from any party with the intention of inducing or rewarding the Contractor or another person to perform their responsibilities or duties improperly (it does not have to be the person who accepts or requests the bribe that acts improperly). In particular, the Contractor shall not accept or request any bribe in any form from current or potential vendors or suppliers in exchange for or as a reward for business.

11. Prohibition on Dealing with Antisocial Forces:
The Contractor shall never engage or conduct business at any time with any antisocial forces including but not limited to the following: crime syndicates; racketeer groups; groups engaging in criminal activities under the pretext of conducting social campaigns or political activities; and companies affiliated with such syndicates and groups.

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

12. Governing Law:
This Contract shall be interpreted exclusively in accordance with the laws of Japan. The Japanese courts shall have jurisdiction over any dispute or differences that may arise in connection with this Contract.

IN WITNESS WHEREOF, the parties hereto have executed this Contract, in duplicate, each of which shall be and constitute an original hereof, and they hereby acknowledge that the provisions of this Contract shall be binding upon their respective successors and permitted assignees.

For IC Net

東谷 あかね

Ms. Akane Totani
IC Net Limited
16/1/2017

For the Contractor

Medhaj Techno Concept Pvt. Ltd. New Delhi

Mr. S. Siddharth Mehta
Sr. Vice President
Medhaj Techno Concept Pvt. Ltd.
New Delhi
16/1/2017

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Attachment 1

Terms of Reference
for Technical Services for the Ex-Post Evaluation of
Yen Loan Projects

1. BACKGROUND

The Japan International Cooperation Agency (JICA) conducts the ex-post evaluation activities as part of evaluation and monitoring activities of yen loan projects in the second year after their completion. The main objectives of the ex-post evaluation are as follows.

1) To review the implementation of the project and assess the effectiveness and impact of the project, so that one may draw valuable lessons to be reflected in future yen loan projects to enhance the quality of JICA's assistance.
2) To review the current situation, operation, maintenance and management of the completed project, so that one may make recommendations, if necessary, to the Borrower/Executing Agency to ensure proper operation in the future.

Ms. Akane Totani of IC Net Limited has been selected to conduct ex-post evaluation. Ms. Totani ("Japanese Consultant") will conduct the evaluation research with the assistance of National Survey Team.

2. OBJECTIVE OF THE RESEARCH

The main responsibility of the National Consultant is to provide necessary support to the Japanese Consultant to conduct ex-post evaluation of JICA-financed projects effectively. Ex-post evaluation is exercised in view of the five evaluation criteria, i.e., **(1) Relevance, (2) Efficiency, (3) Effectiveness, (4) Impact,** and **(5) Sustainability**. See the end of the attachment for details.

The following project is subject to evaluation.
1) India Maharashtra Transmission System Project (the "Project")

3. SCOPE OF WORK OF THE NATIONAL CONSULTANT

The National Consultant shall perform the following services during the contract term mentioned in the Contract for Technical Services.

3-1. Before the first field survey:

a. Read and study the material(s) related to the evaluation research provided by the Japanese Consultant.
b. Collect necessary information such as various statistics under the instruction of the Japanese Consultant.
c. Provide expert advice and opinions on evaluation framework, study approach, survey method, schedule, survey questionnaires, etc, prepared by the Japanese Consultant.
d. Financial analyst is expected to provide advice on re-calculation of Economic Internal Rate of Return (EIRR).
e. Contact the executing agencies of the Project and encourage and support them to fill in the questionnaire prepared by the Japanese Consultant.

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

f. In consultation with the Japanese Consultant, select project sites for visits during the first field work period and prepare for a field survey by making logistical arrangements for the visits, hiring local field survey staff, and designing the survey method and the questionnaire.
g. Provide logistical support to the Japanese Consultant such as booking accommodation, hiring vehicles and making appointments with the executing agency and other relevant organizations and personnel.

3-2. During the first field survey*:

a. Accompany the Japanese Consultant to the meetings with the executing agency, other related agencies and in the site visits, provide interpretation (if interviewees do not speak English), coordination and technical advice.
b. Collect necessary information such as various statistics under the instruction of the Japanese Consultant.
c. Conduct necessary interviews or questionnaire surveys with the Japanese Consultant, including testing of beneficiary survey questionnaire.
d. Conduct beneficiary survey including testing and finalizing of beneficiary survey questionnaires in consultation with the Japanese Consultant. The sample size of beneficiary survey is approximately 120 (100 project affected people/beneficiaries, 10 business units, and 10 public institutions etc.) valid responses.
e. Write concise technical reports including the following:
   - Analysis of performance indicators for each sector covered under the Project
   - Recommendations for future improvement
   - Current situation/usage of equipment provided by the Project
   (those visited by the National Consultant and other survey personnel)

***The Japanese Consultant is scheduled to visit India twice. The first visit (January-February 2017) is for conducting the evaluation research. The second visit (April 2017) is for reporting the result of the evaluation to the executing agency.**

3-3. After the first field survey:

a. Conduct follow-up activities such as collecting additional information based on the instruction of the Japanese Consultant and send it to the Japanese Consultant (mostly via email).
b. Report regularly to the Japanese Consultant on the progress of the above data collection.
c. Check the data input and survey results of the beneficiary survey.
d. Based on the data collected, re-calculate Economic Internal Rate of Return (EIRR) for the Project.
e. Provide necessary support and technical advice on the content of evaluation results, recommendations, indicators for monitoring, using of ex-post monitoring sheet, etc., prior to the feedback of the evaluation result to the executing agency.

3-4. During the second field work:

a. Provide logistical support to the Japanese Consultant such as making appointments with the executing agency and other relevant organizations and personnel.

Medhaj Techno Concept Pvt. Ltd. Lucknow

9-3-2017

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

b. Accompany the Japanese Consultant to the meetings with the executing agency and other related agencies, provide interpretation (if interviewees do not speak English), coordination and technical advice.
c. Conduct follow-up activities such as collecting additional information based on the instruction of the Japanese Consultant

3-5. After the second field work:

a. Conduct follow-up activities such as collecting additional information based on the instruction of the Japanese Consultant.

4. EXPECTED OUTPUTS

The National Consultant shall submit the following outputs in a timely manner.

a. Results of the questionnaire survey to the executing agency and related organizations
b. Other documents and data collected in the survey
c. Summary of interviews and the beneficiary surveys (including excel data input)
d. Concise technical reports including
   - Analysis of performance indicators
   - Recommendations for future improvement
   - Current situation/usage of equipment provided by the Project (those visited by the National Consultant and other survey personnel)
e. EIRR calculation sheet
f. Monthly Working Record

5. QUALIFICATIONS OF THE NATIONAL CONSULTANT

- Extensive working experience (more than 15 years) in Electrical Engineering and/or a relevant field
- A master's or more advanced degree in the relevant field
- Good managerial skills to conduct team work
- Excellent command of spoken and written English
- Good communication skills

6. QUALIFICATIONS OF THE FINANCIAL ANALYSIT

- Extensive working experience (more than 15 years) in Financial Management and/or a relevant field (practical experience in re-calculation of Internal Rate of Return (IRR) is most preferable)
- A master's or more advance degree in the relevant field
- Excellent command of spoken and written English

7. QUALIFICATIONS OF THE SURVEYOR

- University student (B.A. holder is preferable)
- Relevant experience in conducting social research
- Good communication skills

Medhaj Techno Concept Pvt. Ltd. 9-3-2018
Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Evaluation Criteria

Evaluation Criteria	
(1) RELEVANCE	Question whether project objectives, overall goals, and project scope were/are in line with the priority needs and concerns of the recipient country at the time of the project appraisal as well as the ex-post evaluation. This criterion will focus on the recipient country's development policy/plan, the needs of beneficiaries, and the donor's policy.
(2) EFFICIENCY	Measure how efficiently the various inputs are converted into outputs of the project during the implementation process (productivity of implementation process). This criterion will examine the appropriateness of inputs such as project cost and its volume, implementation schedule, timing, and institutional/organizational function.
(3)EFFECTIVENESS	Examine the extent to which the project objectives have been achieved in relation to the outputs. This criterion will include quantitative analysis based on the operation and effect indicators of JICA.
(4) IMPACT	Identify the extent to which the overall goal of the project has been achieved, and verify intended and unintended, direct and indirect, positive and negative changes in technical, social-economic, institutional and environmental aspects as a result of the project.
(5)SUSTAINABILITY	Question whether project benefits are likely to continue after completion of the project. This criterion will include a study of technical, institutional, and financial aspects in O&M agency/organization, condition and status of equipment/facilities procured by the project, technology transfer, and ownership of beneficiaries. It will also include an analysis of issues and constraints which may impede sustainability of the project.

Medhaj Techno Concept Pvt. Ltd. * Lucknow *

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Attachment 2

RULES AND REGULATIONS

The Contractor shall observe the following Rules and Regulations, which shall form a part of this Contract:

EXECUTION OF WORK DUTIES

Article 1 The Contractor shall strictly observe these regulations and shall conscientiously apply himself to the execution of the Contractor's duties in accordance with instructions given by IC Net.

PROHIBITIONS

Article 2 The Contractor shall refrain from the following acts:
(1) Defaming IC Net or performing actions detrimental to IC Net's interests.
(2) Divulging to a third party any confidential information learned in the course of his duties. Confidential information includes, but is not limited to: financial information concerning IC Net, and any projects in which IC Net participates; terms of this Contract; and information on IC Net's staff.
(3) Any other action which has been prohibited by IC Net.

ABSENCE

Article 3 When the Contractor is unable to work due to illness, injury or other indisposition, the Contractor shall observe the following procedures:
The Contractor shall obtain a prior written authorization from IC Net to the extent practicable. If it is not possible or practicable for the Contractor to obtain such authorization, he shall submit a written notification as soon as possible after returning to work.

SETTLEMENT OF DISPUTES

Article 4 Any dispute that may arise out of this Contract shall be settled amicably through consultations.

DISCIPLINARY MEASURES

Article 5 If the Contractor violates any of the Rules and Regulations, the Contractor is subject to warning or dismissal at the sole discretion of IC Net.

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

Form TECH-3: Comments And Suggestions On The Terms Of Reference, Counterpart Staff, And Facilities To Be Provided By The Client

A - On the Terms of Reference

No Comments

7-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

B - On Counterpart Staff and Facilities

Details of all schools are covered under this assignment for Urban & Rural Ares shall be provided by the BSEIDC/ DR&T/Nodal agencies.

9-3-2018

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

Form TECH-4: Description Of Approach, Methodology, And Work Plan In Responding To The Terms Of Reference

a) Technical Approach and Methodology

Introduction

The Bihar State Educational Infrastructure Development Corporation Ltd (BSEIDC) has invited sealed proposal for procurement of services of qualified Consultants for Establishing Management Unit to Support *"Enhancing Teacher Effectiveness"* in Bihar Operation.

The way teacher effectiveness is defined impacts how it is conceived and measured and influences the development of education policy. Teacher effectiveness in the narrowest sense referred to a teacher's ability to improve student learning as measured by student gains on standardized achievement tests. Although this is one important aspect of teaching ability, it is not comprehensive and robust view of teacher effectiveness.

Educational change involves changing teachers' beliefs and understanding as a prerequisite to improving teaching practices. Research indicates that teachers require a thorough understanding of the meaning of educational change before there is an acceptance and adoption of new programmes and approaches. For more than two decades, policymakers have undertaken many and varied reforms to improve schools, ranging from new standards and tests to redesigned schools, new curricula and new governance models. One important lesson from these efforts is the repeated finding that ***teachers are the fulcrum*** determining whether any school initiative tips toward success or failure. Every aspect of school reform depends on highly skilled teachers for its success. This is especially true as educational standards rise and the diversity of the student body increases. Teachers need even more sophisticated abilities to teach more complex curriculum to the growing number of public school students who have fewer educational resources at home, those who are new English language learners, and those who have distinctive learning needs.

One of the few areas of consensus among education policymakers, practitioners, and the general public today is that ***improving teacher quality is one of the most direct and promising strategies for improving public education outcomes*** especially for groups of children who have historically been taught by the least qualified teachers. Teachers can have large effects on student achievement.

In recent years, there has been growing interest in moving beyond traditional measures of teacher qualifications, such as completion of a preparation program, number of degrees, or years of experience, in order to evaluate teachers' actual performance as the basis for making decisions about hiring, tenure, licensing, compensation, and selection for leadership roles. A key problem is that current measures for evaluating teachers are not often linked to their capacity to teach. Existing state government and local policies for defining and measuring teacher quality either rely almost exclusively on classroom observations by principals who differentiate little among teachers and offer little useful feedback, or focus on teachers' course-taking records and on paper-and-pencil tests of basic academic skills and subject matter knowledge that are poor predictors of later effectiveness in the classroom. Performance assessments that measure what teachers actually do in the classroom, and which have been found to be related to later teacher effectiveness, are a much more potent tool for evaluating teachers' competence and readiness, as well as for supporting needed changes in teacher education.

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Aside from teacher tests, there is increasing interest in measuring teachers' contributions by directly examining student achievement gains, and there are a number of efforts underway to create systems that incorporate value-added methods for examining student learning gains into teacher evaluation.

Furthermore, since most experts agree that at least three years of data about a given teacher are necessary to achieve a modicum of stability, the direct use of student test score data to evaluate teachers does not help inform judgments about new entrants to the profession. Yet in order to protect students, governments must make judgments about whether professionals are well enough prepared to practice safely and competently as soon as they enter the profession.

Project Objective:

The main objective of the consultancy contract is to provide support for Enhancing Teacher Effectiveness in Bihar with following key focus areas:

1. Developing high-quality teacher education institutions for improved program delivery
2. Enabling certification of unqualified elementary school teachers and their continuous professional development;
3. developing an effective teacher management system with a robust monitoring and evaluation mechanism;
4. improving accountability mechanisms at the school level; and
5. improving financial and governance mechanisms.

Globalization and innovations in technology have led to an increased use of ICTs in all sectors - and education is no exception. Uses of ICTs in education are widespread and are continually growing worldwide. It is generally believed that ICTs can empower teachers and learners, making significant contributions to learning and achievement. And so, as part of its strategic function, the Project Management Unit will support the government in identifying fit-for purpose ICT infrastructure for teacher education in Bihar based on government's strategic direction, align the needs with the latest market trends, and support BSEIDC in procurement, development, deployment, and maintenance of such relevant ICT infrastructure.

ICT permeates the business environment, it underpins the success of modern corporations, and it provides governments with an efficient infrastructure. At the same time, ICT adds value to the processes of learning, and in the organization and management of learning institutions. The Internet is a driving force for much development and innovation in both developed and developing countries. Countries must be able to benefit from technological developments. To be able to do so, a cadre of professionals has to be educated with sound ICT backgrounds, independent of specific computer platforms or software environments. Technological developments lead to changes in work and changes in the organization of work, and required competencies are therefore changing

The followings are the aim and objectives of ICT implementation in education:

1) To implement the principle of life-long learning / education.
2) To increase a variety of educational services and medium / method.
3) To promote equal opportunities to obtain education and information.
4) To develop a system of collecting and disseminating educational information
5) To promote technology literacy of all citizens, especially for students.

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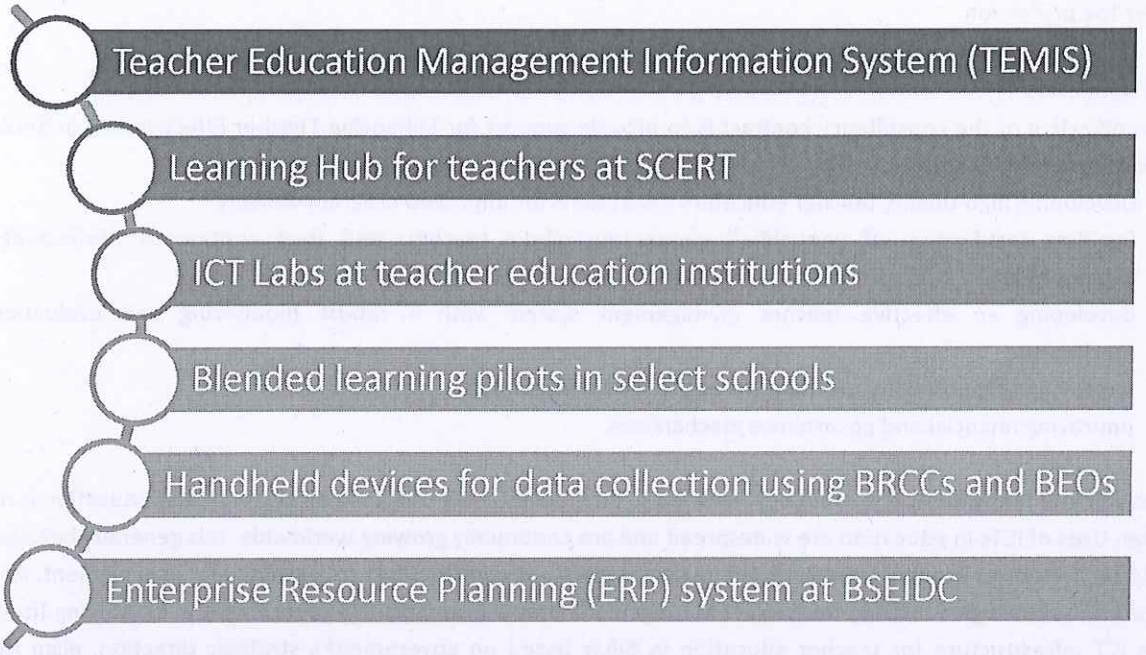
6) To develop distance education with national contents.
7) To promote the culture of learning at school (development of learning skills, expansion of optional education, open source of education, etc.)
8) To promote the culture of learning at school (development of learning skills, expansion of optional education, open source of education, etc.)

BSEIDC has identified following ICT infrastructure has been planned / under implementation as part of the program.



Project Expected Result:

- **Results Area 1:** Developing high quality teacher education institutions for improved program delivery
- **Results Area 2:** Certification of unqualified elementary school teachers and their continuous professional development
  - Pre-service teacher education
  - Continuous Professional Development (CPD) and Leadership Training
- **Results Area 3:** Developing an effective teacher management system with a robust monitoring and evaluation mechanism.
- **Results Area 4:** Improving accountability mechanisms at school level.
- **Results Area 5:** Improved financial and governance mechanisms.

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Scope of Consultancy Services:

The detail activities and responsibilities of the Consultants are stated below:

- Overall Management of Teacher Education Project
- Measure project baseline, deviations, deadlines and performance objectives
- Analyze project financing conditions and result framework of the operation including Disbursement Linked Indicators and their verification protocol.
- Drafting of all key documents related to the project
- Lead and implement the overall financial management of the Teacher Education Program, including preparation of annual budget, monitoring fund flows
- Perform overall monitoring and evaluation of Teacher Education Project.
- Develop monitoring and impact indicator for the project success.
- Manager the procurement and vendor management activities to achieve agreed results.
- Provide advice and implementation support on all aspects of procurement and vendor management.
- Assist in the articulation of specific system requirements as per identified ICT strategies.
- Assist in IT architecture governance activities to ensure that the implementation is in accordance with the architecture design and agreed IT standards.
- Review overall performance of ICT systems, verify and recommend payments to vendors.

Approach

The general approach of the Consultant will be to provide technical and administrative expertise to Employer with an element of excellence. The Consultant's dedicated team proposed for the assignment has been drawn from professionals with extensive experience in the field Teacher Training , project management, financial planning and contract management with concern for environment. The team will ensure:

- The closest possible liasion between the Consultants' team and Client;
- That local conditions, regulations and traditions etc., are fully respected; and
- To provide high quality services for successful implementation of the project

Our specific approach for the project shall be ***Results-Based Management (RBM)*** which is a management strategy that focuses on performance and the achievement of results (outputs, outcomes and impacts).

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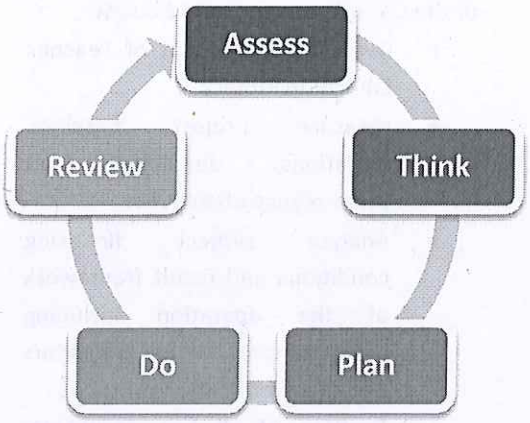
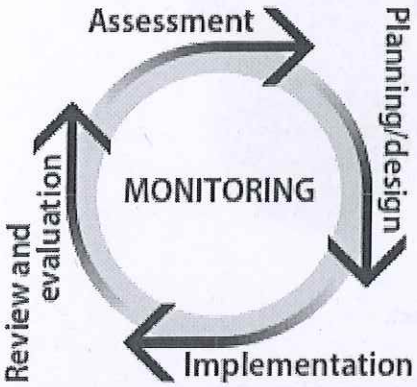
The aim of RBM is to manage an intervention while trying to ensure its relevance, efficiency, effectiveness, impact and other quality criteria.

RBM logic



1. Assess What is the current situation?
2. Think What caused it? Who is involved? What are we going to achieve?
3. Plan How are we going to do it? With whom? When? With what resources?
4. Do Get it done. How is it going? Do we need to adapt
5. Review What went well/badly? What can we learn for next time?



Overview of the major project scope management processes:

1. Initiation—committing the organization to begin the next phase of the project.
2. Scope Planning—developing a written scope statement as the basis for future project decisions.
3. Scope Definition—subdividing the major project deliverables into smaller, more manageable components.
4. Scope Verification—formalizing acceptance of the project scope.
5. Scope Change Control—controlling changes to project scope.

