

# INVITATION OF PROPOSAL

*for*

*Study & Analysis of “Knowledge Management Systems in Indian Government & Public Sector Organizations for generating a model framework for Knowledge Management System including compilation of success stories”*



## CONSULTANCY DEVELOPMENT CENTRE

(Autonomous Institution of DSIR, Ministry of Science & Technology)

2<sup>nd</sup> Floor, Core IV-B,

India Habitat Centre, Lodhi Road,

New Delhi - 110003

Tel: +91-11-24602601/ 24602915/ 24601533

Fax: +91-11-24602602

Website: [www.cdc.org.in](http://www.cdc.org.in)



# Study & Analysis of “Knowledge Management Systems in Indian Government & Public Sector Organizations for generating a model framework for Knowledge Management System including compilation of success stories”

## *1. Terms of Reference*

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### **Background of the Assignment**

Knowledge Management (KM) is the process of capturing, developing, sharing, and using organizational knowledge effectively. Also KM is the process of creating value from an organization’s tangible and intangible assets. It refers to a multi-disciplined approach to achieve the objectives of the organization by making the best use of knowledge.

The purpose of the knowledge management is to ensure that right information is available to the right person at the right time to enable informed decision making. Many organizations across the globe are realizing the importance of knowledge management in streamlining their operations. Understanding the importance of knowledge management, India aims to become/adopt a more enticing notion of knowledge economy rather than Industrial economy.

Considering the size & complexity of operations, Government is the biggest source of knowledge. However, poor management of knowledge results in knowledge gaps & poor decision making. Recently government organizations have started appreciating the importance of knowledge management & its benefits.

Consultancy Development Centre (CDC), an autonomous institution of Department of Scientific & Industrial Research (DSIR) initiated a National Programme for Knowledge Management to create a national knowledge centre & to develop frameworks of models, mechanisms and standards for different activities under knowledge management.



In view of this, CDC initiated an activity for analyzing & compilation of successfully implemented cases of knowledge management systems in government & public sector organizations with an idea of studying the various practices followed in knowledge management applicable to government & public sector organization, and thus creating a conceptual framework that encompasses all activities and perspectives required to gain insights on various issues related to implementation of knowledge management systems.

### **Objectives of the Assignment**

Analysis & Compilation of success stories of knowledge management systems in Indian government & public sector organization leading towards the following:

- To define the knowledge in context of Indian government & public sector organizations.
- To understand the knowledge management in context of Indian government & public sector organizations.
- To study the issues/challenges faced by Indian government & public sector organizations.
- To create a compendium of cases of successful implementation of knowledge management systems in government & public sector organizations.
- To develop a conceptual framework/roadmap for successful implementation of knowledge management.

### **Scope of the Assignment:**

- Include the cases of knowledge management systems of atleast 15 Indian government and public sector organizations, 2 cases of knowledge management systems in private organizations & 2 cases of knowledge management systems in foreign government organizations.
- Study the knowledge management system (framework & architecture) implemented in the organizations.



- Detailing of various aspects of the knowledge management systems in the organizations like knowledge needs, knowledge capture, knowledge sharing, knowledge transfer, knowledge representation, organizational culture, management support, KM sustainability, retaining worker knowledge, creating learning organization, issues/challenges faced etc. The detailing needs to be done in the form of case studies in an acceptable format, appropriate for use in capacity building, training, publications etc.
- Provide comparative view of various aspects of knowledge management process in the organization in selected Indian government & public sector organizations, private organizations & foreign government organizations.
- In-depth analysis of cases under consideration to arrive at the conclusion/recommendations and creation of conceptual framework for successful implementation of knowledge management.

### **Approach and Methodology**

#### *Approach*

The consultant should give an overall approach towards the assignment so that it achieves the objectives stated above and covers the entire scope.

#### *Methodology*

The consultant should provide in great detail the methodology which will be adopted in execution of the assignment.



## Deliverables and Milestones

### A. Case Studies

The study of knowledge management systems in the organizations needs to be detailed out in the form of case studies in an acceptable format which can be used in capacity building, training, publication etc.