Considerations for Timely Completion of the Project

The Consultants will ensure that various project activities are completed in time as per the work plan through constant monitoring during all stages. The Consultants, based on the experience obtained in several projects of similar nature performed in India and Pan Asia, have identified the following factors which cause delays in the implementation of the project after award of Works Contracts:

- Delay in data availability;
- Delays in payment;
- Lack of adequate resources and their timely deployment by vendor; and
- Delays in decision on contractual matters.

The Consultants will take the following measures to avoid above delays:

- Regular holdings of project review / management meetings in consultation with client;
- Prompt preparation and submission/ approval of documents;
- Regular monitoring of time / work schedule;
- Timely identification, reporting and treatment of unexpected conditions;
- Timely preparation of Alternatives for project execution; and

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Quality Assurance

Effective quality management on the project as required will be achieved through the application of relevant

procedures that include definition of responsibilities and duties, implementation of project planning and review, appropriate verification of inputs and project work, quality auditing and, where necessary, corrective action etc. These procedures will generate quality records which are ensured by establishment and execution of activities and tasks related to QA and QC, based on concepts of ISO standards.

Innovativeness

The Consultants intend to apply the latest and innovative approaches that have been proven and have produced positive impacts towards smooth implementation of similar projects. Some of the innovative approaches to be applied for this project would be:

- Sustainable and Systematic Monitoring of identified KPI's/DLI's;
- Effective implementation of Quality Control Program;
- Sustainable and Systematic Monitoring of Work Program and appraise vendors about their drawbacks for taking remedial actions to ensure progress as per schedule;
- Preparation and Handling of Digital Database for information storing;
- Continuous Revision and Optimization of the Design for Economical and Timely Project Completion; and
- Transfer of technology to staff of Client and to Vendors.

Management Approach

The emphasis of the Consultants will be to ensure a proper management of all the issues related to contracts including the necessary assessment for a proper understanding of contractual aspects and conditions, timely compliance of the contractual requirements, adherence to contract specifications, etc. Therefore, the Consultants' approach to proactive management of services will be based on the following actions:

- Close co-ordination amongst the key stakeholders of the project;
- Systematic and effective working relation within the Consultants' associates;
- Delivery manager duly empowered to act for necessary technical, administrative and financial matters;
- Strict adherence to the work schedule;
- Facilitate dispute management;
- Clearly defined roles and responsibilities for each member of the proposed Team with power delegated by the Delivery Manager;
- Sufficient flexibility to respond to desired changes and directions;
- Systematic procedures for quality control;
- Systematic monitoring of both processes and performance;
- Well-equipped field office setup electronically linked with Home office support;
- Computerized communications in the project;
- Adherence to the contract conditions and technical specifications for the project;
- In-depth knowledge of physical and financial and management information systems at all times.

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Methodology

Based on the in-depth study of RFP, scope of work and previous experience of Consultant's in successfully completing similar projects, Consultant has developed and evolved a methodology based on activity approach and the services are divided into activities.

The initial study phase shall be taken up in two parts firstly on the basis of the ***infrastructure requirement of the schools*** and secondly on the basis of ***training requirement of the respective teachers.***

Task No.	Description of Activity
ACTIVITY D-100: PREPARATORY WORK	
101	Mobilization of Project Team to office at Patna
102	Approval from Other Authorities
103	Data Collection of relevant data pertaining to Inception report
Activity D-200: PROJECT MANAGEMENT	
201	Analysis of the existing education system in the state of Bihar, in terms of types of education boards, no. of schools under respective category
202	Identify the training needs and define the same for rural area and urban area respectively.
203	Submit Inception report for review and approval
204	Prepare project plan with activities, milestones, timelines and resource plan.
205	Prepare and disseminate a RACI matrix for all key tasks and an escalation matrix for management of time/scope creeps.
206	Analyze Project financing conditions and results framework including Disbursement Linked Indicators
207	Prepare key documents of the project.
208	Prepare Training modules both ICT based and physical training.
209	Submit the Teacher Learning Module categorically i.e. subject wise.
210	Design Teacher Exchange Program both national & International
211	Prepare Trainee Assessment System
ACTIVITY D-300: FINANCIAL MANAGEMENT	
301	Preparing of Annual Budget
302	Monitoring of Fund Flow
303	Identify and incorporate legal and fiduciary requirements into capital monitoring and reporting processes.
304	Identify relevant data for external and internal stakeholder information needs.
305	Plan and design systems to collect, store, and analyze project data and to report results
306	Regularly monitor capital projects' financial and project activity information.
307	Reporting on project status and activities.
308	Project close-out.
309	Evaluate monitoring and reporting activities.
310	Internal Controls
311	Liasioning with Government Institutions
312	Monitoring Time Cycles of External Audit
313	Preparation of Financial Reports

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Task No.	Description of Activity
ACTIVITY D-400: MONITORING & EVALUATION	
401	Evolve Progress Monitoring System using Teacher Education Management Information Systems
402	Evolve Progress Monitoring System using Teacher Education Institutional Development Index
403	Evolve Progress Monitoring System using Teacher performance Indicators
404	Monitor Progress
405	Hold Meetings with Employer & World Bank
406	Active Actions on Implementation Plans and Work Programme
407	Maintain School record keeping system
408	Performance evaluation system : ***School Inspection and Evaluation System*** which is carried out by the Ministry of Education to observe and inspect whether schools comply with the rules, regulations and standards set by the relevant authorities,
409	Performance evaluation system: ***Teacher Evaluation System*** whose function will be carried out by relevant education institutions to evaluate the performance of teachers.
410	Recommendations for improving the efficiency and effectiveness of the Project.
411	Risk Assessment
ACTIVITY D-500: PROCUREMENT AND VENDOR MANAGEMENT	
501	Preparation of the annual procurement plan including material planning and budgeting
502	Vendor Management
503	Up-dation of the technical specifications
504	Support in execution of the rate contract
505	Assistance in up-dating the procurement manual
506	Documentation, reporting and MIS up-dation
ACTIVITY D-600: SUPPORT FOR TECHNOLOGY INITIATIVE	
601	System Requirement Specification of the ICT infrastructure
602	Functional Requirement Specification
603	System Architecture including integration with existing infrastructure ensuring system interoperability.
604	Close coordination with the vendor for project monitoring as per Service Level Agreement
605	Conduct Site Acceptance Test & User Acceptance Test
606	Payment Management of the vendor.
ACTIVITY D-700: REPORTING	
701	Inception Report
702	Preparation of Teacher Learning Material
703	System Requirement for ICT implementation
704	Progress Reports (Fortnightly, Monthly and Quarterly)
705	Special Reports for Delays and their Mitigation Action Plan
706	Final Project Closure Report

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Project Management

ASSESSMENT:

The aim of an assessment is to understand a situation in order to identify the problem(s), the source of the problem(s) and the consequences of the problem(s).

PLANNING/DESIGN:

The aim is to define the desired future situation of the affected stakeholders and to determine the objectives, strategies and activities needed to achieve it. At the end of the planning and design phase, a project proposal is produced and ready to implement.

IMPLEMENTATION:

During this phase, activities are carried out to achieve the desired results.

MONITORING:

This is a continuous process throughout the life of the project, involving monitoring and follow-up of all the activities. The resulting progress reports lead to decisions on whether or not an intervention needs to be changed or adapted as the situation evolves.

REVIEW AND EVALUATION:

At a given point in the intervention, an analysis of the situation is carried out, which results in intermediate/final reports that lead to recommendations for and adaptations to the intervention or to lessons learned .

Data Collection

How will the information be collected?

To avoid the creation of parallel information systems and minimize additional costs, the first point of call will be to see if the required information can be collected through existing systems or at least by supporting improvements to existing systems. The point is to build on existing systems and sources, where possible and appropriate, before establishing new ones.

Creating a Comprehensive Teacher Evaluation System

Teacher Effectiveness is generally determined based on the results from a single measure, typically classroom observations and sometimes value-added models. However, using one or even both of these measures cannot account for the many significant ways teachers contribute to the success and well-being of their students, classrooms and schools. Creating a comprehensive score for teachers that includes multiple measures is necessary to capture important information that is not included in most classroom observation protocols or value-added scores. By considering the priorities and intended purpose of evaluation, administrators can strategically choose evaluation measures to create a system that accomplishes its various goals.

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A five-point Definition of Teacher Effectiveness

A research synthesis presents a five-point definition of teacher effectiveness developed through analysis of research, policy and standards that addressed teacher effectiveness.

The five-point definition of teacher effectiveness consists of the following:

- Effective Teacher has high expectations for all students and help students learn, as measured by value added or other test-based growth measure.
- Effective teachers contribute to positive academic, attitudinal and social outcomes for students such as regular attendance, on-time promotion to the next grade, on-time graduation, self-efficacy and cooperative behavior.
- Effective teacher use diverse resources to plan and structure engaging learning opportunities; monitor student progress formatively, adapting instruction as needed; and evaluate learning using multiple sources of evidence.
- Effective teachers contribute to the development of classrooms and schools that value diversity and civic-mindedness.
- Effective teachers collaborate with other teachers, administrators, parents and education professionals to ensure student success, particularly the success of students with special needs and those at high risk for failure.

In devising such system, it is crucial to consider the following main points:

- Teaching contexts differ greatly across subjects, grades, intentional grouping of students in schools, and subgroups of students and between schools with different student population and local circumstances. Thus teacher effectiveness program shall require customization in light of these different contexts and correspondingly incorporation of respective measures.
- The ultimate goal of teacher effectiveness is to improve instruction and student learning. Evaluation should provide information that can be used to identify weaknesses in instruction and to design appropriate strategies for improving instruction. Our approach for designing such evaluation systems would be to integrate summative and formative processes so that summative results are not isolated from professional development efforts but are used in conjunction with formative data to support teachers and help them improve.
- Measure of teacher effectiveness (eg. Classroom observation protocols observation protocols or value added models) are not valid in and themselves for determining teacher effectiveness. Instruments are validated for a particular purpose, and their validity is dependent on whether they are used as intended. A crucial step in obtaining valid information is deciding what is important and then finding a measure that will yield tangible evidence about teachers performance in that area. Multiple measures capturing different aspects of teacher effectiveness should be employed

The paradigm shift in M&E towards performance-based and results-oriented outcomes in the development context, along with current education reform trends paying attention to quality in education, has greatly influenced the current approaches and practices of M&E in the education sector.

Matching Measures to Specific Purpose: There is no single measure that will provide valid information on all ways teachers contribute to student learning . Multiple measures capturing different aspects of teacher effectiveness should be employed.

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Purpose of Evaluation of Teacher Effectiveness	Value-Added	Classroom Observation	Analysis of Artifacts	Portfolios	Teacher Self Reports	Student Rating	Other Reports
Find out whether grade-level or instructional teams are meeting specific achievement goals	✓						
Determine whether a teacher's student are meeting achievement growth expectation	✓		✓				
Gather information in order to provide new teachers with guidance related to identified strengths and shortcomings		✓	✓	✓			✓
Examine the effectiveness of teachers in lower elementary grades for which no test scores from previous years are available to predict student achievement		✓	✓	✓			✓
Examine the effectiveness of teachers in nonacademic subjects		✓		✓		✓	✓
Determine whether a new teacher is meeting performance expectations in the classroom		✓	✓	✓		✓	✓
Determine the types of assistance and support a struggling teacher may need		✓	✓		✓	✓	
Gather information to determine what professional development opportunities are needed for individual teachers, instructional teams, grade-level teams etc.	✓	✓			✓		✓
Gather evidence for making contract renewal and tenure decisions	✓	✓					✓
Determine whether a teacher's performance qualifies him or her for additional compensation or incentive pay	✓	✓					
Gather information on a teacher's ability to work collaboratively with colleagues to evaluate needs of and determine appropriate instruction for at-risk or struggling students				✓			
Establish whether a teacher is effectively communicating with parents/guardians				✓			✓
Determine how students and parents perceive a teacher's instructional efforts	✓	✓				✓	
Determine who would qualify to become a mentor, coach or teacher leader.	✓	✓	✓	✓			✓

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Types Of Monitoring

Compliance Monitoring – ***focusing on inputs***: This is a bureaucratic type of monitoring to ensure that the educational institutions comply with predetermined standards and norms set by rules and regulations. It is mainly focused on educational input of teachers, textbooks, classrooms, teaching equipment etc.

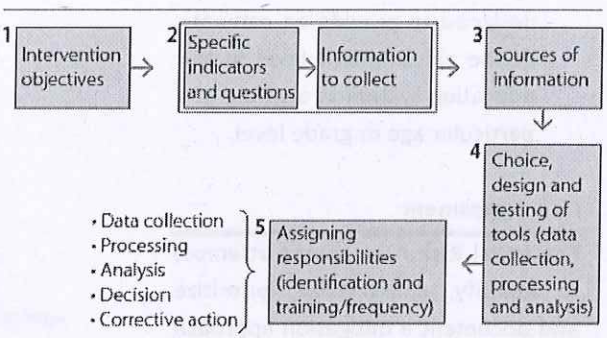
Diagnostic Monitoring – **focusing on processes**: This type of monitoring focuses on the instructional processes relating to what happens in the classroom and whether the students are actually learning what they are supposed to learn. Since the teaching-learning process is equally as important as input variables in education, having such monitoring would give insightful information on explaining the quality of education provided by the educational institutions.

Performance Monitoring – ***focusing on outputs***: The emphasis of this kind of monitoring is on the academic achievement of the students through testing to see what results have been yielded by the investments made in education.

Within a single education system, such types of monitoring, with different instruments, may co-exist, serving different purposes.
Elements of the monitoring system are as follows:

Monitoring Report Format

Objective/Progress:				
Indicator	Baseline	Standard	Monitoring	Observations
Recommendations:				



Components of M&E systems

- **School record keeping system:** This aims to keep information at the school level. This typically includes data on students (school entrance, attendance, academic achievements etc.), teachers (individual profile of teachers), finance (school budget and expenses), and physical facilities (quantity and quality of school building, classrooms, furniture, equipment etc.). Usually information from such systems are consolidated and fed into other M&E systems, such as EMIS.
- **Statistical data system Often called Education Management Information System or EMIS:** This is designed to collect, compile, collate and analyse school level data (students, teachers, facilities, finance etc.) for policy and programme formulation, implementation and monitoring at different administrative levels.

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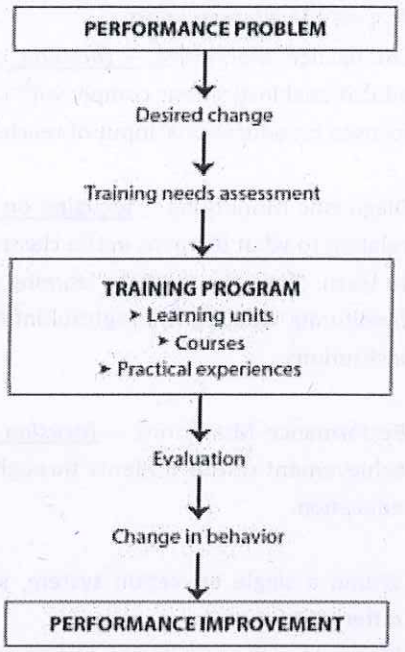
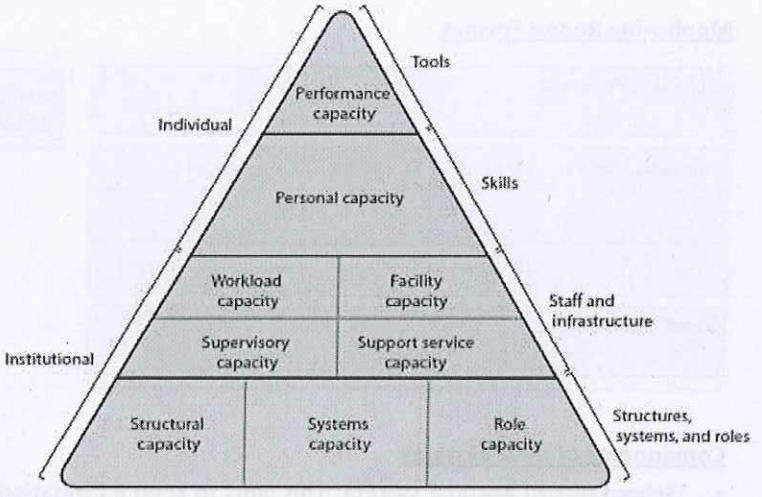
- **Resource management systems:** These could include (i) teacher management (or Teacher Management Information System - TMIS), which is designed to support the management of teachers' recruitment and deployment, and (ii) financial resource management (or Financial Management Information System - FMIS), which conducts the transactions and monitors the financial status of education institutions. (In some cases, such systems are part of a larger system usually managed by the Ministry of Finance.)
- **Performance evaluation system** : This includes (i) a School Inspection and Evaluation System which is carried out by the Ministry of Education to observe and inspect whether schools comply with the rules, regulations and standards set by the relevant authorities, and (ii) a Teacher Evaluation System whose function is carried out by relevant education institutions to evaluate the performance of teachers. (In some cases, such a system is integrated into the TMIS.)
- **Student evaluation system** : This can include (i) an Examination System designed for the purpose of certifying or selecting students, usually covering the main subject areas in the school curriculum, and (ii) a Student Assessment System designed to provide an estimate of the achievement level in the education system as a whole at a particular age or grade level.



Risk Assessment

The initial **Risk Assessment** attempts to identify, characterize, prioritize and document a mitigation approach relative to those risks which can be identified prior to the start of the project.



Source: Adapted from Potter and Brough 2004.

The **Risk Assessment** will be continuously monitored and updated throughout the life of the project, with monthly assessments included in the status report and open to amendment by the Delivery Manager.

Because mitigation approaches must be agreed upon by project leadership (based on the assessed impact of the risk, the project's ability to accept the risk, and the feasibility of mitigating the risk), it is necessary to allocate time into each Steering Committee meeting dedicated to identifying new risks and discussing mitigation strategies.

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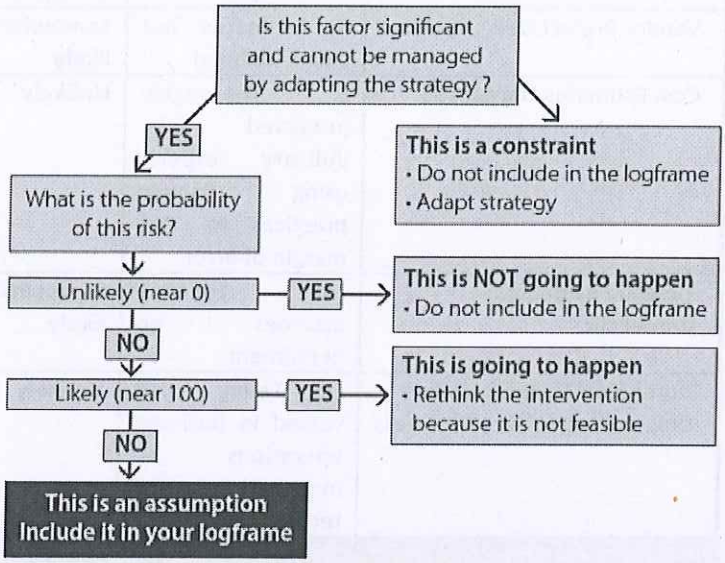
The Project Manager will convey amendments and recommended contingencies to the Steering Committee monthly, or more frequently, as conditions may warrant.

Problem identification shall involve:

1. Stakeholder analysis, including preliminary institutional capacity assessment, infrastructure analysis, and assessment of the needs of other vulnerable groups.
2. Problem analysis – establishing a profile of the main problems, including cause-effect relationships.