The case studies will cover the following:

- Key issues & the importance of the management support in sustaining the knowledge management effort in organization & the importance of knowledge management in organization learning
- Details of the processes used to capture knowledge which is critical in retention of organizational knowledge where the work forces are in transition.
- Knowledge management strategy in implementation of knowledge management initiatives.
- Details of the knowledge management importance in the dynamic flow of knowledge within the project team & the use of knowledge management in projects and project management.
- Issues associated with the implementation of knowledge management systems & sustaining knowledge management initiatives.
- Impact made by the knowledge management initiative on the individual and organizational efficiency.
- Any other aspect relevant to knowledge management system.

### B. **Conceptual framework** for successful implementation of knowledge management.



### C. Documentary deliverables

- Detailed Inception Report discussing the execution plan in minute details.
- Mid-term Report
- Draft Study Report
- Final Study Report

### D. Presentations on each of the above deliverables at CDC

#### **Time frame:**

The study is to be completed within six months from the date of award of the contract.

*Time frame for documentary deliverables:*

- A detailed Inception Report is to be submitted within 15 days from award of work.
- Mid term is to be submitted within 3 months from award of work.
- Draft Study Report is to be submitted within 5 months from award of work.
- Final Study Report is to be submitted in 30 days from receipt of comments on draft study report.

## **2. General**

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### **Eligibility Criteria**

The consultants must meet the following minimum eligibility criteria -

- The entity submitting the proposal should have minimum of 5 year's of experience in consulting i.e. should be engaged in consulting since July, 2009.  
*(Copy of letter of award/contract/agreement for consulting assignments spread over last five years i.e. signed/initiated on or after 1<sup>st</sup> July, 2009, substantiating the above)*



- Should have executed minimum 3 assignments in the area of knowledge management in last 3 years i.e. date of work order on or after 1<sup>st</sup> July, 2011.  
(Copy of letter of award/contract/agreement for consulting assignments initiated not earlier than 1<sup>st</sup> July, 2011)
- Should have minimum average turnover of Rs. 10 crores in the last three years, i.e. 2010-11, 2011-12 & 2012-13.

Documentary Evidence for the following must be submitted:

- a) Proof of Turnover (Audited P&L statement for years 2010-11, 2011-12 & 2012-13)
- b) Contract/Work/Engagement orders indicating the details of assignment, client, value of assignment, date of award, time period etc. to substantiate information provided in this proposal.
- c) Certificate of incorporation of the Company/Organization/Firm.

Desirable (but not essential)

- The entity submitting the proposal should have successfully implemented knowledge management system, in their own organization.
- Entity submitting the proposal should have experience in development of case studies.

Note:- Proposals submitted by a consortium of agencies are not acceptable.

### **Proposal Submission**

Each proposal should be submitted in two parts, viz.

- Technical
- Financial

The technical and financial proposal must be submitted in two separate sealed envelopes indicating clearly on envelopes as “TECHNICAL PROPOSAL” and “FINANCIAL PROPOSAL”, followed by the nomenclature of the assignment, “Study & Analysis of “Knowledge Management Systems in Indian Government &



Public Sector Organizations for generating a model framework for Knowledge Management System including compilation of success stories". Financial proposal to include a warning "DO NOT OPEN WITH THE TECHNICAL PROPOSAL". The envelopes containing the Technical and Financial Proposals shall be placed into an outer envelope and sealed. This outer envelope shall bear the submission address and marked clearly the nomenclature of the assignment, "Study & Analysis of Knowledge Management Systems in Indian Government & Public Sector Organizations for generating a model framework for Knowledge Management System including compilation of success stories: Outer envelope containing two separate envelopes of one Technical Proposal & one Financial Proposal".

### ***Technical Proposal Content***

Technical Proposal should be prepared considering Objective, Scope, Approach & Methodology, Milestones & Deliverables as well as other information given in this document.

Technical Proposal must include:

- a. Brief description about the Consultant/Consulting firm
- b. Consultants experience
  - In addition to overall experience of the consultant, details of specific consultancy projects/studies undertaken may be provided including Assignment/job name, description of services provided and scope of work covered, appx. value of assignment, country & location, duration of assignment, name of client, starting & completion dates, names of associates (other than employees), if any. (*Documentary evidence in support of above facts to be provided*).
  - Details of the relevant experience in last 10 years alongwith the documentary evidences.





- Details in two separate sections viz. 1. General experience 2. Experience in similar assignment.
  - Details of successful implementation of Knowledge Management System in own organization (if applicable) alongwith relevant documentary evidence.
  - Details of experience in development of case studies (if applicable) alongwith relevant documentary evidences.
- c. Comments and suggestions on understanding of Terms of Reference.
- d. Approach
- e. Methodology
- f. Work Plan and Schedule
- g. Detailed profile and CV of manpower proposed to be associated with this assignment.