Initial Project Risk Assessment

Risk	Risk Level L/M/H	Likelihood of Event	Mitigation Strategy
Project Size			
Person Hours	H: Over 20,000	**Certainty**	Assigned Project Manager, engaged consultant, comprehensive project management approach and communications plan.
Estimated Project Schedule	H: Over 12 months	**Certainty**	Created comprehensive project timeline with frequent baseline reviews
Team Size at Peak	H: Over 15 members	**Certainty**	Comprehensive communications plan, frequent meetings, tight project management oversight.
Number of Interfaces to Existing Systems Affected	H: Over 3	**Certainty**	Develop interface control document immediately
Project Definition			
Narrow Knowledge Level of Users	M: Knowledgeable of user area only	**Likely**	Assigned Project Manager(s) to assess global implications
Available documentation clouds establishment of baseline	M: More than 75% complete/current	**Likely**	Balance of information to be gathered by consultant
Project Scope Creep	L: Scope generally defined, subject to revision	**Unlikely**	Scope intially defined in project plan, reviewed monthly by three groups (Project Manager and Steering Committee) to prevent undetected scope creep
Consultant Project Deliverables unclear	L: Well defined	**Unlikely**	Included in project plan, subject to amendment

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Risk	Risk Level L/M/H	Likelihood of Event	Mitigation Strategy
Vendor Project Deliverables	**M:** Estimated, not clearly defined	**Somewhat likely**	Included in project plan, subject to amendment
Cost Estimates Unrealistic	L: Thoroughly predicted by industry experts using proven practices to 15% margin of error	**Unlikely**	Included in project plan, subject to amendment as new details regarding project scope are revealed
Timeline Estimates Unrealistic	**M:** Timeline assumes no derailment	**Somewhat likely**	Timeline reviewed monthly by three groups (Project Manager and Steering Committee) to prevent undetected timeline departures
Number of Team Members Unknowledgeable of Business	L: Team well versed in business operations impacted by technology	**Unlikely**	Project Manager and consultant to identify knowledge gaps and provide training, as necessary
Project Leadership			
Absence of Commitment Level/Attitude of Management	**L:** Understands value & supports project	**Unlikely**	Frequently seek feedback to ensure continued support
Absence of Commitment Level/Attitude of Users	**L:** Understands value & supports project	**Unlikely**	Frequently seek feedback to ensure continued support
Absence of Mid-Management Commitment	**L:** Most understand value & support project	**Unlikely**	Frequently seek feedback to ensure continued support
Project Staffing			
Project Team Availability	**M:** Distributed team makes availability questionable	**Somewhat likely**	Continuous review of project momentum by all levels. Consultant to identify any impacts caused by unavailability. If necessary, increase committmment by participants to full time status
Physical Location of Team prevents effective management	**M:** Team is dispersed among several sites	**Likely**	Use of Intranet project website, comprehensive Communications Plan
Project Team's Shared Work Experience creates poor working relationship	**M:** Some have worked together before	**Somewhat likely**	Comprehensive Communications Plan
Weak User Participation on Project Team	**L:** Users are part-time team members	**Unlikely**	User Group Participants coordinated by full time employee
Project Management			
Procurement Methodology Used foreign to team	L: Procurement Methodology familiar to team	**Unlikely**	N/A

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Risk	Risk Level L/M/H	Likelihood of Event	Mitigation Strategy
Change Management Procedures undefined	L: Well-defined	**Unlikely**	N/A
Quality Management Procedures unclear	L: Well-defined and accepted	**Unlikely**	N/A
Vendor Management			
Number of Times Team Has Done Prior Work with Vendor Creates Foreign Relationship	**H:** Never	**Certainty**	A comprehensive vendor evaluation and selection process (incorporated into Project Plan) will be employed to predict and define the relationship between the department and the vendor
Team's Lack of Knowledge of Package	**M:** Conceptual understanding	**Somewhat likely**	Comprehensive vendor evaluation and selection process incorporated into Project Plan will assist the team in better understanding the package offering(s)
Poor Functional Match of Package to Initial System Requirements	**L:** Minimal customization required	**Unlikely**	Although a package has not yet been selected, the Consultant has compared the initial requirements with available functionality and determined that a functional match to the initial requirements is very likely. Vendor selection will be based, in part, on how well the proposed application matches defined functional specifications.
Team's Involvement in Package Selection Impacts Success of Implementation	**L:** High involvement in selection	**Unlikely**	Comprehensive vendor evaluation and selection process incorporated into Project Plan

Communications Plan

Disseminating knowledge about the project is essential to the project's success. Project participants desire knowledge of what the status of the project is and how they are affected. Furthermore, they are anxious to participate. The more that people are educated about the progress of the project and how it will help them in the future, the more they are likely to participate and benefit.

This plan provides a framework for informing, involving, and obtaining buy-in from all participants throughout the duration of the project.

Audience This communication plan is for the following audiences:

- World Bank
- Steering Committee
- Engagement Leader
- Delivery Manager
- User Group Participants
- Subject Matter Experts

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Communications Methodology The communications methodology utilizes three directions for effective communication:

Top-Down It is absolutely crucial that all participants in this project sense the executive support and guidance for this effort. The executive leadership of the organization needs to speak with a unified, enthusiastic voice about the project and what it holds for everyone involved. This will be 'hands-on' change management, if it is to be successful. Not only will the executives need to speak directly to all levels of the organization, they will also need to listen directly to all levels of the organization, as well.

The transition from the project management practices of today to the practices envisioned for tomorrow will be driven by a sure and convinced leadership focused on a vision and guided by clearly defined, strategic, measurable goals.

Bottom-Up To ensure the buy-in and confidence of the personnel involved in bringing the proposed changes to reality, it will be important to communicate the way in which the solutions were created. If the perception in the organization is that only the Steering Committee created the proposed changes, resistance is likely to occur. However, if it is understood that all participants were consulted, acceptance seems more promising.

Middle-Out Full support at all levels, where the changes will have to be implemented, is important to sustainable improvement. At this level (as with all levels), there must be an effort to find and communicate the specific benefits of the changes. People need a personal stake in the success of the project management practices.

Communications Outreach The following is a list of communication events that are established for this project: Monthly Status Reports The Delivery Manager shall provide monthly written status reports to the Steering Committee. The reports shall include the following information tracked against the Project Plan:

- Summary of tasks completed in previous month
- Summary of tasks scheduled for completion in the next month
- Summary of issue status and resolutions

Monthly Steering Committee Meeting These status meetings are held at least once per month and are coordinated by the Project Manager. Every member of the Steering Committee participates in the meeting. The Project Manager sends the status report to each member of the team prior to the meeting time so everyone can review it in advance.

Bi-Monthly Project Team Status Meeting These status meetings are held every other month. Every member of the Project Team will be invited to participate in the meeting. Project Manager sends the status report to each member of the team prior to the meeting so everyone can review it in advance.

Website Use User Group Participants and Subject Matter Experts may be updated monthly at the discretion of the Project Manager. Information will be posted to the project's website.

Financial Management Support

The MU will undertake the overall financial management of the Teacher Education Program which will be primarily focused on the following activities:

1. **Preparing of Annual Budget**

A budget is a key element of most grant proposals and serves as a blueprint for spending the project's funds. Budget information about activities planned and personnel who will serve on the project provides reviewers with an in-depth picture of how the project will be structured and managed. The proposed budget must give an

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accurate assessment of all cost items and cost amounts that are deemed necessary and reasonable. If major cost areas are omitted or underestimated, the project, as proposed, will not be considered feasible. Over the course of the project many different stakeholders are going to review the budget, and refer back to it. The decisions made now at the proposal stage will continue through the life of the grant, and others will make decisions based on it at future stages. The following categories shall be determined for preparing an effective budget which shall cover all the vital elements of the project:

a. Cost Group

Most budgets are composed of two kinds of costs: direct costs and indirect costs.

Direct costs are costs that can be identified specifically with a particular sponsored project, an instructional or institutional activity, or one that can be directly assigned to such activities relatively easily with a high degree of accuracy. These costs include expenditures for project personnel salaries and employee benefits, supplies, travel, equipment, telephones, and postage. All direct cost items will be included in the budget.

Indirect costs are incurred by a grantee that cannot be identified specifically with a particular project or program. They include the costs of many services the college provides (procurement, administrative, library, OSP, Technology Transfer Office (TTO), custodial, accounting/finance, and security) as well as building maintenance and depreciation, and utilities. These costs are often referred to as the "cost of doing business", business overhead, or Facilities and Administrative Costs (F&A).

b. Personnel

All personnel from the applicant organization dedicating effort to the project will be listed on the personnel budget with their base salary and effort, even if they are not requesting salary support. Key personnel are defined as all individuals who contribute in a substantive way to the development or execution of the project, whether or not salaries are requested.

c. Equipment and Travel

- **Equipment:** Equipment shall be defined as the item of property which is being brought specifically for the program.
- **Travel:** Travel will be included only for individuals within the institution. The budget justification will include the destination, number of people traveling and dates or duration of your stay for all anticipated travel.

d. Other Direct Costs

Miscellaneous costs cover items such as communication costs (fax, phone calls), courier and postage, e-mail and internet usage, copying and duplication.

2. Monitoring of Fund Flow

Cash flow management needs to adapt to the changing environment quickly. It has to ensure that sufficient funds are readily available to make payments against bills received, without affecting the delivery of goods and services. The following shall be ensured to effectively monitor the fund flow of the project:

a. Identify and incorporate legal and fiduciary requirements into capital monitoring and reporting processes.

Initial efforts will focus on understanding requirements that relate to:

- Auditing and financial reporting needs consistent with generally accepted accounting principles and jurisdictional accounting requirements.
- State and local laws, including such areas as debt capacity limits, voter authorization, capital budgeting requirements, as well as public bidding and reporting requirements.
- Capital project contract language and the jurisdiction's contracting practices.

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- Grant administration and reporting requirements related to the specific grant(s) to be used for the project.

b. Identify relevant data for external and internal stakeholder information needs.

- Identify key stakeholders involved in capital projects, for example, project oversight staff, project engineers, contractors, finance and budget staff, executive management, bondholders, rating agencies, grantors, elected officials, and constituents.
- Identify the business needs of key participants, including timing status, cost activity, and project scope.
- Establish project milestones, performance measures and reporting criteria based on stakeholder needs and legal and fiduciary requirements.

c. Plan and design systems to collect, store, and analyze project data and to report results.

- Decide which system will be the primary system(s) for storing capital project financial and/or operational data.
- Strive for consistency and standardized language when compiling information from various sources. A data dictionary or similar documentation that establishes standards is ideal.

d. Regularly monitor capital projects' financial and project activity information.

- Confirmation that a project plan exists that identifies all required resources and milestone work products and assurance that the project plan is being followed.
- Confirmation that the project's scope has been clearly identified upon completion of final design and that the project stays within scope or that changes to scope have been made consistent with an established process.
- A review of project-related financial transactions to support budget review, auditing and asset management.
- A review of expenditures, both in relation to the current budget, and over the entire project life.
- A review of any project retainages, warranties, or other conditional performance schedules.
- Review of encumbrances and estimates of planned expenditure activity.
- Confirmation of continued availability and appropriateness of revenue sources identified in the capital budget.
- Confirmation of the adequacy of cash flow in relation to project requirements.
- Review of the timing of investment maturities compared to planned project disbursements.
- Review of sources and project uses of bond proceeds and grants.
- Results compared to established measures of performance, including, at a minimum, cost and schedule performance indices.

e. Reporting on project status and activities.

- Provide a comparison of actual results to the project plan, including:
  - Percent of project completed
  - Percent of project budget expended
  - Progress on key project milestones
  - Contract status information including time remaining and percentage used
  - Revenue and expenditure activity
  - Cash flow and investment maturities
  - Funding commitments
  - Available appropriation

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- Comparison of results in relation to established performance measures
- Highlight significant changes to project scope, costs, schedule, or funding.
- To aid in the reporting, an annual snapshot of key schedule, cost estimate, and available funding information should be taken to establish baseline data for performance measures and report components.

f. Project close-out.

Upon project completion, it will be ensured that actions are taken to finalize project activity, including, at minimum:

- Confirming that the project is closed out appropriately within all systems used to manage, monitor and report on the project.
- Confirm that all remaining contract encumbrances are properly closed out and remaining funds are handled appropriately.
- Confirming that the established procedures for user acceptance of project work and final project completion have been followed.
- Confirming that all closeout and reporting requirements of grantors and bond covenants have been completed.
- Confirming that all project close out data is properly recorded on the fixed assets schedule and capital assets are added to the government's capital asset tracking system, if any.
- Confirming that procedures are in place to meet any continuing disclosure or ongoing reporting requirements.

g. Evaluate monitoring and reporting activities.

In order to ensure that capital project monitoring and reporting practices continue to be effective and relevant to the project, jurisdictions should conduct a periodic review of these practices, including at minimum:

- An inspection of reporting data for accuracy and completeness.
- The existence and adequacy of measures used for quality assurance and control in each phase of the project.
- Solicitation of feedback from stakeholders on the adequacy and relevance of reports and reporting tools, including the extent to which business needs are being addressed.
- A comparison of the organization's report format and content to other agencies' practices.
- An assessment of the adequacy of communication between various organizational units.

3. Internal Controls

Internal controls are policies and procedures put in place to ensure the continued reliability of accounting systems. Accuracy and reliability are paramount in the accounting world. Without accurate accounting records, managers cannot make fully informed financial decisions, and financial reports can contain errors. Internal control procedures in accounting can be broken into seven categories, each designed to prevent fraud and identify errors before they become problems.

a. Separation of Duties

Separation of duties will involve splitting responsibility for bookkeeping, deposits, reporting and auditing.

b. Access Controls

Controlling access to different parts of an accounting system via passwords, lockouts and electronic access logs can keep unauthorized users out of the system while providing a way to audit the usage of the system to identify the

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source of errors or discrepancies. Robust access tracking can also serve to deter attempts at fraudulent access in the first place.

c. Physical Audits

Physical audits will include hand-counting cash and any physical assets tracked in the accounting system, such as inventory, materials and tools. Physical counting can reveal well-hidden discrepancies in account balances by bypassing electronic records altogether.

d. Documentation

Standardizing documents used for financial transactions, such as invoices, internal materials requests, inventory receipts and travel expense reports, will help to maintain consistency in record keeping over time. Using standard document formats can make it easier to review past records when searching for the source of a discrepancy in the system. A lack of standardization can cause items to be overlooked or misinterpreted in such a review.

e. Trial Balances

Using a double-entry accounting system adds reliability by ensuring that the books are always balanced. Even so, it is still possible for errors to bring a double-entry system out of balance at any given time. Calculating daily or weekly trial balances can provide regular insight into the state of the system, will allow discover and investigate discrepancies as early as possible.

f. Reconciliations

Occasional accounting reconciliations will ensure that balances in your accounting system match up with balances in accounts held by other entities, including banks, suppliers and credit customers.

g. Approval Authority

Requiring specific managers to authorize certain types of transactions will add a layer of responsibility to accounting records by proving that transactions have been seen, analyzed and approved by appropriate authorities.

4. Liasioning with Government Institutions

The MU shall Liaison with government institutions and organizations concerned with the Project implementation like SCERT, BSEIDC, DIETs, PTECs, BRCs & CRCs, etc. for financial management, data collection, and reporting.

5. Monitoring Time Cycles of External Audit

The MU will manage and coordinate external audit activities so that the required audit reports by the World Bank are available by their respective due dates. Follow up on compliance with the internal/external audit observations shall also be undertaken continuously.

6. Preparation of Financial Reports

All the financial reports regarding the project shall be prepared including but not limited to ensuring the preparation of program financial statements of various entities (BSEIDC, TA Component, and DRT, SCERT & DIETs). The MU will undertake the overall financial management of the Teacher Education Program which will be primarily focused on the following activities:

7. <u>Preparing of Annual Budget</u>

A budget is a key element of most grant proposals and serves as a blueprint for spending the project's funds. Budget information about activities planned and personnel who will serve on the project provides reviewers with an in-depth picture of how the project will be structured and managed. The proposed budget must give an accurate assessment of all cost items and cost amounts that are deemed necessary and reasonable. If major cost areas are omitted or underestimated, the project, as proposed, will not be considered feasible. Over the course of

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g. Approval Authority

Requiring specific managers to authorize certain types of transactions will add a layer of responsibility to accounting records by proving that transactions have been seen, analyzed and approved by appropriate authorities.

10. Liasioning with Government Institutions

The MU shall Liaison with government institutions and organizations concerned with the Project implementation like SCERT, BSEIDC, DIETs, PTECs, BRCs & CRCs, etc. for financial management, data collection, and reporting.

11. Monitoring Time Cycles of External Audit

The MU will manage and coordinate external audit activities so that the required audit reports by the World Bank are available by their respective due dates. Follow up on compliance with the internal/external audit observations shall also be undertaken continuously.

12. Preparation of Financial Reports

All the financial reports regarding the project shall be prepared including but not limited to ensuring the preparation of program financial statements of various entities (BSEIDC, TA Component, and DRT, SCERT & DIETs).

Procurement And Vendor Management

1. Preparation of the annual procurement plan including material planning and budgeting

- Decision on Project scope and completion time
- Identify Required Civil work, Goods and services
- Determine implementation sequence and schedule
- Select equipment packages
- Choosing method of procurement
- Procurement as per WORLD BANK guidelines
- Support the utility in preparation of budget and annual procurement plan for materials.
- The MU shall gather inputs from the field offices, and consolidate at the head-office to prepare the budget and plan.

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- The MU shall also provide support in co-ordination between various departments for finalization and approval of budget within stipulated time

2. **Vendor Management**
   - WORLD BANK shall receive the applications of vendors quarterly. The applications shall be received only during the first month of each quarter for all the items. The applications shall be processed during the next two months of quarter and the list of empanelled vendors shall be issued by the last week of quarter. The MU will also finish the vendor registration in stipulated timelines to maintain the above.
   - The MU shall be responsible for overall management of the vendors from registration to performance evaluation of the vendors.
   - The MU shall evaluate the vendor application, verify all the documents, inspect the factories, and ascertain the financial capabilities and other related matters.
   - The MU shall photograph the factory inspection carried and submit the same to WORLD BANK along with detailed inspection report. The technical evaluation of the vendors shall be carried out by the consultant team at head-quarter. However, the factory inspection shall be carried out by a separate team.
   - The MU shall also evaluate the performance of the existing vendors and flag areas where there vendor has failed to maintain the performance either through quality or time. The MU shall submit the evaluation report as per the periodicity decided by WORLD BANK officials.

3. **Up-dation of cost data**
   - Assist WORLD BANK in updating the cost data book annually as per the purchase orders issued by Head Office and field offices and/or as per the industry standards.

4. **Up-dation of the technical specifications**
   - Update the technical specifications of the materials in line with the latest industry practices, and as per standards laid down by WORLD BANK updated from time to time.

5. **Support in execution of the rate contract and e-reverse auction**
   - The MU shall assist in the co-ordination for execution of the rate contract.
   - The MU shall assist in devising framework for conducting reverse auction through service provider and shall also assist in preparation of the reports if required.

6. **Assistance in up-dating the procurement manual**
   - The MU shall assist in resolving the issues and matters related to procurement manual.
   - The MU shall also be responsible for updating the procurement manual if required from time to time.

7. **Documentation, reporting and MIS up-dation**
   - The MU shall finalize the MIS reports, content and its periodicity in consultation with WORLD BANK.
   - The MIS report will be prepared by consultants at circle offices which shall be consolidated at the Head-quarter etc.
   - The MU shall also properly document the activities undertaken by them on regular basis and submit the same to WORLD BANK.

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b) Work Plan

Please refer Form Tech No.-5 & 6 for detailed work schedule & Personnel Schedule

c) Organization and Staffing

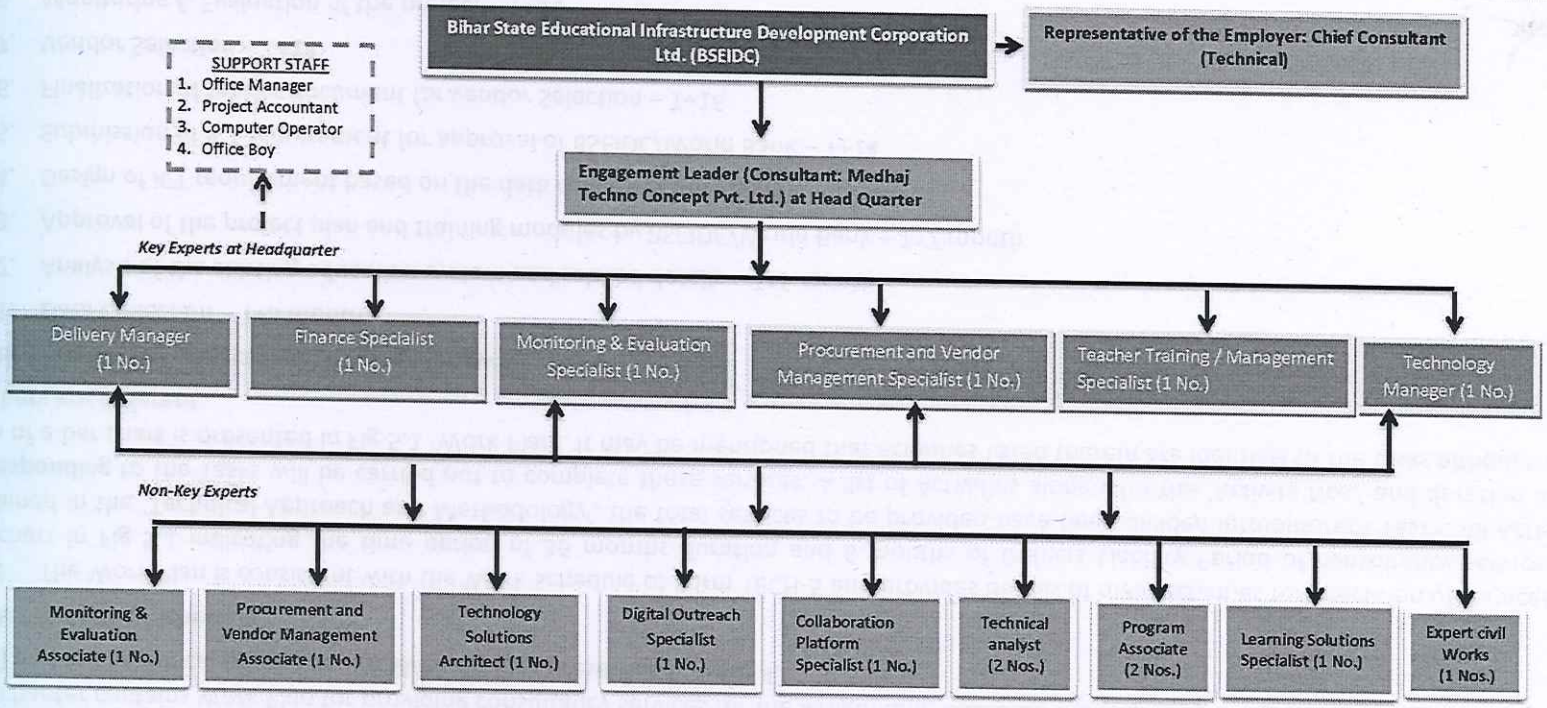

Figure 3.1: Organizational Structure Proposed for the Project

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Form TECH-5: Work Schedule And Planning For Deliverables

General

This chapter contains Work Plan for providing consultancy services for the assignment, based on the requirements given the Terms of Reference (ToR) and our Technical Approach and Methodology presented in **form 4.**

Work Plan (Work Schedule)

5.2.1 The Work Plan is consistent with the Work Schedule of Form TECH-5 and provides details of main activities for execution of services in a bar chart in **Fig 5.1** indicating the time period of 36 months duration and 6 months of Defects Liability Period of consultancy services. As explained in the 'Technical Approach and Methodology', the total services to be provided have been divided into different Tasks. All Activities corresponding to the Tasks will be carried out to complete these services. A list of Activities along with the 'Activity Nos.' and duration in the form of a bar chart is presented in Fig 5.1 'Work Plan'. It may be mentioned that activities listed therein are identical to the tasks although their numbers are different.

The brief outline of project timelines is as follows:

1. Data Collection – T+3 month
2. Analysis of the existing education system and related details – T+5 month
3. Approval of the project plan and training modules by BSEIDC/World Bank – T+7 month
4. Design of ICT requirement based on the data collected and analysis – T+12
5. Submission of ICT requirement for approval of BSEIDC/World Bank – T+14
6. Finalization of tender document for vendor Selection – T+16
7. Vendor Selection – T+18
8. Monitoring & Evaluation of the project – T+36

(T is the date of award of work)

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The activities are broadly placed under the following activity groups:

Activity D-100 : Preparatory Work

Activity D-200	:	Project Management
Activity D-300	:	Financial Management
Activity D-400	:	Monitoring & Evaluation
Activity D-500	:	Procurement & Vendor Management
Activity D-600	:	Support for technology initiative
Activity D-700	:	Reporting

The Consultants will commence the services on the date specified by the Client in writing and will submit the Reports as per the time schedule given in the ToR. The Work Plan for completing the services within this time period is given in a bar-chart format in Fig. 5.1. These charts indicate the period for execution of each task and experts responsible for the same. **Milestones for completion and submission of reports are also given therein.** The Work Plan will be discussed in detail with Client on award of the work and any adjustments required due to site considerations will be incorporated and presented in the First Monthly Report and included in the Inception Report.

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FORM TECH-5
WORK SCHEDULE AND PLANNING FOR DELIVERABLES

Activity No.	Deliverables-1	Duration (in Months) 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 Defects liability period
ACTIVITY D-100: PREPARATORY WORK		
101	Mobilization of Project Team to Patna Office	
102	Approval from Other Authorities	
103	Data Collection of relevant data pertaining to Inception report	
ACTIVITY D-200: PROJECT MANAGEMENT		
201	Analysis of the existing education system in the state of Bihar, in terms of types of education boards, no. of schools under respective category	
202	Identify the training needs and define the same for rural area and urban area respectively.	
203	Prepare project plan with activities, milestones, timelines and resource plan.	
204	Submit Inception report for review and approval	
205	Prepare and disseminate a RACI matrix for all key tasks and an escalation matrix for management of time/scope creeps.	
206	Analyze Project financing conditions and results framework including Disbursement Linked Indicators	
207	Prepare key documents of the project.	
208	Prepare Training modules both ICT based and physical training.	
209	Submit the Teacher Learning Module categorically i.e. subject wise.	
210	Develop a Computer Aided Project Management System (CAPMS) and Management Information System (MIS)	
211	Design Teacher Exchange Program both national & International	
212	Conduct Training on Pilot Basis	
ACTIVITY D-300: FINANCIAL MANAGEMENT		
301	Preparing of Annual Budget	
302	Monitoring of Fund Flow	
303	Identify and incorporate legal and fiduciary requirements into capital monitoring and reporting processes.	
304	Identify relevant data for external and internal stakeholder information needs.	
305	Regularly monitor capital projects' financial and project activity information.	
306	Reporting on project status and activities.	
307	Project close-out.	
308	Evaluate monitoring and reporting activities.	
309	Liasioning with Government institutions	

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Fig 5.1

Activity No.	Deliverables-1
310	Monitoring Time Cycles of External Audit
311	Preparation of Financial Reports
ACTIVITY D-400: MONITORING & EVALUATION	
401	Evolve Progress Monitoring System using Teacher Education Management Information Systems
402	Evolve Progress Monitoring System using Teacher Education Institutional Development Index
403	Evolve Progress Monitoring System using Teacher performance Indicators
404	Monitor Progress
405	Hold Meetings with Employer & World Bank
406	Active Actions on Implementation Plans and Work Programme
407	Maintain School record keeping system
408	Performance evaluation system : School Inspection and Evaluation System which is carried out by the Ministry of Education to observe and inspect whether schools comply with the rules, regulations and standards set by the relevant authorities,
409	Performance evaluation system: Teacher Evaluation System whose function will be carried out by relevant education institutions to evaluate the performance of teachers.
410	Recommendations for improving the efficiency and effectiveness of the Project.
411	Risk Assessment
ACTIVITY D-500: PROCUREMENT AND VENDOR MANAGEMENT	
501	Preparation of the annual procurement plan including material planning and budgeting
502	Vendor Management
503	Up-dation of the technical specifications
504	Support in execution of the rate contract
505	Assistance in up-dating the procurement manual
506	Documentation, reporting and MIS up-dation

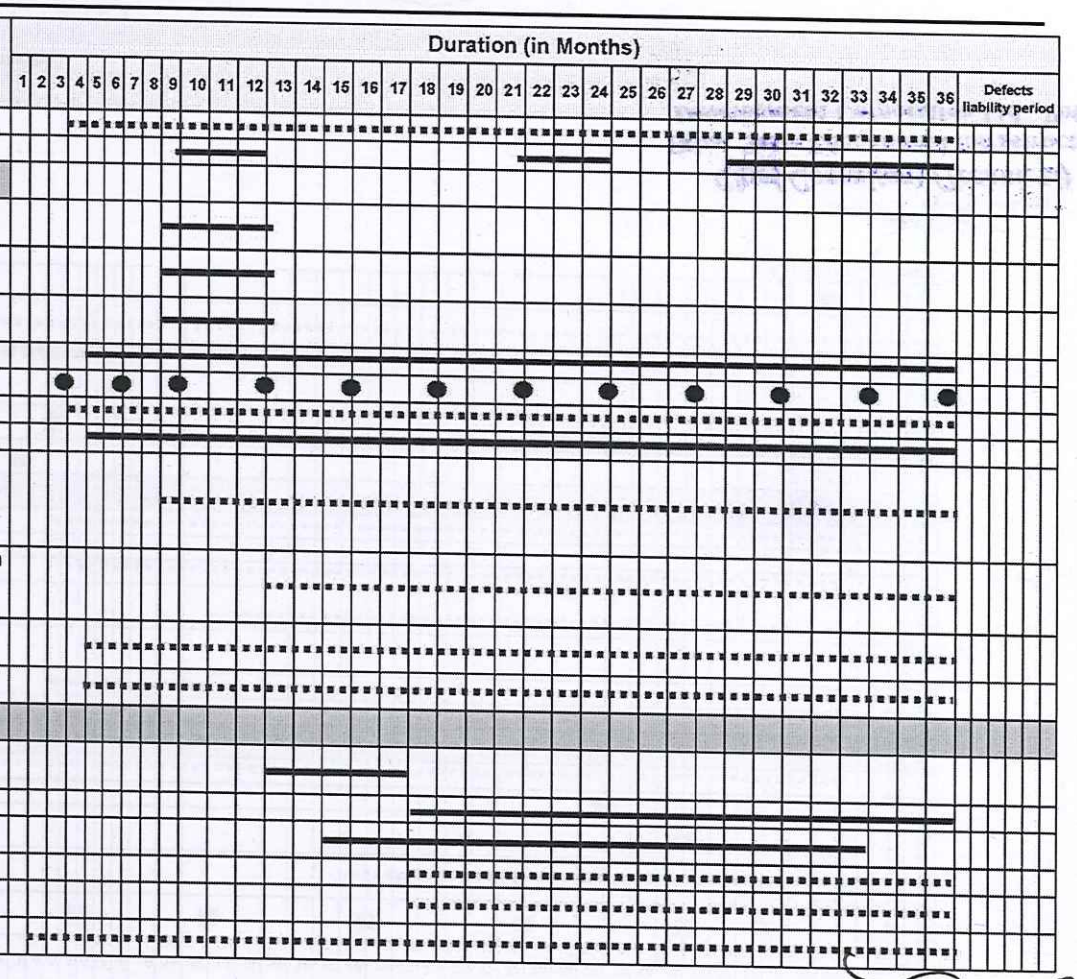

Fig 5.1

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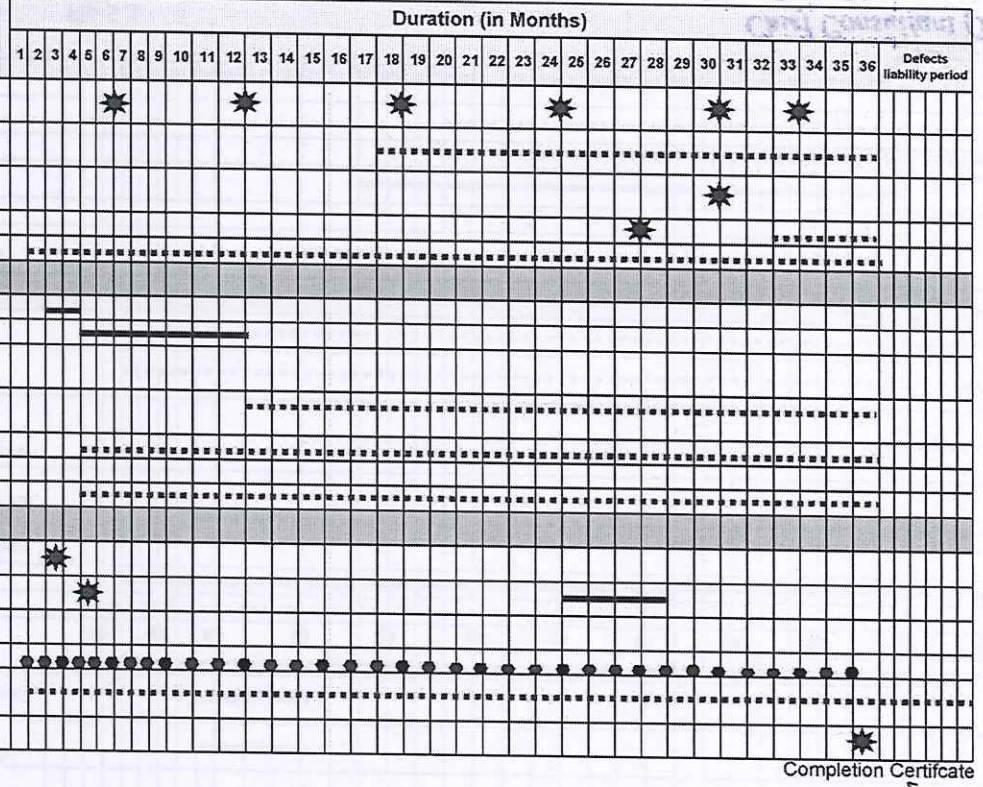
Activity No.	Deliverables-1
507	Periodical Advance Intimation to Employer for Requirement of Funds
508	Prepare Interim and Final Payment Certificates and Monitor the Payment Process
509	Examine Contractor's Request for Extension of Time and Make Recommendations
510	Issue Completion Certificate
511	Provide Co-ordination with Different Agencies
ACTIVITY D-600: SUPPORT FOR TECHNOLOGY INITIATIVE	
601	System Requirement Specification of the ICT infrastructure
602	Functional Requirement Specification
603	System Architecture including integration with existing infrastructure ensuring system interoperability.
604	Close coordination with the vendor for project monitoring as per Service Level Agreement
605	Conduct Site Acceptance Test & User Acceptance Test
606	Payment Management of the vendor.
607	Active Actions on Implementation Plans and Work Programme
ACTIVITY D-700: REPORTING	
701	Inception Report
702	Submission of Teacher Learning Material
703	System Requirement for ICT implementation
704	Progress Reports (Fortnightly, Monthly and Quarterly)
705	Special Reports for Delays and their Mitigation Action Plan
706	Final Project Closure Report



Legend:

- Continuous Activity
- Intermittent Activity
- Site Meetings
- Progress Reports (Fortnightly, Monthly and Quarterly)
- Submission to Client for approval

Note: The activities are based on assumption that the work shall be awarded within 2 months

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Fig 5.1

Form TECH-6: Team Composition, Assignment, And Key Experts' Inputs

Form TECH-6: Team Composition, Assignment, And Key Experts' Inputs

Team Composition

S.No.	Name	Position		Experts's Input (in person month) per each deliverable (listed in Tech-5)						Total Time Input		
				Activity 100	Activity 200	Activity 300	Activity 400	Activity 500	Activity 600	Home	Field	Total
KEY EXPERTS												
K-1	Dr. Hemlata Chari	Engagement Leader	Home	3.5	3	3	2.5	2.5	2	16.5	11.5	28
			Field	1.5	3	3	2.5	1.5	0			
K-2	Mr. Vishal Udhani	Delivery Manager	Home	2	4	0	6	0	0	12	24	36
			Field	2	6	4	4	6	2			
K-3	Mr. Tabish Hasmi	Monitoring & Evaluation Specialist	Home	1	3	2	2	2	2	12	14	26
			Field	1	3	4	2	2	2			
K-4	Mr. Siddharth Mehta	Finance Specialit	Home	1	2	0	6	0	2	11	10	21
			Field	0	2	6	0	2	0			
K-5	Mr. Gaurav Lohani	Procurement & Vendor Management	Home	1	3	2	2	0	1	9	15	24
			Field	1	3	0	4	6	1			
K-6	Dr. Natasha Mehta	Teacher Training /Management	Home	2	2	2	2	2	2	12	8	20
			Field	0.5	2	2	2	1.5	0			
K-7	Dr. Navita Mahajan	Teacher Training /Management	Home	2	2	2	2	2	2	12	8	20
			Field	0.5	2	2	2	1.5	0			
K-8	Mrs. Alka Tripathi	Technology Manager	Home	1	2	2	2	0	2	9	9	18
			Field	0	2	0	2	2	3			
NON-KEY EXPERTS												
N-1	To be declared upon award of work	Monitoring & Evaluation Specialist	Home	1	1	1	3	3	3	12	24	36
			Field	4	6	5	3	3	3			
N-2		Procurement & Vendor Management	Home	1	1	1	3	3	3	12	24	36
			Field	4	6	5	3	3	3			
N-3		Technology Solution Architect	Home	1	1	0	3	3	3	11	25	36
			Field	4	6	3	3	3	6			
N-4		Digital Outreach Specialist	Home	1	8	0	2	1	0.5	12.5	5.5	18
			Field	0	2	0	2	1	0.5			
N-5		Collaboration Platform Specialist	Home	0	1	0	2	0	0	3	15	18
			Field	0	1	0	4	6	4			
N-6		Technical Analyst	Home	1	1	2	1	2	2	9	27	36
			Field	4	6	2	3	6	6			
N-7		Technical Analyst	Home	1	1	2	1	2	2	9	27	36
			Field	4	6	2	3	6	6			
N-8		Program Associate	Home	3	3	3	3	3	3	18	18	36
			Field	3	3	3	3	3	3			
N-9		Program Associate	Home	3	3	3	3	3	3	18	18	36
			Field	3	3	3	3	3	3			
N-10		Learning Solution Specialist	Home	3	3	3	3	3	3	18	18	36
			Field	3	3	3	3	3	3			
N-11		Expert Civil Work	Home	0	0	0	0	4.5	4.5	9	9	18
			Field	0	0	0	0	4.5	4.5			

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Form TECH-6 (Continued): Curriculum Vitae (CV)

1. Engagement Leader

Position Title and No.	**K-1, Engagement Leader**
Name of Expert:	**Dr. Hemlata Chari**
Date of Birth:	13/05/1957
Country of Citizenship/ Residence	Indian

Education

Qualification	Educational Institution	Year of Completion
PhD. In Educational Policy Studies –Educational Administration	University of Alberta, Canada	1999-2004
Post-Graduate Diploma in Guidance and Counseling	National Council of Education Research and Training (NCERT)	1993-1994
M.Phil In Education	University of Mumbai	1989-1993
Master in Education	University of Mumbai	1987-1989
B.A Economics, B.ED	Mumbai University	1963 – 1974

Employment record relevant to the assignment:

Period	Employing organization and your title/ position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
Aug 2015 – Till Date	**Medhaj Techno Concept Pvt. Ltd.- Sr.** Consultant (Education & Trainings) *on Project basis* **For References:** **Mr. Gunjan Tripathi,** Director **Contact No.** 011-41090361 **Email Id:** mtcpl@medhaj.com	India	• Associated in conducting various seminars & workshops in school education and teacher-training ecosystem in India as well as international level • Responsible to handle strategy and transformation projects with managing/leading Central/Central/State Government medium- to large-scale projects in the education sector • Development strategy and broad framework to the trainings/ workshops & other skill development program for **Medhaj Skills"** *(an education and training initiative of Medhaj Techno Concept Pvt. Ltd),*: ➢ **Information Technology** ➢ **Management Training and Retail Management** ➢ **Vocational training and IT Enabled Services** ➢ **Other Emerging Technologies** • **To provide advisory services for delivering the complete training solution** • Leadership mentoring; Learning strategies in the knowledge economy; • Knowledge of teacher development policies, issues, international experiences, and technology-enabled learning models
Jan 2017 till date	**ChalkBoard School Solutions,** Advisor **For references:** Dr. Natasha Mehta, Co-Founder and Director Phone: +91-9004608880/ **Email:** info@chalkboardindia.com	India	• Organize and conducted series of workshops on Personality Development, choosing your career and effective study skills for schools and Colleges • Proactively contact and be available for student advisees on a regular basis, plan for extended hours during pre-registration advising.

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July 2009 - Present	**Alkesh Dinesh Mody Institute of Management Mumbai University**, Teaching Masters of Financial Studies Management (MFSM)- Organizational Behavior	India	Visiting Faculty
Sept 2008- May 2017	**IDOL, University of Mumbai- Deputy Director-Academic**	India	• Heading the department and overseeing the programmes related to open distance and learning programmes of the University
Dec 2006- Sept 2008	**Athabasca University** Special Envoy **For references:** Off:1-780-438-5080/ EMail:margaret.haughey@ualberta.ca	India	• Collaborated with Indian Universities
July 2005 to Dec 2006	**Dean, Research and Training**	India	• Training faculty for Classroom Management in Hospitality & Tourism • Training and teaching students
June 2002- June 2003	**Panvel International Eco-friendly School** Deputy Head, Director of Studies (International Baccalaureate)	India	• Taught Grade 11- Economics & TOK (Theory of knowledge)
1994-1999	**Knowledge-based Network Operational Workshop Private Ltd** Director	India	• Conducted and organized leadership training programs for students from 10 to 21 years of age • Organized career fairs and presentations in schools and colleges • Provided academic and career counseling and consultations • Helped develop a counseling program for graduate students
1997-1999	**South Indian Education Society, College of Education, Sion, India;** Hansraj Jivandas College of Education, Juhu, India; Sophia College Arts and Science, Peddar Road, India; Kapila Khandawala College of Education, Juhu, India; and Sreemati Nathibai Damodar Thackersy Women's University, Juhu, India-Visiting Lecturer	India	• Taught various education-related subjects including Guidance and Counseling, Educational Technology, Educational Administration, Philosophical & Sociological foundations of education. • Conducted various workshops on team building and study skills development
1993-1994	**Center for Education Management** Project coordinator	India	• Conducted training programs for principals, vice-principals, and teachers • Conducted Workshops on teaching methods for English and Mathematics
1990-1992	Kapila Khandawala College of Education; Somaiya College of Education Lecturer	India	• Taught educational technology and educational psychology • Taught methods courses in English and Mathematics

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Bihar State Educational Infrastructure Development Corporation Ltd., Patna

1981-1990	Arya Vidya Mandir School, Juhu, India; Children's Academy High School, Malad, India; St. Joseph's Convent, Jalgoan, India Teacher	India	• Taught mathematics and computer science to elementary students • Taught English, Mathematics and Social Studies to middle and high school students • Taught English, Mathematics and History to middle school students
Note: Dr. Hemlata Chari has the experience of teaching and counselling students from primary school to higher education in college and university since 1983. Her special areas of interest are E-Learning and research and training in education. Presently, she is guiding 8 Ph.D. and 3 M.Phil. students.			

Membership in Professional Associations:

- Membership of ODLAA, ICDE, HERDSA AERA & GFIHE

Publications:

- Chari,H & Haughey, M (2006), ' The Introduction of Online Learning: A case study of YCMOU', Distance Education, Vol.27, No.1, May 2006, pp 87-104, Open and Distance Learning Association of Australia (ODLAA), Australia
- Chari,H & Haughey, M (2006), 'Administrative Issues in a Mega University-The case study of YCMOU, Indian Journal of Open Learning, Vol 15(1), Jan 2006, pp 89-104. Indira Gandhi Open University, New Delhi
- Chari,H & Haughey, M (2005), The Invisible Firewall-Hidden Barriers in conducting Qualitative Research, Research in Distance Education, Australia.
- Haughey, M, Spence, M & Chari, H (Under Review) The extent of technology integration by college teachers in Alberta and Ontario. Canadian Journal of Higher Education
- Chari, H. (1999). "Career choices: selected/ forced—an Indian perspective." International Careers Journal, UK launch edition, (August).
- Chari, H. (1999). "Guidance and Counseling Services: Indian perspective" IAEVG-Newsletter, International Association for Educational and Vocational Guidance, Canada, (May).