### ***Financial Proposal Contents***

Financial proposal should be in the form of a Lumpsum Consulting Fee +Service Tax as applicable.

The lumpsum consulting fee should be inclusive of all expenses which consultant may incur while executing the assignment including travel, boarding and lodging within India and abroad including visits to CDC, as required.

### **Evaluation of Proposals**

An agency/consultant will be selected under the **Combined Quality cum Cost Based System** method (CQCCBS) with weightages of 70:30 (70% for technical proposal and 30% for financial proposal) and procedures described in this proposal.



### Technical Evaluation

The following evaluation criteria shall be used for technical evaluation.

Sr. No.	Description	Break up
1	Past Experience in work of similar nature executed in last 5 years as on 1 <sup>st</sup> July, 2014	30 Marks
1.1	Past experience of similar nature (assignments in knowledge management) in terms of no. of assignments executed on or after 1 <sup>st</sup> July, 2009  No. of assignments =>3 and =<5 (3/4/5) No. of assignments >5 and =<9 (6/7/8/9) No. of assignments =10 and above (10& above) <i>(Marks will be awarded based on work order of assignments enclosed alongwith the Technical proposal)</i>	15 Marks  7 Marks 10 Marks 15 Marks
1.2	Successfully implemented knowledge management system in own organization  <i>(Marks will be awarded based on relevant documentary evidence enclosed alongwith the Technical proposal)</i>	10 Marks
	Experience in development of case studies <i>(Marks will be awarded based on relevant documentary evidence enclosed alongwith the Technical proposal)</i>	5 Marks
2	Methodology, Work Plan and Understanding of TOR	50 Marks
2.1	Understanding of TOR	10
2.2	Approach and Methodology	30
2.3	Work Plan +Time Schedule	10
3	Infrastructure & Manpower	20 Marks
3.1	Office Details/Branch offices (If any)	5 Marks
	(i) General infrastructure	2 Mark



	<p>(ii) Number of branch offices in India (<i>max. 2 marks</i>)</p> <ul style="list-style-type: none"><li>- Less than 3 branch offices in India</li><li>- 3 or more branch offices in India</li></ul> <p>(iii) Number of branch offices in foreign countries (<i>max. 1 mark</i>)</p> <ul style="list-style-type: none"><li>- No branch offices in foreign countries</li><li>- 1 or more branch offices in foreign countries</li></ul>	<p>2 Marks</p> <p>1 Mark</p> <p>2 Marks</p> <p>1 Mark</p> <p>0 Mark</p> <p>1Mark</p>
3.2	<p><b>Personnel including skills &amp; competencies</b></p> <p>(i) Proven/verifiable skills, competencies, experience in knowledge management (<i>max. 8 marks</i>)</p> <ul style="list-style-type: none"><li>- 2 Person</li><li>- 3 or more Persons</li></ul> <p>(ii) Proven/verifiable skills, competencies, experience in development of case studies (<i>max. 3 marks</i>)</p> <ul style="list-style-type: none"><li>- 0 Person</li><li>- 1 Person</li><li>- 2 or more Persons</li></ul> <p>(iii) Proven/verifiable skills, competencies, experience in execution of projects with government clients (<i>max. 4 marks</i>)</p> <ul style="list-style-type: none"><li>- 0 Person</li><li>- 1 or 2 Person</li><li>- 3 or more Persons</li></ul> <p>(Marks will be awarded based on the detailed CV enclosed alongwith the Technical proposal. Detailed CV of professional/experts mentioning the releavant experience should be certified by the professional/expert alongwith the disclaimer given below:</p> <p><i>Disclaimer:</i> I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes me, my qualifications, &amp; my experience. I hereby, agree to associate with M/s [Consultant Name] for CDC assignment on knowledge management)</p>	<p>15 Marks</p> <p>4 Marks</p> <p>8 Marks</p> <p>0 Mark</p> <p>1 Mark</p> <p>3 Marks</p> <p>0 Mark</p> <p>2 Marks</p> <p>4 Marks</p>
<b>Total</b>		<b>100 Marks</b>

**Threshold** for shortlisting consultants in technical evaluation will be 70 marks (seventy marks). CDC shall shortlist all the Agencies who secure the minimum cut off of 70% (Seventy Percent) in technical evaluation.