Language Skills	*Read*	*Write*	*Speak*
English, Hindi, Marathi & Gujarati	Excellent	Excellent	Excellent

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
As Engagement Leader, play a bridge role between client, project team and other stake holders and shall be responsible for following tasks: • Setting up regular review meetings with the BSEIDC, SCERT, and/or DoE and provide executive reports on progress and key challenges on all activities. • Lead the procurement of relevant vendors, assess their conformance to specifications, requirements and service levels, and manage multiple and diverse stakeholders related to all technology initiatives. • To implement best practices/learning and ensure quality of the highest order in the delivery of the services. • Also assurance necessary continuity throughout the engagement, and the	1. *Name of the Assignment:* Institute of Distance and Open Learning (IDOL), University of Mumbai *Year:* 2008-2017 *Location:* Mumbai, India *Client*: University of Mumbai *Position Held:* Deputy Director- Academic *Activities Performed:* • Overall Academic Management of Distance and Online Learning Programs. • Program Development, Course Content Development • Academic Management for various verticals • Administration of Learning Management System for Academic Delivery, Training and Development. • Need Analysis for new programs and Peer Review of existing content for Quality assurance. • Review of ODL materials & assessment strategies for ODL • Capacity building workshops for teacher educators on use of open resources • Development of m-learning strategies • Develop OER systems; identify OER course to develop based upon state

overall strategic direction.
- Setting up Pre-requisite project management tools, document management system, contract management system, etc. and developing the implementation plan.
- Laying down the business processes and reporting mechanisms within a very short time-frame of being awarded the contract.

needs and preparing report
- Select authors and conduct authoring workshops
- Conduct Master training Workshops
- Develop business model for online platforms for CPD of teachers
- Preparing reports and sharing with TL

2. *Name of the Assignment:* Assignment Athabasca University
Year: 2006 to 2008
Client: Athabasca University
Position Held: Special Envoy
Activities Performed:
- Collaborated with Indian Universities

3. *Name of the Assignment*: Assignment with University/Institution
Year: 2005-2006
Location: India
Position Held: Dean-Research and Training
Activities Performed:
- Training faculty for Classroom Management in Hospitality & Tourism
- Training and teaching students

4. *Name of the Assignment:* Assignment with Knowledge-based Network Operational Workshop
Year: 1994-1999
Location: Mumbai, India
Client: Knowledge-based Network Operational Workshop Private Ltd
Position Held: Director
Activities Performed:
- Conducted and organized leadership training programs for students from 10 to 21 years of age
- Organized career fairs and presentations in schools and colleges
- Provided academic and career counseling and consultations
- Helped develop a counseling program for graduate students

5. *Name of the Assignment:* Assignments with various Colleges
Year: 1997-1999
Location: India
Client: South Indian Education Society, College of Education, Sion, India; Hansraj Jivandas College of Education, Juhu, India; Sophia College Arts and Science, Peddar Road, India; Kapila Khandawala College of Education, Juhu, India; and Sreemati Nathibai Damodar Thackersy Women's University, Juhu, India
Position Held: Visiting Lecturer
Activities Performed:
- Taught various education-related subjects including Guidance and Counseling, Educational Technology, Educational Administration, Philosophical & Sociological foundations of education.
- Conducted various workshops on team building and study skills development

6. *Name of the Assignment:* **Center for Education Management**
Year: 1993-1994
Location: New Delhi, India
Client: Aga Khan Foundation
Position Held: Project Coordinator
Activities Performed:
- Conducted training programs for principals, vice principals, and

	teachers • Conducted Workshops on teaching methods for English and Mathematics 7. *Other Academic Activities/ Innovations Introduced in Teaching:* • Conducted a session on Historical Research at the Workshop on "Research Methodology in social and Behavioral Sciences" organized by the Department of Education, Maulana Abdul Kalam Educational Bhavan,Vidyanagari • Organized MOODLE workshop for faculties across discipline in development of study Material. Subsequently a training program for faculties from other discipline proposes. • Development of video shots/ programmes related to career development and career information as a supplement to the self-learning modules developed for the Online International Diploma Course in Guidance and Counseling- NCERT New Delhi • Worked on developing course material through Open Education Resources using MOODLE • Attended a consultative meet on optimizing the contribution of psychology to school education organized in collaboration with NCERT-Department of Educational Psychology and Guidance and Counseling • Chaired a session on "Learning Management Systems", at the /National Seminar on "Online Learning and Teaching using Learning Management systems" organized by KKCE College.

Expert's contact information : (e-mail : hemchari@hotmail.com , phone : +91 98201 47307)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Dr. Hemlata Chari Hemlata 30/10/2017

Name of Expert | Signature | Date

Kratika Sharma (General manager) 30/10/2017

Name of authorized Representative of the Consultant (the same who signs the Proposal) | Signature | Date

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Bihar State Educational Infrastructure Development Corporation, Patna

2. Delivery Manager

Position Title and No.	**K-2, Delivery Manager**
Name of Expert:	**Mr. Vishal Udhani**
Date of Birth:	**14.04.1986**
Country of Citizenship/ Residence	Indian

Education

Qualification	Educational Institution	Year of Completion
Ph.D.	Devi Ahilya Vishwa Vidyalaya (DAVV), Indore	2016
MBA-CM	Shri Vaishnav Institute of Management, Indore under DAVV	2008

Employment record relevant to the assignment:

Period	Employing organization and your title/ position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
Aug 2017 – Till Date	**Medhaj Techno Concept Pvt. Ltd.-** Consultant (Education & Trainings) *on Project bais* **For References:** **Mr. Gunjan Tripathi,** Director **Contact No.** 011-41090361 **Email Id:** mtcpl@medhaj.com	India	• Associated in conducting various seminars & workshops in school education and teacher-training ecosystem in India as well as international level • Responsible to handle strategy and transformation projects with managing/leading Central/Central/State Government medium-to large-scale projects in the education sector • Development strategy and broad framework to the trainings/ workshops & other skill development program for **Medhaj Skills"** *(an education and training initiative of Medhaj Techno Concept Pvt. Ltd),:* ➢ **Information Technology** ➢ **Management Training** ➢ **Retail Management** ➢ **Vocational training** ➢ **IT Enabled Services** ➢ **Other Emerging Technologies** • **To provide advisory services for delivering the complete training solution** • Leadership mentoring; Learning strategies in the knowledge economy; • Knowledge of teacher development policies, issues, international experiences, and technology-enabled learning models
Sep 2013 – Till Date	**Tata ClassEdge, Mumbai-** Manager-Academic Services, Indore	India	• Product training to the school teachers • Pedagogy training to the school teachers • Driving product usage and sharing feedback with the school management on actual usage • Establishing and maintaining high level of Customer Satisfaction. • Collaborate with other departments to resolve customer issues/concerns. • Managing onsite team of 20+ Onsite School Coordinators • Conducting TNA for schools • Managing the collections from the school • Received Certificate of Appreciation 4 times from Tata ClassEdge

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			for Driving Effective Usage of product in Schools. • Got nominated as a Coach by Tata ClassEdge for Skills Development Certification Program, Trained 8 Managers and 8 Mentors. These 8 mentors in-turn did training for 27 onsite coordinators. • Received Certificate of Appreciation for initiating a project "Report Card Initiative". This is adopted as a major function and also mapped to KRAs of all the delivery employees. • Had done many activities for Customer Delight and received Testimonials for the same
Jul 2010 – Sep 2013	**Altius Institute of Universal Studies, Indore (M.P)** - Academic Coordinator	India	• Managed all academic functions of the institute • Provided academic leadership and selected, trained, developed, managed and lead faculty & staff team members. • IT Trainer at The Institute of Chartered Accountants of India (ICAI), Indore Branch • Taught Computer Application / IT Subjects at UG & PG Level • Exam Controller for ICAI, DAVV and Internal CCE examinations
Jul 2009 – Jul 2010	**Renaissance College of Commerce & Management, Indore (M.P)** - Assistant Professor (Computer Application and IT)	India	• Taught Computer Application / IT Subjects at UG & PG Level • Mentoring students of UG Level
Sep 2008 – Jun 2009	**Agrawal Group – CPS School, Indore- Faculty (Computer Science)**	India	• Taught Computer Application / IT Subjects

Membership in Professional Associations:
Other Courses / Certifications

- **OCA** – Oracle 9i Certified Associate
- **'O' Level** from National Institute of Electronics and Information Technology (DOEACC),New Delhi
- **DST** – Diploma in Software Testing from Seed InfoTech, Pune

Workshops / FDP/ Corporate Training conducted

- Information Technology Training for *ICAI, Indore chapter office.*
- Workshop on "Data Analysis through Excel" at *Renaissance College.*
- Corporate training on "Advance Excel" at *Chola MS General Insurance Company Limited.*
- Corporate training on "Advance Excel and its Applications" at *Cummins Turbo Technologies Limited.*

Research and Publications

- Research paper published in ISBN Book (ISBN: 978-93-81583-45-6), **The Role of Research and Innovative practices to Revamp the Management Education titled** ***"Promising Perspective Of E-Learning In Indian Education".***
- Research paper published in ISBN Book (ISBN: 978-93-80834-74-0), Innovations, Trends and Practices in Indian Service Sector titled "Nascent Role Of Information Technology In India's Service Sector".

Language Skills	*Read*	*Write*	*Speak*
English	Excellent	Excellent	Excellent
Hindi	Excellent	Excellent	Excellent

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
Responsible to provide timely support to the joint review missions and third party validations on following: • Setting up regular review meetings with the BSEIDC, SCERT, and/or DoE and provide executive reports on progress and key challenges on all activities. • He will also exchange the best practices/learning • To ensure quality of the highest order in the delivery of the services. • Responsible for necessary continuity throughout the engagement, and the overall strategic direction. • Setting up Pre-requisite project management tools, document management system, contract management system, etc. and developing the implementation plan. • Laying down the business processes and reporting mechanisms within a very short time-frame of being awarded the contract.	1. *Name of Assignment:* Implementing technology-assisted training activities *Year:* 2010 *Location:* Indore *Client:* The Institute of Chartered Accountants of India (ICAI), Indore *Positions held:* Assistant Professor (Computer Application and IT) *Activities performed:* • Managed all academic functions of the institute • Provided academic leadership and selected, trained, developed, managed and lead faculty & staff team members. • Delivering training programs • Formulating training policies • Implementing technology-assisted training activities • Developing e-learning tutorials • Sustaining training standards • Preparing detailed plans • Training instructors • Evaluating instructor performance 2. *Name of Assignment:* Exam Controller for ICAI, DAVV and Internal CCE examinations *Year: 2012* *Location: Indore* *Client:* ICAI, Devi Ahilya Vishwavidyalaya (DAVV) *Positions held:* Examination Controller *Activities performed:* • Managed all academic functions of the institute • Provided academic leadership and selected, trained, developed, managed and lead faculty & staff team members. • Delivering training programs • Formulating training policies • Implementing technology-assisted training activities • Developing e-learning tutorials • Sustaining training standards • Preparing detailed plans • Training instructors • Evaluating instructor performance • Coordinate the production of draft examination papers by School module teachers for examinations in each semester and for reset examinations. 3. *Name of Assignment: Computer Science Faculty for CPS School.* *Year: 2009* *Location: Indore* *Client: CPS School, Indore* *Positions held: Faculty (Computer Science)* *Activities performed:* • Computer programming, database management, computer analysis • Teach students computer operations and research; how to design programs; and how to analyze computer systems, hardware and software

	• Identifies varying teaching methods that work best for students who learn differently. • Develops and updates curriculum for the classroom. • Conducts research. • Evaluates student performances in class and on tests and provides feedback. • Ensures that the internet in the classroom is used only for appropriate educational purposes. • Strong organizational and time management skills understanding of computer monitors, central processing units, operating systems, hard drives and file storage.

Expert's contact information : (*e-mail:* vishudhani@gmail.com, **Phone**: +91-7898422657)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Vishal Udhani		30/10/2017
Name of Expert	Signature	Date
Kratika Sharma (General manager)		30/10/2017
Name of authorized Representative of the Consultant (the same who signs the Proposal)	Signature	Date

3. Monitoring & Evaluation Specialist

Position Title and No.	**K-3, Monitoring & Evaluation Specialist**
Name of Expert:	**Mr. Tabish Hashmi**
Date of Birth:	**18/01/1972**
Country of Citizenship/ Residence	Indian

Education

Qualification	Educational Institution	Year of Completion
Ph.D. submitted	Patna University	2017
M.A in English literature	IGNOU	2017
PRT(Management)	Patna University	2015
MBA in HR	SMU	2013
B.Ed.	IGNOU	2008
UGC / NET Exam Qualified	UGC	2000
SLET	UGC	1996
M.A. History	Patna University	1994
B.A. (Hons.) History	Patna University	1990

Employment record relevant to the assignment:

Period	Employing organization and your title/ position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
Aug 2017 – Till Date	**Medhaj Techno Concept Pvt. Ltd.- Sr.** Consultant (Education & Trainings) *on Project basis* **For References:** **Mr. Gunjan Tripathi,** Director **Contact No.** 011-41090361 **Email Id:** mtcpl@medhaj.com	India	• Associated in conducting various seminars & workshops in school education and teacher-training ecosystem in India as well as international level • Responsible to handle strategy and transformation projects with managing/leading Central/Central/State Government medium- to large-scale projects in the education sector • Development strategy and broad framework to the trainings/ workshops & other skill development program for **Medhaj Skills"** *(an education and training initiative of Medhaj Techno Concept Pvt. Ltd),*: ➢ **Information Technology** ➢ **Management Training and Retail Management** ➢ **Vocational training and IT Enabled Services** ➢ **Other Emerging Technologies** • **To provide advisory services for delivering the complete training solution** • Leadership mentoring; Learning strategies in the knowledge economy; • Knowledge of teacher development policies, issues, international experiences, and technology-enabled learning models
Apr 2015 – Till Date	**East and West Senior Secondary School, Bela (CBSE) Patna**- Principal	India	• Overall responsibility of running the school administration

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Apr 2013 to Mar 2015	**Patna Muslim High School (CBSE), Patna**- Principal	India	• Supervision of Curriculum Development and Improvement • **Project management, implementation, monitoring, and evaluation of the various <u>competitions/ workshops/ training programs organized by the school management for the advancement of students and teachers both</u>** • Supervision of curricula and Co-curricular Activities, • **Knowledgeable of current trends in education like following in the education ecosystem in India** ➢ **Policies & guidelines followed under MHRD, NCERT, NCTE, CBSE, ICSE, ISC etc.** ➢ **Implementation of international experiences** ➢ **use of technology in education and technology-enabled learning models** • Dealing with external authorities like the government, the state department of education, the High School Education Board and the governing body of the school, • CBSE affiliation process-paperwork, State Education department - coordination. • Managing Schools for proving Academic Training to teachers and ensuring maximum usage of the digital content in the School. • Providing Teacher Training on Interactive Board and use of Digital Content. • **<u>Organizing Inter branch competitions/ workshops/ training programs for the betterment of students and teachers both.</u>** • Supporting Resource coordinators for operational services and Providing Training on various applications and solutions to Schools. • Played the key role in the designing & drafting e-learning modules using simulation software for Digitally Tutorial. • Providing support to Co-Trainers & Resource Coordinators through mentoring, observation, and feedback. Training Feedback Analysis & Review of Training Reports. • Execution of Training Calendar and Training Schedules and Keeping the training cost within stipulated budgets. • Filing of academic correspondence reports, competition brochures and related documents in respective files. • To ensure that all reasonable precautions are taken to safeguard the health and general wellbeing of staffs and students of school.
Feb 2007 to Mar 2013	**Acharya Sudarshan Public School (CBSE), Jainagar**- Principal	India	
Feb 2004 to Jan 2007	**Holy Child English Academy (ICSE, ISC), Malda, W.B.**- Vice-Principal	India	
Aug 2000 to Feb 2004	**DAV, Public School, Patna**- Teacher	India	• Conducting classes of history for the High School and Senior Secondary students

			• Conducting co-curricular activities

Membership in Professional Associations:

- Visiting faculty for degree students in the Department of Distance Education(English), Patna University since July 2015.Other Courses / Certifications

Computer Proficiency:

- Advance Diploma in Computer Application (ADCA) "A" Level from XL College of Computer Science, Patna.

Published Work:

- "Wonderful Panorama of Mithila Painting A saga of women Empowerment" in International Journal, Wisdom Herald, 2014.
- Medieval Reality India (Book), New Asian Age Publication, New Delhi in 2012.
- Beneath Partition, We and You, Aligarh 2010.
- Inching Forward, Sahara Weekly, New Delhi 2007 & 2008.
- Partition of India, Competition Wizard, New Delhi, 2006.

Seminars/ Conferences/ Workshop Paper Presentations:

- Presented paper on Different shades of Mithila Painting through power point in a seminar hosted by Ministry of Youth Culture, Bihar Govt. from 28th Feb to 2nd March 2014.
- Presented paper on "A Study of the Role of Government vis-à-vis Status of Children of the Schedule Caste in Haryana" in National Conference on "Caste and Social Exclusion: Issues and Challenges in Haryana" at CRS Institute of Social & Economic Change, M D University, Rohtak, Haryana between 19th - 21st January, 2013.
- Presented paper on the significance of Armenian Diaspora in Indian Economy in UGC Sponsored National Seminar on 5-6 March, 2014.
- Participated in one day program on "Stress Management and Performance Enhancement" organized By O P JINDAL UNIVERSITY 3rd September 2016.
- **Participated CBSE Workshop for Principals "Effective School Management and Leadership" in Patna from 25th-29th September 2013.**

Awards and Achievements :

- Leadership Award 2015 from HRD, Govt. of India.
- K.B.L Scholarship for Research-2001.
- National Merit Scholarship (Matriculation) -1984.

Language Skills	*Read*	*Write*	*Speak*
English, Hindi and **Bihari**	Excellent	Excellent	Excellent
Urdu	Good	Good	Good
Persian & Arabic	Fair	Fair	Fair

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
As Monitoring & Evaluation Specialist, play a bridge role between client, project team and other stake holders and shall be responsible for following tasks: • Perform overall monitoring and	1. *Name of Assignment:* Overall responsibility of running the school administration and **Project management, implementation, monitoring, and evaluation of the various competitions/ workshops/ training programs organized by the school management for the advancement of students and teachers both.**

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evaluation of Teacher Education Project including but not limited to developing annual reporting including teacher management reports (TEMIS), institutional functioning of DIETs, PTECs and BRCs as key entities for training delivery (TEIDI), teacher performance tracking systems, on-site monitoring support and trainee assessment systems, School Management Committees' reporting, tracking DLIs and operations outputs and outcomes, and evaluating the operation's effectiveness • To develop an effective teacher management system with a robust monitoring and evaluation mechanism; improving accountability mechanisms at the school level; and improving financial and governance mechanisms. • Responsible for managing the monitoring and reporting requirements with regards to the World Bank support, including reporting on the Results Framework, Disbursement Linked Indicators (DLIs) and their verification, and other program achievements. • Ensuring requisite infrastructure of TE Institutions – requires monitoring and reporting on infrastructure upgradation work at teacher education institutions	*Year:* 2000 – Till Date *Location:* **Bihar** *Positions held:* **Principal/ Vice Principal/ Academic Head & Teacher of Various Schools in Bihar State** *Activities performed: As* Principal/ Vice Principal/ Academic Head & Teacher of Various Schools responsible for following: • Supervision of curricula and Co-curricular Activities, • **Knowledgeable of current trends in education like following in the education ecosystem in India** ➢ **Policies & guidelines followed under MHRD, NCERT, NCTE, CBSE, ICSE, ISC etc.** ➢ **Implementation of international experiences** ➢ **use of technology in education and technology-enabled learning models** • Dealing with external authorities like the government, the state department of education, the High School Education Board and the governing body of the school, • Organization of internal responsibilities of the school, the school office and administering the school budget and the school plant. • CBSE affiliation process-paperwork, State Education department - coordination. • Managing Schools for proving Academic Training to teachers and ensuring maximum usage of the digital content in the School • Providing Teacher Training on Interactive Board and use of Digital Content. • **Organizing Inter branch competitions/ workshops/ training programs for the betterment of students and teachers both.** • Supporting Resource coordinators for operational services. • Played the key role in the designing & drafting e-learning modules using simulation software for Digitally Tutorial. • Providing support to Co-Trainers & Resource Coordinators through mentoring, observation, and feedback. • Training Feedback Analysis and Review of Training Reports. • Execution of Training Calendar and Training Schedules and Keeping the training cost within stipulated budgets. • Filing of academic correspondence reports, competition brochures and related documents in respective files. • To ensure that all reasonable precautions are taken to safeguard the health and general wellbeing of staffs and students of school.