#### **Evaluation as per Combined Quality cum Cost Based System (CQCCBS)**

- The financial proposals of only technically shortlisted consultants will be opened and will be ranked in terms of their total evaluated cost.



- Based on the criteria and the total score, the Technical Scores will have a weightage of 70%. The Financial Proposals will be allotted a weightage of 30%.
- The proposal with the lowest cost shall be given a financial score of 100 and other proposals given financial scores that are inversely proportional to their prices. The total score shall be obtained by weighing the quality and cost scores and adding them up
- On the basis of combined weighted score for quality and cost, the agency shall be ranked in terms of total score obtained. The proposal obtaining the highest total combined score in evaluation of quality and cost will be ranked as H-1 followed by the proposals securing lesser marks as H2, H3 etc. The firm securing the highest combined marks will be considered for award of the contract.  $\text{Total Score} = (\text{Technical Score} \times 0.70 + \text{Financial Score} \times 0.30)$

*Evaluation will be based on documentary evidence submitted by the applicant with respect to evaluation/selection criteria.*

**Note:** The following documentary evidence (in addition to all other documentary evidences mentioned in this document elsewhere) should be provided along with the proposal

- Proof of Turnover (Audited P&L statement for years 2010-11, 2011-12 & 2012-13)
- Contract/Work/Engagement orders indicating the details of assignment, client, value of assignment, date of award, time period etc. to substantiate information provided in this proposal.
- Certificate of incorporation of the Company/Organization/Firm.
- Details & CVs of Key Personnel for the Project

#### **General Instructions to Consultant**

- On the basis of the evaluation as per CQCCBS defined above, the consultant will be selected & the contract will be signed with the selected consultant.



- Consultants shall bear all costs associated with the preparation and submission of their proposal and presentation.
- CDC will reject a proposal for award if it determines that the firm selected for award has engaged in corrupt or fraudulent activities in competing for the contract.
- For the due performance of the assignment in accordance with the terms and conditions specified in the contract, the selected Consultant shall furnish to CDC a performance security in the form of an irrevocable and unconditional Bank Guarantee for a minimum of 10% (Ten Percent) of Contract Value.

#### **Amendment to Invitation of Proposal**

- a. At any time prior to the deadline for submission of proposals, CDC may, for any reason whether its own modify the Invitation of Proposal document by issuance of an Addendum/Corrigendum.
- b. Any Addendum/Corrigendum will be uploaded in the website of CDC [www.cdc.org.in](http://www.cdc.org.in) under Announcement Section one week prior to last date of submission and bidders are advised to see the website. The addendum/corrigendum then issued will be a part of the Invitation of Proposal and any Proposal without Addendum/Corrigendum, if any, will not be considered.

#### **Validity**

The proposal shall be valid for 90 days from the last date of submission of the proposal.



## Payment Terms

Payment Terms	Milestones
20%	<ul style="list-style-type: none"><li>- On acceptance of proposal &amp; Signing of Contract Agreement</li><li>- Submission of Performance Security</li><li>- Submission of Inception Report &amp; acceptance by CDC/Project Review Committee (PRC)</li></ul>
50%	On Submission of Draft Report and acceptance by CDC/PRC
30%	On Submission and acceptance of Final Report by CDC/PRC

## Date for submission of proposal

The Proposals must be sent to CDC office on or before **30<sup>th</sup> June, 2014** by 1500 hrs. The proposals to be sent only in hard copy by post/courier/by-hand. Emails will not be considered. The proposals will be opened on **30<sup>th</sup> June, 2014** at 1530 hrs.

### Notes:-

- 1) Consultancy Development Centre (CDC) reserves the right to accept or reject any or all proposals without assigning any reason thereof.
- 2) Responses to Invitation of Proposal not accompanied with documentary evidence requested above, may be summarily rejected.

### *Enquiries & submission of proposals should be addressed to:*

Head (Knowledge Management & Publications)

Consultancy Development Centre

India Habitat Centre

Core-IV B, 2nd Floor, Lodhi Road, New Delhi-110003

Tel-011-24602601, 24602915, 24601533, Fax: 011-24602602

Email: - shweta@cdc.org.in; rparpyani@cdc.org.in

Website: www.cdc.org.in