Expert's contact information : (*e-mail:* tabish_hashmi@rediffmail.com, **Phone:** +91-9771248300)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

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Tabish Hashmi		30/10/2017
Name of Expert	Signature	Date
Kratika Sharma (General manager)		30/10/2017
Name of authorized Representative of the Consultant (the same who signs the Proposal)	Signature	Date

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4. Finance Specialist

Position Title and No.	**K-4, Finance Specialist**
Name of Expert:	**Mr. S. Siddharth Mehta**
Date of Birth:	**23/12/1979**
Country of Citizenship/ Residence	Indian

Education

Qualification	Educational Institution	Year of Completion
MBA in Finance	Chetana's R.K Institute of Mgmt. & Research, Mumbai	2004
B.E. in Industrial Production Engineering	K.J Somaiya college of Engineering	2001

Employment record relevant to the assignment:

Period	Employing organization and your title/ position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
Jul 2011- Till Date	**Medhaj Techno Concept Pvt. Ltd., New Delhi-** Sr. Vice President **For References:** **Mr. Gunjan Tripathi,** Director **Contact No.** 011-41090361 **Email Id:** mtcpl@medhaj.com	India	As. Sr. Vice President and Finance Expert, Mr. Mehta is responsible for: • Execution of projects by implementing government accounting policies and procedures • Financial planning and budgeting. • Proving • **Conducted training session on Financial Management and Budgeting on behalf of Medhaj under PMKVY, a Central Government scheme to promote child education in india** • Forecasting of retail tariffs. • Extensive financial management experience in results based programs financed by international development organizations. • Power supply study, market assessment and tariff projections. • ARR and Tariff filing on behalf of the utilities. • Financial analysis of the power sector utilities • Commercial and legal assistance Public Private Partnership • Bid process management. • Preparation of Financial Models & ARR Petition
Oct 2006– Jun 2011	**CRISIL Risk and Infrastructure Solutions Ltd.-** Financial Expert	India	• Development of a conceptual framework and assistance in selection of an appropriate PPP model for UPPTCL. • Analysis of applicable laws, regulations, and other statutory provisions applicable to PPP in Transmission projects in India for UPPTCL. • Preparation of financial model for bid evaluation for UPPTCL. • Consultancy for Policies & Regulatory Compliance and Revenue Requirement Filing etc. (on retainer ship basis) in Distribution Companies in Rajasthan. • Assistance in preparing the ARR and Tariff Petition for the FY11, FY12 & FY13 for all three Discoms. • Assistance in development of cost of service model

			• Analysis & development of quarterly FPPCA and assistance in filing of FPPCA Petition • The assignment was for three years and was executed in three countries namely Vietnam, New Zealand and Thailand. • Financial planning and budgeting
Apr 2004 – Sep 2006	Deputy Manager- **Feedback Ventures Pvt. Ltd.**	India	• Market Assessment of the state of Maharashtra • Development of a financial model for Maharashtra • Preparation of detailed financial model for computing Tariffs for Citigroup Venture. • Review of valuation and assessment of returns based on revenue projections for Citigroup Venture. • Filing of the Demand Supply Gap Petition to the PSERC • Preparation of Model Power Purchase Agreement • Approval of the PPA from the PSERC. • Preparation of Financial Model for JSERC. • Review of previous ARR filing and Tariff order & Analysis of data for JSERC • Preparation of State Level transmission Investment Planning report for JSERC.

Membership in Professional Associations and Publications: Nil

Language Skills	*Read*	*Write*	*Speak*
English	Excellent	Excellent	Excellent
Hindi	Excellent	Excellent	Excellent

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
• Supervision and monitoring of all financial activities, progress, billing, taxation etc. • He will be responsible for financial analysis of the project, determination of financial viability and suggest measures to make the project most financially viable. • He will also be responsible for preparation of all the estimates for this. He shall coordinate with all relevant departments for this purpose. • Lead and implement the overall financial management of the Teacher Education Program, including but not limited to preparing of annual budget proposals relevant to the World	1. *Name of Assignment:* Provided training sessions on various financial & regulatory courses under Pradhan Mantri Kaushal Vikas Yojana (PMKVY) at Noida (UP), Gurgaon (Haryana), Jaipur (Rajasthan), Pune (Maharashtra) as Channel Partner of Novjyoti Corporate Solutions, Gurgaon *Year:* Aug 2015 – Mar 2016 *Location:* Noida (UP), Gurgaon (Haryana), Jaipur (Rajasthan), Pune (Maharashtra) *Client:* Novjyoti Corporate Solutions, Gurgaon *Positions held:* Technical Advisor cum Financial Expert *Activities performed:* • To conduct skill development training & Certification to successful candidates. • Also impart training in Soft Skills, Entrepreneurship, Financial and Digital Literacy. • Preparation of detailed analysis reports for conducted trainings. • Assisted the project team in drafting content of training material as well as methodologies to be adopted during training. 2. *Name of Assignment*: Assisted the World Bank in preparation of readiness checklist to facilitate the Identification of the most suitable states for implementation of the rooftop projects and organized a workshop on a pan India level once the readiness checklist is prepared.

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Bank project, monitoring fund flows and internal controls, supporting SCERT/DIETs in operating using the mainstream treasury systems and BSEIDC in strengthening its financial management practices, building accounting capacity in the DRT and SCERT, and monitoring time cycles of external audits of BSEIDC.

- Undertake all financial activities related to budget, providing technical support to expedite the operation as per the established processes for disbursement of funds for different activities related to project including but not limited to funds under the TA component being disbursed and spent using World Bank disbursement and procurement rules with appropriate arrangement of budget and flow of funds, accounting, internal controls, interim and annual reporting.
- Preparation of all financial reports related to the program including but not limited to ensuring the preparation of program financial statements of various entities (BSEIDC, TA Component, and DRT, SCERT & DIETs).

Location of Assignment: PAN India
Position: Regulatory Advisor
Client: The World Bank
Activities Performed: To provide financial advisory on various aspects to execute following activities:

- Assistance to World Bank in preparation of Discom readiness checklist the identification of the most suitable states for implementation of the rooftop projects
- **Assist the World Bank to organizing the workshops on OPAN India Level basis**
- **Assist the World Bank in preparing presentations and in doing all the groundwork in organizing the workshops.**
- Assist the World Bank from project preparation and appraisal to Board delivery stage in terms of identifying technical assistance and capacity building and minor investment requirements of Disoms in order to get ready for implementation of their states 'Net Metering Policies
- Assistance to World Bank in preparing and imparting training programs to State Discom Official.

3. *Name of Assignment:* **Project Management Agency (PMA)** to provide services for implementation of service connections to APL Households under State in 7 Circles under the jurisdication of NBPDCL **and Project Management Agency (PMA)** to provide services for supervision of Rural Electrification works under RGGVY in XIIth Plan & 11th plan Phase-2 in 21 districts of NBPDCL
Year: 2015 - Present
Location: Bihar
Client: North Bihar Power Distribution Company Limited
Positions held: Project Coordinator & Financial Advisor
Activities performed:
   - **Technical feasibility analysis comprising study of the existing infrastructure,** fixing desired state of infrastructure, gap analysis and cost estimates and capital expenditure plan for the project.
   - To provide and implement an efficient and comprehensive reporting mechanism required for effective decision making by senior management during execution of works.
   - **To monitor the effectiveness of funds disbursed with respect to the works completed**
   - To identify and highlight potential risks observed in project progress with respect to time delays and cost overruns
   - To assist in taking remedial actions to avoid slippages, cost and time overruns, delays by the contractor
   - To ensure that effective Contract Administration is achieved.
   - All other works as detailed in the RFP.
4. *Name of assignment or project:* Appointment of Technical Consultant for Udaipur, Ajmer and Jodhpur City distribution system on PPP model.
Year: 2014-15
Location: Rajasthan
Client: WAPCOS Limited
Position held: Project Manager
Activities Performed:

- **Technical feasibility analysis comprising study of the existing infrastructure,** fixing desired state of infrastructure, gap analysis and cost estimates and capital expenditure plan for the project.
- **Financial analysis and project structuring such as computation of Internal Rate of Return (IRR) over a concession period of 25 years, risk analysis, techno-economic justification, schedules of concession agreement infrastructure, etc.**
- Techno-Economic justification: Evaluation and assessment of the technical feasibility and economic justification and financial viability of the Project, including identification of the possible technical and commercial risks together with suggested mitigation options.
- **Transaction Advisory assistance for the appointment of Private Player Udaipur, Ajmer and Jodhpur City.**
- **Financial Analysis**
- ***Cost estimates and capital expenditure plan:***
  - **Demand projections**, including consumer mix, as submitted to and approved by the state regulatory commision
  - Evolving Tentative Business Plan for the next 5 years.
- **Provide an estimate of the investment required to bring about the desired changes /best practices/improvements in the defined timeframe.**

5. *Name of assignment or project:* CAPEX Review and Capitalization of Assets for Delhi Transco Ltd. (DTL)
   Year: 2012; *Location:* Delhi
   Client: Delhi Electricity Regulatory Commission
   Position held: Project Leader
   Activities Performed:
   - **Verify the year-wise capitalization during FY 2007-08 to FY 2010-11 of the power utilities in Delhi.**
   - **Benchmarking of capital expenditure** incurred by the power utilities with other leading utilities.
   - Financial analysis and project structuring such as computation of **Internal Rate of Return (IRR) over a concession period of 25 years, risk analysis, techno-economic justification, schedules of concession agreement infrastructure,** etc.
6. *Name of assignment:* **Assistance to Government of Singapore (GIS) in forecasting the retail Tariffs** in the states of Maharashtra and Tamil Nadu.
   Year: Feb 2007- March 2007, *Location :* Maharashtra
   Client: **Government of Singapore (GIS)**
   Main Project features: Assignment also includes understand the likely trends in **Tariff** of various consumer categories in these states, to assess the feasibility of GIS investments in these states.
   Positions Held : Financial Analyst
   Activities performed:
   - Assessment of consumer category wise power demand in two states
   - Assessment of merit order dispatch, power purchase cost and other costs
   - **Preparation of detailed financial model for computing Tariffs**
   - Projection of consumer category wise Tariffs based on SERC approach in the State
7. *Name of assignment:* **Assistance to Citigroup Consultant Capital International** in market assessment, Tariff projection for

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Year : March 2007, *Location :* Tamil Nadu, Karnataka, Maharashtra
Client : **Citigroup Venture Capital International**
Main Project features: Citigroup Venture Capital International in market assessment, **Tariff** projections for Tamil Nadu, Karnataka, Maharashtra & review of Arkay Energy Raameshwaram & Ind Bharat Power Gencom Ltd
Positions Held : Team Member
Activities performed:

- Commercial due diligence and review of financial model
- Assessment of consumer category wise power demand in 3 states
- Assessment of merit order dispatch, power purchase and other costs
- Preparation of detailed financial model for computing **Tariffs**
- Projection of consumer category wise **Tariffs** based on SERC approach in the State
- Review of valuation and assessment of returns based on revenue projections

➡ *Name of assignment:* **Business valuation and transaction assistance to private players**
Year: 2007
Location : Arunachal Pradesh
Main project features: **Business** valuation and transaction assistance to private players (confidential) for picking up equity in generation plants in India.
Positions Held : Team Member
Activities performed: Mr. Siddharth was involved in **Business** valuation of a hydel plants in the state of Arunachal Pradesh

➡ *Name of assignment:* **Assistance to Punjab Electricity Regulatory Commission (PSERC) in Preparation of the Regulations for open access,**
Year: May 2004 –Sep 2005; *Location:* Punjab
Client: Punjab Electricity Regulatory Commission
Main project features: Punjab Electricity Regulatory Commission in Preparation of the regulations for open access
Positions Held: Team Member
Activities performed: Mr. Siddharth was involved in following activities :

- Preparation of a concept paper for financial management systems and procedures including, Preparation of the final guidelines for the same

Expert's contact information : (*e-mail:* siddharth.mehta@medhaj.com *Phone:* 9999724647)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

S. Siddharth Mehta		30/10/2017
Name of Expert	Signature	Date
Kratika Sharma (General manager)		30/10/2017
Name of authorized Representative of the Consultant (the same who signs the Proposal)	Signature	Date

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5. Procurement and Vendor Management Specialist

Position Title and No.	**K-5, Procurement and Vendor Management Specialist**
Name of Expert:	**Mr. Gaurav Lohani**
Date of Birth:	**21/09/1980**
Country of Citizenship/ Residence	Indian

Education

Qualification	Educational Institution	Year of Completion
MBA (Finance)	Kumaun University, Nainital	2007
B. Sc.	Kumaun University, Nainital	2002

Employment record relevant to the assignment:

Period	Employing organization and your title/ position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
Oct 2011 - Till Date	**Medhaj Techno Concept Pvt. Ltd., New Delhi-** Deputy General Manager **For References:** **Mr. Gunjan Tripathi,** Director **Contact No.** 011-41090361 **Email Id:** mtcpl@medhaj.com	India	As. Deputy General Manager & Management Specialist, Mr. Lohani is responsible for: • Execution of various consulting and education projects funded Central/State Government in India or by multilateral financing institutions • **Conducted training session on Financial & Management skills and capacity building workshops on behalf of Medhaj under PMKVY, a Central Government scheme to promote child education in India.** • **Extensive vendor and contract management by offline as well as online contract management tools.** • Provided advisory services for bid process management activities consulting following services: ➢ Preparation of bid documents viz: Request for Proposal (RFP), draft PPA, Escrow and hypothecation deed draft to the satisfaction of UPNEDA/Distribution Company for procurement of power from Solar Power Projects. ➢ Assistance in Finalization of award of the Contract on Turnkey basis Including evaluation of bids both technical & finalization ➢ Make presentations for approvals at various levels and other documents, issue of Letter of Intents and signing of agreement with the selected developers for UPNEDA. • **Preparation of customized bid evaluation financial model** to carry out analysis of bid ARR and Tariff filing on behalf of the utilities. • Financial analysis of the power sector utilities • Commercial and legal assistance Public Private Partnership • Bid process management & Stakeholder Consultations • Preparation of Financial Models & ARR Petition • Review of benchmarking norms/ expenditure adopted by various department and its comparison (after benchmarking study)'
Sep. 2010 to Oct. 2011	**CRISIL Risk and Infrastructure Solutions Ltd.-** Consultant	India	• Assisted clients in the Regulatory and PPP Projects. • Assisted JVVNL, AVVNL and JdVVNL in Rajasthan and

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			NDMC in Delhi in filing of tariff petition and assisted them in other regulatory matters. • Assisted DVVNL in Agra in the PMC project. The project included monitoring the performance of Torrent Power Limited on financial and technical parameters in Agra city. • Financial analysis of the power sector utilities.
Apr 2007-Aug 2010	**The Institute of Chartered Accountants of India-** Executive Finance		• Worked on the subject Strategic Financial Management including Merger and Acquisition, International Finance, Derivatives, Fixed Income Securities, Risk Management etc. (up gradation of the syllabus, preparing other background material, etc.) • **Publishing of the journal, 'Management Accounting and Business Finance',** which included inviting articles, review of articles on topics like Money Market, Banking, Wealth Management etc., printing of the journal, maintaining subscriber database, liaison with RNI etc. • **Coordinated the Certificate Course, 'Master in Business Finance' at New Delhi** and Mumbai which included designing curriculum, short listing of faculty, managing student database, handling student query, supplying study material to the students etc.

Membership in Professional Associations and Publications: Nil

Language Skills	*Read*	*Write*	*Speak*
English	Excellent	Excellent	Excellent
Hindi	Excellent	Excellent	Excellent

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
• He will be responsible to manage all the procurement and vendor management activities to achieve agreed results. • To undertake overall responsibility of managing the Procurement Plan for the operation as agreed with the World Bank, driving individual activities as per the Procurement Plan, and periodically revising the plan as needed. • To provide advice and implementation support on all aspects of procurement and vendor management. • To provide support BSEIDC in end-to-end vendor management activities including maintenance of a detailed, written audit trail of	1. *Name of Assignment:* Provided training sessions on various financial & regulatory courses under Pradhan Mantri Kaushal Vikas Yojana (PMKVY) at Noida (UP), Gurgaon (Haryana), Jaipur (Rajasthan), Pune (Maharashtra) as Channel Partner of Novjyoti Corporate Solutions, Gurgaon *Year:* Aug 2015 – Mar 2016 *Location:* Noida (UP) and Gurgaon (Haryana) *Client:* Novjyoti Corporate Solutions, Gurgaon *Positions held:* Financial Management Expert *Activities performed:* • To conduct skill development training & Certification to successful candidates. • Also impart training in Soft Skills, Entrepreneurship, Financial and Digital Literacy. • Preparation of detailed analysis reports for conducted trainings. • Assisted the project team in drafting content of training material as well as methodologies to be adopted during training. 2. *Name of Assignment*: Assisted the World Bank in preparation of readiness checklist to facilitate the Identification of the most suitable states for implementation of the rooftop projects and organized a workshop on a pan India level once the readiness checklist is prepared

all discussions and agreements in the document management system.

- Supervision of team handling following tasks:
  - Documentation of key personnel and the team details (structure, numbers) of vendors,
  - Documentation of vendor tasks and rules of engagement, agreements on implementation strategies and reviewing vendor designs/plans and change requests, analysis and acceptance of outputs and deliverables, performance tracking against contracted scope and service levels, invoices and payment management, penalties, etc.
- Ensure that goods and services are provided cost effectively to predetermined standards and in accordance with current tender and procurement regulations.
- To initiate a process of decentralization, conducting regular procurement post review, and establish a complaint handling and redress system/mechanism.

Location of Assignment: PAN India
Position: Financial Management Expert
Client: The World Bank
Activities Performed: To provide financial advisory on various aspects to execute following activities:

- Assistance to World Bank in preparation of Discom readiness checklist the identification of the most suitable states for implementation of the rooftop projects
- **Assist the World Bank to organizing the workshops on OPAN India Level basis**
- **Assist the World Bank in preparing presentations and in doing all the groundwork in organizing the workshops.**
- Assist the World Bank from project preparation and appraisal to Board delivery stage in terms of identifying technical assistance and capacity building and minor investment requirements of Disoms in order to get ready for implementation of their states 'Net Metering Policies
- Assistance to World Bank in preparing and imparting training programs to State Discom Official.
- Evaluation and Submission of report on analysis of the response received from various states with respect to eligibility checklist
- Providing technical advice technical advice to the bank team during preparation stage, upto Appraisal stage and upto Bank's Board approval of the project

3. *Name of Assignment:* **Project Management Agency (PMA)** to provide services for implementation of service connections to APL Households under State in 7 Circles under the jurisdication of NBPDCL **and Project Management Agency (PMA)** to provide services for supervision of Rural Electrification works under RGGVY in XIIth Plan & 11th plan Phase-2 in 21 districts of NBPDCL
   Year: 2015 – Present; *Location:* Bihar
   Client: North Bihar Power Distribution Company Limited
   Positions held: Financial Advisor
   Activities performed:
   - **Technical feasibility analysis comprising study of the existing infrastructure,** fixing desired state of infrastructure, gap analysis and cost estimates and capital expenditure plan for the project.
   - To provide and implement an efficient and comprehensive reporting mechanism required for effective decision making by senior management during execution of works.
   - **To monitor the effectiveness of funds disbursed with respect to the works completed**
   - To identify and highlight potential risks observed in project progress with respect to time delays and cost overruns
   - To assist in taking remedial actions to avoid slippages, cost and time overruns, delays by the contractor
   - To ensure that effective Contract Administration is achieved.
   - All other works as detailed in the RFP.

4. *Name of Assignment:* Providing Bid process management service to BPSIDA in selection of developer for setting up of Solar Power Projects upto 500MW in UP.

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through Competitive bidding
Year: 2014 – 2015; *Location:* Uttar Pradesh
Client: UPNEDA
Positions held: Vendor Management Analyst
Activities performed:

- Assist and advice in carrying out detailed evaluation of the RFP received.
- Preparation of bid documents viz: Request for Proposal (RFP), draft PPA, Escrow and hypothecation deed draft to the satisfaction of UPNEDA/Distribution Company for procurement of power from Solar Power Projects.
- Assist and advice in selection of successful bidders, Make presentations for approvals at various levels and other documents, issue of Letter of Intents and signing of agreement with the selected developers.
- Preparation of Master Planning/ Land Use Planning, Physical and environmental aspects and focus group discussions, Assessment of physical and Social Infrastructure facilities, Common Utilities, Review of the provision of the building bylaws, Assessment of existing housing condition and associated infrastructure Slum scenario.
- Preparation of customized bid evaluation financial model to carry out analysis of bid.
- Participation in Pre-bid conference and assist and advise in responding to queries/comments of developers and modify RFP and other documents, if required.

5. *Name of assignment or project:* Smart Grid Consultancy Services (SGC) for Smart Grid to be implemented by Contractor in APDCL.
(Ministry of Power Funded Project).
Year: 2013-Present
Location: Assam
Client: Assam Power Distribution Company Ltd (APDCL)
Position held: **Bid Process Management Specialist**
Activities Performed:
   - **Monitoring and coordination of bidding process for section of suitable turnkey Vendor/contractor for project implementation**
   - Preparation and finalization of Detailed RFP
   - Assistance in Finalization of award of the Contract on Turnkey basis Including evaluation of bids both technical & finalization
   - **Supervision and management of of all procurement actvities**
   - Establishing a procedure and establishing a timeline for making necessary contract decisions or modifications
   - Identification of anticipated bottlenecks in project implementation & preparation of remedial action plan in consultation with utilities & Contractor.
6. *Name of assignment or project:* Appointment of Technical Consultant for Udaipur, Ajmer and Jodhpur City distribution system on PPP model.
Year: 2014-15; *Location:* Rajasthan
Client: WAPCOS Limited
Position held: Finance Manager
Activities Performed:
   - Technical feasibility analysis comprising study of the existing

	infrastructure, fixing desired state of infrastructure, gap analysis and cost estimates and capital expenditure plan for the project. • **Financial analysis and project structuring such as computation of Internal Rate of Return (IRR) over a concession period of 25 years, risk analysis, techno-economic justification, schedules of concession agreement infrastructure, etc.** • **Techno-Economic justification**: Evaluation and assessment of the technical feasibility and economic justification and financial viability of the Project, including identification of the possible technical and commercial risks together with suggested mitigation options. • **Transaction Advisory assistance for the appointment of Private Player Udaipur, Ajmer and Jodhpur City.** • **Financial Analysis** • *Cost estimates and capital expenditure plan:* ➢ **Demand projections**, including consumer mix, as submitted to and approved by the state regulatory commision ➢ Evolving Tentative Business Plan for the next 5 years. • **Provide an estimate of the investment required to bring about the desired changes /best practices/improvements in the defined timeframe.** 7. *Name of assignment or project:* CAPEX Review and Capitalization of Assets for Delhi Transco Ltd. (DTL) *Year:* 2012; *Location:* Delhi *Client:* Delhi Electricity Regulatory Commission *Position held:* Project Leader *Activities Performed:* • **Verify the year-wise capitalization during FY 2007-08 to FY 2010-11 of the power utilities in Delhi.** • **Benchmarking of capital expenditure** incurred by the power utilities with other leading utilities. • Financial analysis and project structuring such as computation of **Internal Rate of Return (IRR) over a concession period of 25 years, risk analysis, techno-economic justification, schedules of concession agreement infrastructure,** etc.

Expert's contact information : (*Email:* gaurav.lohani@medhaj.com *Phone:* +91-9971926530)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Gaurav Lohani	GL	30/10/2017
Name of Expert	Signature	Date
Kratika Sharma (General manager)		30/10/2017
Name of authorized Representative of the Consultant (the same who signs the Proposal)	*Signature*	Date

Chief Consultant (Technical)
Bihar State Educational Infrastructure Development Corporation Ltd., Patna

6. Teacher Training/ Management Specialist-1

Position Title and No.	**K-6, Teacher Training/ Management Specialist-1**
Name of Expert:	**Dr Navita Mahajan**
Date of Birth:	**01/11/1969**
Country of Citizenship/ Residence	Indian

Education

Qualification	Educational Institution	Year of Completion
Doctorate in Educational Psychology (Phd) *(Chandigarh Worked on 'Learning styles, Locus of Control of Gifted and Average students in Different Academic Subjects')*	Education Department, Punjab University (PU), Chandigarh	1999
Post graduate Diploma in Business Management	Bharitya Vidya Bhavan	1996
Masters in Education (MA) *(Specialization in Guidance and Counseling)*	Punjab University (PU), Chandigarh	1993
Bachelor of Education	Punjab University (PU), Chandigarh	1992
Masters of Arts (MA) *(English Literature)*	Punjab University (PU), Chandigarh	1991
Bachelor of Arts (BA) *(majored in Psychology and Geography, PU)*	Punjab University (PU), Chandigarh	1989

Employment record relevant to the assignment:

Period	Employing organization and your title/ position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
From 2016 till present	**ChalkBoard School Solutions**, Advisor **For references:** Dr. Natasha Mehta, Co-Founder and Director Phone: +91-9004608880/ **Email:** info@chalkboardindia.com	India	• Passionately working in developmental activities in teacher education and in peace and security processes through track II diplomacy. • Associated in conducting various seminars & workshops in school education and teacher-training ecosystem in India as well as international level • In-depth understanding of domestic and international policies and programs in education and teacher training, distance education programs, and use of ICT in education
2004-Present	An Independent Researcher and Academic **For references:** ***Phone:*** *+91-9814216868/* ***e-mail:*** navita_mahajan@hotmail.com	Across various countries like India, Japan, Austria, Italy, South Asia, Sweden, San Diego, California, Nepal.	• She has worked in the areas of Partition of South Asia and role of education in Peacebuilding through track II.. She is the immediate past National Chair for CII's Young Indians (Yi) Leadership Academy and is the founder member and Moderator of the Leadership Assembly of Commonwealth- Asia Alliance of Young Entrepreneurs (CAAYE). Navita holds a Doctorate in Educational Psychology.

Membership in Professional Associations:

- Chair, Young India, Chandigarh Chapter, Confederation of Indian Industries
- Member, All India Association for Educational Research (AIAER)
- President, Carmel Ex Student Association, Chandigarh
- Executive Member, Indian National Theatre – A society of promotion of Clasical Music
- Hiroshima Peacebuilder Center, Program Associate
- Ambassador for International Civilian Peace-keeping and Peace-building Training Program (IPT) at Austrian Study Center for Peace and Conflict Resolution, Stadshlaining, Austria, 2003 Onwards

Publications

- Paper selected for presentation in **20Th European Conference on Modren South Asian Studies** (ECMSAS), University of Manchester, Manchester, Great Britain, 8 – 11 Jul, 2008 in the Panel **Title: Citizenship and Education in South Asia**
- Tokyo Peacebuilders Symposium, **Peacebuilding Experience and Knowledge from Asia to the World** , UN House, Tokyo, Co-organized by the Ministry of Foreign Affairs of Japan and United Nations University (UNU), (Mar 24-25, 2008). ***Presented views on peacebuilding in UN outreach Program.***
- **Pilot Program for Human Resource Development in Asia for Peace Building, OJT Completion Ceremony** on 21 Mar, 2008) invited by Ministry of Foreign Affairs, Japan & Hiroshima Peacebuilders Centre, Hiroshima University.
- **A Human Rights & Peace Audit of Partitions as a Method of Conflict Resolution – A Regional Consultation of South Asia**, South Asian Forum for Human Rights, Kathmandu, Nepal, presented literature survey on Post Partition Punjab ,(Mar 12-15, 2008)
- **Training and Dispatching Civilian Peacebuilder – Responding to New Challenges on the Ground – a Symposium,** Hiroshima Peacebuilders Centre, United Nations Volunteers & Ministry of Foreign Affairs, Japan, Elizabeth Hall, UN house, Tokyo, Japan. (Oct 31, 2007)
- **Pilot Program for Human Resource Development in Asia for Peace Building,** Hiroshima Peacebuilders Centre, Institute for Peace Science, Hiroshima University, Japan. Hiroshima & Tokyo (Sep 15- 26 October, 2007) Nominated and sponsored by Ministry of Foreign Affairs, Japan)
- **International Public Servant Workshop**, United Nations Institute for Training and Research, Hiroshima Office for Asia and the Pacific, Japan. (25 -28 Sep , 2007)
- **Fourth Annual India Pakistan Conflict Transformation Workshop at Women in Security,** Conflict Management and Peace WISCOMP Foundation for Universal Responsibility of HH the Dalai Lama, New Delhi (Oct 1-9, 2005). Presented Paper titled "Untrodden Path – **The Role Educational Institutes can play in Promoting Conflict Transformation"**
- **International Civilian Peace-keeping and Peace-building Training Program** (IPT) , Austrian Study Center for Peace and Conflict Resolution (ASPR) (1-27 Sep 2003) (Sponsored by the Government of Austria)

Language Skills	*Read*	*Write*	*Speak*
English	Excellent	Excellent	Excellent
Hindi	Excellent	Excellent	Excellent

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
Responsible to provide timely support to the joint review missions and third party validations on following: • Ensuring requisite infrastructure of TE Institutions – requires monitoring and reporting on infrastructure upgradation work at	1. *Name of Assignment:* Organized an **International training program** on **'Working Together To Build A Community Of Responsive Educators'** for the teachers of The Learning School, Kot Radha Krishen, Kasur, Pakistan and Dev Samaj College of Education, Chandigarh, India *Year:* 2006 *Location:* Chandigarh *Client:* Dev Samaj College of Education, Chandigarh, India *Positions held:* Secretary

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teacher education institutions
- Ensuring capacity enhancement of TE institutions for effective TE delivery – requires support on staff vacancy status, and improvements in TEIDI scores, and their reporting
- Training and certification of unqualified teachers and continuous professional development (CPD) of teachers in service – requires support on D.El.Ed. and other CPD programs and reporting
- Ensuring teacher management and performance is effectively monitored and evaluated – requires support on TEMIS and policy formulation on teachers' incentives
- Enhancing teacher accountability at school level – requires support on SMC strengthening activities, and reporting on attendance levels
- Strengthening procurement, financial systems and corporate governance framework in BSEIDC; and incentivizing compliance with State Treasury Rules by DR&T.

2. *Name of Assignment:* Organized a National Workshop sponsored by NAAC (Grant awarded by the NAAC) **'Praxis of Policy To Effective Practice: Quality Assurance in Teacher Education'** *Year:* 2007
   Location: Chandigarh
   Client: NAAC
   Positions held: Secretary
3. *Name of Assignment:* Fourth Annual India Pakistan Conflict Transformation workshop organized by WISCOMP, New Delhi- "The Role of Textbooks and Educational Institutions in Conflict Generation and Conflict Transformation"
   Year: 2005
   Location: 1- New Delhi
   Client: WISCOMP
4. *Name of Assignment:* Organized **A National Seminar sponsored by University Grants Commission for The Education of teachers and the teacher educator in Human Rights**
   Year: 2005
   Location: Chandigarh
   Client: University Grants Commission
   Positions held: Secretary
5. *Name of Assignment:* Organized the **Workshop "Making Peaceful Choices: Teacher Education For Sustainable Future" and Building Bridges: Promotion of Co-Existence Between India and Pakistan Through Teacher Education**
   Year: 2006
   Positions held: Secretary
6. *Name of Assignment:* Organized the regional seminar on English **Language Teaching in 21st Century: Methodologies and Techniques in the current academic** (Grant awarded by the UGC)
   Year: 2005
   Client: University Grants Commission
   Positions held: Joint Secretary
7. *Name of Assignment:* Project on **'Impact of Conflict Transformation on Interpersonal Skills of Students'** A Proposal submitted For a Minor Research Project to University Grants Commission
   Year: 2002
   Location: Chandigarh
   Client: University Grants Commission
   Positions held: Secretary
8. *Name of Assignment:* Organized **Dastak: A call for Counseling in Schools,** BCM College of Education, Ludhiana, Moderated a Panel discussion titled - Sensitizing parents & teachers to the Emerging concerns of Adolescents.
   Year: 2008
   Location: Ludhiana
   Client: BCM College of Education, Ludhiana
   Positions held: Counselor
9. *Name of Assignment:* **Counseling in Schools: Emerging need of the hour**
   Year: 2008
   Location: Chandigarh
   Client: Department of Education, Panjab University,
   Positions held: Moderator of the panel discussion

	10. *Name of Assignment:* Revisiting Euro – Asia" Cultures, Connections and Conceptualizations held at ICCSR Complex, Panjab University from 13-15 February, 2006. Presented a **paper titled "The Untrodden Path: Consilinence of teacher Education and Euro Asian Diversity.** *Year:* 2006 *Location:* Chandigarh *Client:* Department of Education, Panjab University, *Positions held:* Moderator of the panel discussion 11. *Name of Assignment:* Presented a titled "**Education for Peace - Programme of Action" at a seminar 'Education for Peace our Main Priority'** sponsored by NAAC. The paper was adjudged as the Best paper by the Panel constituted for assessing the papers *Year:* **2004** *Location:* Ludhiana *Client:* Malwa Central College of Education, Ludhiana *Positions held:* Moderator of the panel discussion 12. *Name of Assignment:* Education in human values for human excellence *amidst* diversity, sponsored by Ford Foundation – USA at Shimla, March 27-28, 2002. Presented a paper titled Peace And International Understanding. *Year:* **2002** *Location:* Shimla *Client:* Malwa Central College of Education, Ludhiana *Positions held:* Moderator of the panel discussion *Activities performed:* • Seminar, coordinating with the speakers, developing the program as well as moderating the entire program and facilitating participants.

Expert's contact information : (*e-mail:* navita_mahajan@hotmail.com *phone: Ph:* 9814216868)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Dr Navita Mahajan		30/10/2017
Name of Expert	Signature	Date
Kratika Sharma (General manager)		30/10/2017
Name of authorized Representative of the Consultant (the same who signs the Proposal)	Signature	Date

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Bihar State Educational Infrastructure Development Corporation Ltd., Patna

7. Teacher Training/ Management Specialist-2

Position Title and No.	**K-6, Teacher Training/ Management Specialist-2**
Name of Expert:	**Dr. Natasha Mehta**
Date of Birth:	**21/07/1970**
Country of Citizenship/ Residence	Indian

Education

Qualification	Educational Institution	Year of Completion
Ph.D in Biology, Education	Punjab University	2000 – 2004
Masters in Education	Himanchal University	1997-1998
Masters in English	Punjab University	1996
Masters in Zoology	St. Bede's College, Simla, Himachal Pradesh	1987-1989
B.Sc. (Botany, Zoology, Chemistry)	St. Bede's College, Simla, Himachal Pradesh	1984-1987

Employment record relevant to the assignment:

Period	Employing organization and your title/ position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
Oct 2015 – till date	**ChalkBoard School Solutions**, Director **For references:** Dr. Natasha Mehta, Co-Founder and Director **Email:** info@chalkboardindia.com	India	• Associated in conducting various seminars & workshops in school education and teacher-training ecosystem in India as well as international level • In-depth understanding of domestic and international policies and programs in education and teacher training, distance education programs, and use of ICT in education • Standardisation of Best practices in education; Teacher training; • Leadership mentoring; Learning strategies in the knowledge economy; • Experiential and Blended learning; Inclusive education; • Curriculum design and Implementation; Transformation into new age education; Instructional design; Text book writing ; Performance appraisals; School development Planning and Implementation • School startups • School development Planning and Implementation
Jan 2003 – Present	**Pearson Longman-Author**	India	• Shree Books have authored and published 52 textbooks for children in Science and English.
Oct 2015 – Sep 2016	**Euro School International Pvt. Ltd.** **Leader, Strategy and Innovation**	India	• Driving innovation as a thought leader and subsequently designing strategy • supported by setting of principles and standards for implementation across the network, especially in areas of best educational practices , • Balanced schooling and academic leadership mentoring.
Jun 2016 – Aug 2016	**Aga Khan Education Services, India-** *Consultant*	India	• Consultant, Training and Development
Feb 2010 – Sep 2015	**Euro School-** Group Principal	India	• Management and supervision of all branches
Feb 2009 –	**EuroSchool-** Founder		• Management and supervision of all branches

Sep 2015	Principal	India	
Dec 2007 - Jan 2009	**Avalon Heights International School, IGCSE and ICSE-** Principal	India	• Shaping a vision of academic success for all students • Creating a climate hospitable to education • Cultivating leadership in others • A Profile in Leadership: Dewey Hensley • Managing people, data and processes • Improving School Leadership
July 2003 – Aug 2006	**EuroKids International** **Curriculum Development**	India	• Working on books and materials for instructional use, observes teachers to make recommendations on changes that could increase student performance, and may be involved in the training of teachers. • Interpreting state guidelines and making changes to school curricula to ensure that the material students learn is in line with the state's standards.
Mar 2003 – Oct 2003	**Oriental College of Education-** Lecturer	India	• Teaching the subject with enhancement of mode of delivering knowledge • The Oriental college of Education, Navi Mumbai, taught students of the bachelors in Education programme with specific focus on the teaching of English and science, Educational administration and Education psychology.
Jun 2000 – Dec 2002	**The Lawrence School, CBSE, Sanawar-** Head Curriculum Development	India	• Developed the science curriculum exclusively for the use of EuroSchools. Developed comprehensive teaching plans integrating best educational practices with special emphasis on Multiple intelligence, Co- operative learning, Inquiry based learning, Project based learning, cross-curricular learning and Blooms Taxonomy.
Oct 1995 – Ma 2000	**Army Public School, Dagshai-** Teacher	India	• Was teaching Science to students

Membership in Professional Associations:
Other Courses / Certifications

- Volunteer
- Summer Hill School, UK
- 2003 Education

Workshops / FDP/ Corporate Training conducted

Research and Publications

- Science Quest - for Pearson Longman Pvt. Ltd.
- Active Science - for Pearson Longman Pvt. Ltd.
- Universal Science- for Pearson Longman Pvt. Ltd.
- Morning Glory (Semester books) for Pearson Longman Pvt. Ltd.
- Vocabulary books for young learners by Shree Books
- Grammar books for young learners by Shree Books
- **Have published about 52 books for various age groups.**
- **Published in 'TEACHER', a publication by the Australian Council of Educational Research (ACER).**

Language Skills	*Read*	*Write*	*Speak*
English	Excellent	Excellent	Excellent

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Hindi	Excellent	Excellent	Excellent

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
Responsible to provide timely support to the joint review missions and third party validations on following: • Plan and conduct appropriate evaluations as per agreed strategy to inform program design and logic. • Report monthly, quarterly, half-yearly and annual progress on all project activities. • Ensuring requisite infrastructure of TE Institutions – requires monitoring and reporting on infrastructure upgradation work at teacher education institutions • Ensuring capacity enhancement of TE institutions for effective TE delivery – requires support on staff vacancy status, and improvements in TEIDI scores, and their reporting • Training and certification of unqualified teachers and continuous professional development (CPD) of teachers in service – requires support on D.El.Ed. and other CPD programs and reporting • Ensuring teacher management and performance is effectively monitored and evaluated – requires support on TEMIS and policy formulation on teachers' incentives • Enhancing teacher accountability at school level – requires support on SMC strengthening activities, and reporting on attendance levels. • Ensuring teacher management and performance is effectively monitored and evaluated – requires support on TEMIS and policy formulation on teachers' incentives	1. *Name of Assignment:* The project "Changing Tracks" is an experiment to discover what it takes to bring in and sustain a culture of higher order thinking in an education institution, in particular a teacher education college (Seed Partners: Rayat and Bahra College of Education, CEVA & WATIS) *Year:* since 2009 *Location:* Bihar *Client:* **Wipro** *Positions held:* Founder Principal *Activities performed:* • The project **"Changing Tracks"** is an experiment to discover what it takes to bring in and sustain a culture of higher order thinking in an education institution, in particular a teacher education college. • Closely following the recommendations of the **NCFTE** (National Curriculum Framework for Teacher Education, 2010), the College, WATIS and CEVA, the facilitating agency, worked together to bring in the changed perspective wherein the B.Ed curriculum has been taught for six weeks using an interactive teaching methodology. • Five years back "Changing Tracks" had started with a once a week 'add-on' course in Higher Order Thinking Skills for B.Edstudents . In its third year, this initiative for change had moved into the regular classrooms of the College although for a limited period of six weeks.http://changingtracksrbce.blogspot.com/ • Working together through open door with an intent to make a difference in the understanding of prospective teachers training, with a firm underlying belief that college along with CEVA and 197 prospective teachers were together capable of creating a space where the things that matter most to the people involved and the things that matter to the world at large can come together. **Approach to teacher training involved the following:** - HOTS in teaching o Using the HOTS framework we involve the learners in discussions, critical thinking activities, theatre exercises, hands-on-projects and field trips. o Use teaching style models as well as incorporates within itself, the higher order thinking skills. o Integrate the theories that the students are learning at a theoretical level while empowering them with practical skills and techniques for analyzing and applying their learning in their classroom. - Evaluation/assessment of teaching-learning

- Through group discussion, projects and activities we help future teachers in formulating an approach for assessing student learning for the different teaching methods (for example: How to assess student learning in a module taught using theater? How to assess for analytical understandings of a science concept?)
- The assessment process used for the learners models the HOTS requirements such that conceptual learning and critical thinking are assessed. The learners get an opportunity to compare these forms of assessment to traditional forms that emphasize memorization.
- The trainees continuously assess their own teaching/learning as well as our mentoring/training process. The intent is to orient them for reflexive teaching in their own classrooms.

2. *Name of Assignment:* Founder Principal with EuroSchool (ICSE, IGCSE),
Year: 2015
Location: Mumbai
Client: Euro School
Positions held: Founder Principal
Activities performed:
   - The first company owned school in Mumbai. The school has grown from 325 students in 2009 to 3000 students in 2015. This has involved infrastructure planning; designing marketing strategies and finally establishing the institute as a brand in the eyes of the stakeholders. A school that follows a unique experiential curriculum the work involved, in addition to other responsibilities, intensive training of teachers to ensure effective implementation of the academic curriculum thus working towards academic excellence.

3. *Name of Assignment:* Developed tools for assessment, conducted needs analysis and Implemented skill based
Year: 2013
Location: Mumbai
Client: Aga Khan School (DJHS)
Positions held: Consultant
Activities performed:
   - Developed tools for assessment, conducted needs analysis and implemented skill based trainings for competency enhancement of science teachers.

Expert's contact information : (*e-mail:* natashaed@gmail.com *phone*: +91-9004608880)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

25-9-2018

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Dr Natasha Mehat	Natasha Mehta	30/10/2017
Name of Expert	Signature	Date
Kratika Sharma (General manager)		30/10/2017
Name of authorized Representative of the Consultant (the same who signs the Proposal)	Signature	Date

8. Technology Manager

Position Title and No.	**K-7, Technology Manager**
Name of Expert:	**Mrs. Alka Tripath**
Date of Birth:	**28/08/1970**
Country of Citizenship/ Residence	Indian

Education

Qualification	Educational Institution	Year of Completion
Masters in Science in Computer Science	Banaras Hindu University (B.H.U), Varanasi	1993
Post Graduate Diploma in Computer Applications	Banaras Hindu University (B.H.U), Varanasi	1990
B.Sc. (Hons.)	Banaras Hindu University (B.H.U), Varanasi	1990

Employment record relevant to the assignment:

Period	Employing organization and your title/ position. Contact information for references	Country	Summary of activities performed relevant to the Assignment
June 2007 - Till Date	**Medhaj Techno Concept Pvt. Ltd.-** Director (Finance & Human Resource) **For References:** **Mr. Gunjan Tripathi,** Director **Contact No.** 011-41090361 **Email Id:** mtcpl@medhaj.com	India	• Overall supervision responsibility of software related tools being incorporated in the organization. • Supervision of Development and Improvement for successful execution of project. • **Carrying out supervision and monitoring of experience in technology/operations management, implementation of technology including software application design, development, and architecture as well as e-Learning Solution implementation in respect of organizational growth.** • To perform the required auditing activities including the authentication of the reports presented by the System Integrator. • Provided corporate training to the employees for in-depth knowledge of industry best practices, technology enablement. • Advisory services related to preparation of technical documents for implementing IT solutions. • Capacity Building and in-cordination with Business Development Activities • **Promoting "Medhaj Skills"** *(an education and training initiative of Medhaj Techno Concept Pvt. Ltd),* to enhance the employability of youth by offering them actionable knowledge and job orientation for a variety of industry sectors. Also ensure that, at the end of the course the learner will gain the competencies to appear for the international certifications in their respective fields of work. **Medhaj Skills prides its reputation on delivering the complete training solution,** offering opportunities and prepare students for a variety of emerging careers. We bring together a broad network of trainers, career counselors and mentors to offer a "best-in-class", yet affordable suite of training ➢ Information Technology ➢ Management Training ➢ Retail Management

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			➢ Vocational training ➢ IT Enabled Services ➢ Other Emerging Technologies • Besides above, <u>conducted training sessions and content development on IT Management Skills and capacity building workshops on behalf of Medhaj under PMKVY, a Central Government scheme to promote child education in India.</u> • Created a team of experts for Implementation of task • Extensive experience in the successful execution of various projects like new product developments, new technology transfers, new market developments and development of new technology partners. • An effective communicator with excellent relationship building & interpersonal skills. Strong analytical, problem solving & organizational abilities.
Feb 2005 to March 2007	**Avadh Transformers Pvt. Ltd.-** Software Consultant	India	• Development of software specification requirement for implementing of IT solutions to monitor the production. • MIS generation. • Carrying out Bid process management for selecting system Integrator for various activities of IT • Testing of implemented IT solutions.
February 2004 to Jan 2005	**MS University, Vadodara, Gujarat-** Lecturer	India	• Undertaken teaching, research and administrative duties within a specialist subject area. • Prepare/deliver lectures • Setting up and managing subject's Learning Management System (LMS) • Develop the subject guideline and make it available to teaching team and students via the LMS • Managing students' final results.
April 2002 to January 2004	**Freelancer , Vadodara, Gujarat-** Software Development	India	• Maintained computer programs for clients. • Software Development with writing code, reviewing existing software, making suggestions for improvement, testing products, writing user manuals, and making sure systems are running correctly. • Activities of analytical thinking, and problem-solving orientation
May 1996 to March 2000	**Syscoms Information Tech., Abu Dhabi, UAE-** Head of Academic Division & Chief Internal Verifier	**Abu Dhabi, UAE**	• The responsibility of conducting internal audit in relation to academic activities. • Administrative system operation within the Department/ Institution in order to avoid frauds and malpractices and in the aspect planning. • Evaluation of quality of the performance of the staff.
May 1994 to March 1995	**The Indira Gandhi National Open University (IGNOU), Training Executive**	India	• Undertaken teaching, research and administrative duties within a specialist subject area. • Prepare/deliver lectures • Setting up and managing subject's Learning Management System (LMS)

Membership in Professional Associations and Publications: Nil

Language Skills	*Read*	*Write*	*Speak*
English	Excellent	Excellent	Excellent
Hindi	Excellent	Excellent	Excellent

Adequacy for the Assignment:

Detailed Tasks Assigned on Consultant's Team of Experts:	Reference to Prior Work/Assignments that Best Illustrates Capability to Handle the Assigned Tasks
• Assist in the articulation of specific system requirements as per identified ICT strategies and assessment of existing ICT infrastructure • To ensure that the design and development is as per the agreed software development lifecycle; monitor implementation of document and source control tools. • IT service management (*incident management, problem management, asset & release management, capacity & performance management, change request management, IT helpdesk etc.),* infrastructure monitoring, application performance and end user monitoring, specifications of products • Monitoring and supervision to enable and drive Learning Hub software development and manage its implementation; prepare an intent and vision document, and create a technology strategy detailing the customizations and configurations needed on selected third party software based on government goals and teachers' needs. • To conduct & monitor vendor management tasks for ICT vendors including validation of critical deliverables such as functional requirement specification (FRS), design, solution architecture, deployment architecture, system requirements (hardware / software / data centre services) etc. • To provide assist in IT architecture governance activities to ensure that the implementation is in	1. *Name of Assignment:* Promotion and complete management of all financial and technological decisions for the various tasks performed under "Medhaj Skills" *(An education and training initiative of Medhaj Techno Concept Pvt. Ltd).* *Location:* Uttar Pradesh *Client:* An In-housed initiative of Medhaj Techno Concept Pvt. Ltd. *Main Project Feature:* "Medhaj Skills" *(an education and training initiative of Medhaj Techno Concept Pvt. Ltd),* to enhance the employability of youth by offering them actionable knowledge and job orientation for a variety of industry sectors. *Positions held:* Promoter and Management Expert *Activities performed:* As promoter perform following tasks: • To bring together a broad network of trainers, career counselors and mentors to offer a "best-in-class", yet affordable suite of training. ➢ Information Technology ➢ Management Training ➢ Retail Management ➢ Vocational training ➢ IT Enabled Services ➢ Other Emerging Technologies • To prepare the strategy to provide best offer opportunities for a variety of emerging careers. • To undertake projects for rural up-liftment and development of education, vocational training and self-help group. • To establish, sustain and support facilities for skill upgradation thereby promoting self-reliance. 2. *Name of Assignment:* Provided training sessions on **various technological skill development courses** under Pradhan Mantri Kaushal Vikas Yojana (PMKVY) at Noida (UP), Gurgaon (Haryana), Jaipur (Rajasthan), Pune (Maharashtra) as Channel Partner of Novjyoti Corporate Solutions, Gurgaon *Year:* Aug 2015 – Mar 2016 *Location:* Noida (UP) and Gurgaon (Haryana) *Client:* Novjyoti Corporate Solutions, Gurgaon *Positions held:* Career Counselor cum Technology Expert *Activities performed:* • To conduct skill development training & Certification to successful candidates. • Also impart training in Soft Skills, Entrepreneurship, Financial and Digital Literacy. • Preparation of detailed analysis reports for conducted trainings. • Assisted the project team in drafting content of training material as well as methodologies to be adopted during training.

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compliance to the architecture design and the agreed IT standards.
- Work with the procured ICT vendors to ensure the delivery of operations and maintenance tasks of the IT infrastructure covering activities such as application production support.
- Review overall performance of ICT systems, verify and recommend payments to selected vendors as per the milestones defined in the payment terms after achieving the milestone (SRS signoff, UAT, phase implementation milestones, operations and maintenance etc.) and incorporating any incentives and penalties.

3. *Name of Assignment:* Consultancy Services For Central Customer Care center being commissioned at 6th mile APDCL Campus, Guwahati & Circle Level customer care in 19 Circles of APDCL under **RAPDRP scheme** by Govt. of India.
   Year: 2013
   Location: Assam
   Client: Assam Power Distribution Company Ltd.
   Positions held: ICT Advisor
   Activities performed: **Supervision of Project Activities**
   - To Prepare manning pattern of Central Customer care and Circle level customer care for 24X7 operations including communication to and from mobile complaint vans for registering complaints and feedback cleared/attend complaints.
   - Preparation of REF for manning of Customer Care Centers.
   - Get the hardware requirement and connectivity study for networking of Circle level customer cared to centralized customer care and to & fro communication with mobile vans.
   - Estimation of all above, both capital investment and O&M financial requirements.
4. *Name of Assignment*: Assisted the World Bank in preparation of readiness checklist to facilitate the Identification of the most suitable states for implementation of the rooftop projects and **organized a workshop on a pan India level** once the readiness checklist is prepared
   Location of Assignment: PAN India
   Position: Technical Advisor for project Team
   Client: The World Bank
   Activities Performed: To provide financial advisory on various aspects to execute following activities:
   - Assistance to World Bank in preparation of Discom readiness checklist the identification of the most suitable states for implementation of the rooftop projects
   - **Assist the World Bank to organizing the workshops on OPAN India Level basis**
   - **Assist the World Bank in preparing presentations and in doing all the groundwork in organizing the workshops.**
   - Assist the World Bank from project preparation and appraisal to Board delivery stage in terms of identifying technical assistance and capacity building and minor investment requirements of Disoms in order to get ready for implementation of their states 'Net Metering Policies
   - Assistance to World Bank in preparing and imparting training programs to State Discom Official.
   - Evaluation and Submission of report on analysis of the response received from various states with respect to eligibility checklist
   - Providing technical advice technical advice to the bank team during preparation stage, upto Appraisal stage and upto Bank's Board approval of the project
5. *Name of Assignment:* Third Party Auditor (TPIA) to conduct Quality Audits to **evaluate Performance of the Mega Cell Call Centre** for Chief Minister Office.
   Year: 2016
   Location: Uttar Pradesh

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Client: UP Development Systems Corporation Limited
Positions held: Team leader
Activities performed:

- Create frameworks and procedures for audit.
- Supervision of Project Activities

6. *Name of Assignment:* **Project Management Agency (PMA)** to provide services for implementation of service connections to APL Households under State in 7 Circles under the jurisdication of NBPDCL **and Project Management Agency (PMA)** to provide services for supervision of Rural Electrification works under RGGVY in XIIth Plan & 11th plan Phase-2 in 21 districts of NBPDCL
Year: 2015 - Present
Location: Bihar
Client: North Bihar Power Distribution Company Limited
Positions held: Financial Advisor
Activities performed:

- **Technical feasibility analysis comprising study of the existing infrastructure,** fixing desired state of infrastructure, gap analysis and cost estimates and capital expenditure plan for the project.
- To provide and implement an efficient and comprehensive reporting mechanism required for effective decision making by senior management during execution of works.
- **To monitor the effectiveness of funds disbursed with respect to the works completed**
- To identify and highlight potential risks observed in project progress with respect to time delays and cost overruns
- To assist in taking remedial actions to avoid slippages, cost and time overruns, delays by the contractor
- To ensure that effective Contract Administration is achieved.
- All other works as detailed in the RFP.
- Participation in Pre-bid conference and assist and advise in responding to queries/comments of developers and modify RFP and other documents, if required.

Expert's contact information : (*Email:* alka.tripathi@medhaj.com *Phone:* +91-522-2425912)

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications, and my experience, and I am available to undertake the assignment in case of an award. I understand that any misstatement or misrepresentation described herein may lead to my disqualification or dismissal by the Client, and/or sanctions by the Bank.

Alka Tripathi		30/10/2017
Name of Expert	Signature	Date
Kratika Sharma (General manager)		30/10/2017
Name of authorized Representative of the Consultant (the same who signs the Proposal)	Signature	Date

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Annexure III:

Financial proposal submitted by the Consultant

(Forms FIN-1 to FIN-4)

FORM FIN-1
FINANCIAL PROPOSAL SUBMISSION FORM

{Lucknow, 30/10/2017}

Ref. No.: MTCPL/BSEIDC/Bid/2017-18/3656

To:
The Managing Director
Bihar State Educational Infrastructure Development Corporation Ltd
Acharya Shivpujan Sahay Path,
Bihar Rashtrabhasha Parishad Campus,
Shiksha Bhawan, Saidpur, Patna-800004

Dear Sir,

We, the undersigned, offer to provide the consulting services for ***Establishing Management Unit to Support: "Enhancing Teacher Effectiveness in Bihar Operation"*** in accordance with your Request for Proposal dated 30/10/2017 and our Technical Proposal.

Our attached Financial Proposal is for the amount of **INR 11,47,16,780/- (INR Eleven Crores Forty Seven Lakhs Sixteen Thousand Seven Hundred Eighty Only)**, *"excluding" of all indirect local taxes in accordance with Clause 25.1 in the Data Sheet.* The estimated amount of local indirect taxes is ***INR 2,06,49,020.40 (INR Two Crores Six Lakhs Forty Nine Thousand Twenty and Forty Paise Only)*** which shall be confirmed or adjusted, if needed, during negotiations.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal, i.e. before the date indicated in Clause 12.1 of the Data Sheet.

Commissions and gratuities paid or to be paid by us to an agent or any third party relating to preparation or submission of this Proposal and Contract execution, paid if we are awarded the Contract, are listed below:

Name and Address of Agents	*Amount and Currency*	*Purpose of Commission or Gratuity*
MEDHAJ TECHNO CONCEPT PVT. LTD. *(Lead Member of JV)* Medhaj Tower, CP-150, Sector-D1, Power House Chauraha, Aashiana Kanpur Road, Lucknow-226012 (U.P.) Phone No.: +91-522-2425912 Fax No.: +91-522-2425913 E-mail Id: mtcpl@medhaj.com	INR	Financial Proposal for the project- to provide the consulting services for *Establishing Management Unit to Support: "Enhancing Teacher Effectiveness in Bihar Operation"*

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Bihar State Educational Infrastructure Development Corporation Ltd., Patna

We understand you are not bound to accept any Proposal you receive.

Medhaj Techno Concept Pvt. Ltd.

We remain,

Yours sincerely,

Authorized Signature:

Name and Title of Signatory: **Kratika Sharma (General Manager)**

Name of Consultant: **Medhaj Techno Concept Pvt. Ltd.**

In the capacity of: **Lead Member of JV**
Address: **Medhaj Techno Concept Pvt. Ltd.**
Medhaj Tower, CP-150, Sec-D1,
Near Power House Chauraha, Aashiana,
Kanpur Road, Lucknow-226012,
Uttar Pradesh, India

Contact information (phone and e-mail):
Phone No.: +91-522-2425912
Mobile No.: +91-9650281166
Fax No.: +91-522-2425913
Email: mtcpl@medhaj.com; kratika.sharma@medhaj.com
Website: www.medhaj.com

Medhaj Techno Concept

7-3-2016

Chief Consultant (Technical)
Bihar State Educational Infrastructure

FORM FIN-2 SUMMARY OF COSTS

Cost	
NAME OF THE AGENCY	MEDHAJ TECHNO CONCEPT PVT. LTD. , Lucknow, Uttar Pradesh (India) (Lead Member of JV) In Joint Venture with with CHALKBOARD SCHOOL SOLUTIONS, Mumbai, Maharashtra (India) (First JV Partner) & Host2Unlimited, Mumbai, Maharashtra (India) (Second JV Partner)
ADDRESS OF THE AGENCY	Medhaj Tower, CP-150, Sec-D1, Near Power House Chauraha, Aashiana, Kanpur Road, Lucknow-226012
CONTACT NO. AND MAIL ID OF THE AUTHOURZED PERSON	Mob. : +91-9650281166; email : kratika.sharma@medhaj.com

{Consultant must state the proposed Costs in accordance with Clause **16.4 of the Data Sheet**; delete columns which are not used}

Item	{*Insert Foreign Currency # 1*}	{*Insert Foreign Currency # 2, if used*}	{*Insert Foreign Currency # 3, if used*}	{*Insert Local Currency, if used and or required (16.4 Data Sheet*}
Cost of the Financial Proposal				
Including:				
(1) **Remuneration**	**84874780**			84874780
(2) **Reimbursables**	**29,842,000**			29842000
Total Cost of the Financial Proposal:	**114,716,780**			114716780
{Should match the amount in Form FIN-1}				
Indirect Local Tax Estimates – to be discussed and finalized at the negotiations if the Contract is awarded				
(i) Goods and Service Tax	**0.18**			
Total Estimate for Indirect Local Tax:	**20649020.4**			20649020.4

Payments will be made in the currency(ies) expressed above (Reference to ITC 16.4).

Medhaj Techno Concept Pvt. Ltd.

9-3-2016

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Bihar State Educational Infrastructure Development Corporation Ltd., Patna

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Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

FORM FIN-3 BREAKDOWN OF REMUNERATION

When used for Lump-Sum contract assignment, information to be provided in this Form shall only be used to demonstrate the basis for the calculation of the Contract's ceiling amount; to calculate applicable taxes at contract negotiations; and, if needed, to establish payments to the Consultant for possible additional services requested by the Client. This Form shall not be used as a basis for payments under Lump-Sum contracts

NAME OF THE AGENCY	**MEDHAJ TECHNO CONCEPT PVT. LTD. , Lucknow, Uttar Pradesh (India) (Lead Member of JV) In Joint Venture with with CHALKBOARD SCHOOL SOLUTIONS, Mumbai, Maharashtra (India) (First JV Partner) & Host2Unlimited, Mumbai, Maharashtra (India) (Second JV Partner)**
ADDRESS OF THE AGENCY	**Medhaj Tower, CP-150, Sec-D1, Near Power House Chauraha, Aashiana, Kanpur Road, Lucknow-226012**
CONTACT NO. AND MAIL ID OF THE AUTHOURZED PERSON	**Mob. : +91-9650281166; email : kratika.sharma@medhaj.com**

A. Remuneration

No.	Name	Position (as in TECH-6)	Person-month Remuneration Rate	Time Input in Person/Month (from TECH-6)	*{Currency # 1- as in FIN-2 }*	*{Currency # 2- as in FIN-2}*	*{Currency# 3- as in FIN-2 }*	*{Local Currency- as in FIN-2}*
	Key Experts		HOME/FIELD					
K-1	Dr. Hemlata Chari	Engagement Leader	315500	16.5	5205750			
			225500	11.5				2593250
								5205750
K-2	Mr. Vishal Udhani	Delivery Manager	185960	12	2231520			
			180960	24				4343040
								2231520
K-3	Mr. Tabish Hasmi	Monitoring & Evaluation	185960	12	2231520			
			180960	14				2533440
								2231520
K-4	Mr. Siddharth Mehta	Finance Specialist	195500	11	2150500			
			180000	10				1800000
								2150500
K-5	Mr. Gaurav Lohani	Procurement & Vendor	185900	9	1673100			
			180900	15				2713500
								1673100
K-6	Dr. Natasha Mehta	Teacher Training/Management	206900	12	2482800			
			180900	8				1447200
								2482800
K-7	Dr. Navita Mahajan	Teacher Training/Management	206900	12	2482800			
			180900	8				1447200
								2482800
K-8	Alka Tripathi	Technology Partner	205960	9	1853640			
			190960	9				1718640
								1853640
	Non-Key Experts							
N-1	Will be shared upon award of work	Monitoring & Evaluation	106480	24				2555520
			96480	12				1157760
								0
N-2	Will be shared upon award of work	Procurement & Vendor	106480	24				2555520
			96480	12				
N-3	Will be shared upon award of work	Technology Solution	185960	25				4649000
			170960	11				1880560

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		Architect						0
N-4	Will be shared upon award of work	Digital	179600	5.5				987800
		Outreach	169600	12.5				2120000
		Specialist						0
N-5	Will be shared upon award of work	Collaborati	179600	15				2694000
		on	169600	3				508800
		Platform						0
N-7	Will be shared upon award of work		165600	18				2980800
		Technical	155600	18				2800800
		Analyst						0
N-8	Will be shared upon award of work		165600	18				2980800
		Technical	155600	6				933600
		Analyst						0
N-9	Will be shared upon award of work		200960	18				3617280
		Program	190960	18				3437280
		Associate						0
N-10		Learning	165600	18				2980800
		Solution	155600	18				2800800
		Specialist						0
N-11			186000	9				1674000
			166000	9				1494000
		Civil Works						0
				Total Costs				84874780

Medhel Techno Engineering Pvt. Ltd.

9-3-2018

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Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

FORM FIN-4 BREAKDOWN OF REIMBURSABLE EXPENSES

When used for Lump-Sum contract assignment, information to be provided in this Form shall only be used to demonstrate the basis for calculation of the Contract ceiling amount, to calculate applicable taxes at contract negotiations and, if needed, to establish payments to the Consultant for possible additional services requested by the Client. This form shall not be used as a basis for payments under Lump-Sum contracts

NAME OF THE AGENCY	MEDHAJ TECHNO CONCEPT PVT. LTD. , Lucknow, Uttar Pradesh (India) (Lead Member of JV) In Joint Venture with with CHALKBOARD SCHOOL SOLUTIONS, Mumbai, Maharashtra (India) (First JV Partner) & Host2Unlimited, Mumbai, Maharashtra (India) (Second JV Partner)
ADDRESS OF THE AGENCY	Medhaj Tower, CP-150, Sec-D1, Near Power House Chauraha, Aashiana, Kanpur Road, Lucknow-226012
CONTACT NO. AND MAIL ID OF THE AUTHOURZED PERSON	Mob. : +91-9650281166; email : kratika.sharma@medhaj.com

B. Reimbursable Expenses

N°	Type of Reimbursable Expenses	Unit	Unit Cost	Quantity	{Currency # 1- as in FIN-2}	{Currency # 2- as in FIN-2}	{Currency# 3- as in FIN-2}	{Local Currency- as in FIN-2}
	Domestic Travel of Key Experts	Per Visit	35000	90	3150000	3150000		3,150,000
	Per diem Allowance of Key Experts	Per Month	15000	288	4320000	4320000		4,320,000
	Local Travel of Key Experts	Per Day	3000	720	2160000	2160000		2,160,000
	Domestice Travel of Non-Key Experts	Per Visit	20000	160	3200000	3200000		3,200,000
	Per diem Allowance of Non-Key Experts	Per Day	8000	394	3152000	3152000		3,152,000
	Report Preparation	Report	20000	84	1680000	1680000		1,680,000
	Office Rent	Per Month	150000	36	5400000	5400000		5,400,000
	Office Boy	Month	10000	2	20000	20000		20,000
	Office monthly recurring cost	Per Month	20000	36	720000	720000		720,000
	Seminars to be conducted	Yearly	200000	3	600000	600000		600,000
	Office Infrastructure Expense	One Time	256000	1	256000	256000		256,000
	Local Travel of Non-key Experts	Per Month	18000	288	5184000	5184000		5,184,000
								0
								0
				Total Costs	29,842,000	29,842,000	0	29,842,000

9-3-2016

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Bihar State Educational Infrastructure
Development Corporation Ltd., Patna

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