

No. 15/07/Acy/Trg/SOMC/BSF/20/ 7010
Government of India
Ministry of Home Affairs
Directorate General Border Security Force
(Training Directorate)



Email ID : trgdte@bsf.nic.in

Block 10, CGO Complex
Lodhi Road, New Delhi

_____ Oct 2020

**REQUEST FOR PROPOSALS(RFP) FOR MoU/AGREEMENT FOR
PROFESSIONAL TRAINING SERVICES TO CONDUCT TRAINING
PROGRAMMES ON LEADERSHIP AND MANAGEMENT FOR BSF
OFFICERS**


1. **OVERVIEW**

Border Security Force (BSF) is the largest Border Guarding Force in the world responsible for ensuring sanctity of borders with Pakistan as well as with Bangladesh. Training is the most important factor in functioning of a Force like BSF. Significance of constant honing of skills & knowledge for a Force like BSF responsible for security of borders can't be over emphasized. BSF Officers need to inculcate best available leadership and management skills for accomplishing complex arduous and sensitive duties. To enhance the efficiency in job performance, BSF Officers undergo short duration courses in leadership and management as part of mandatory (career progression) training programme and also for skill and knowledge upgradation.

Therefore, through this RFP, Border Security Force is inviting Training Institutions to conduct short duration training programmes/modules on the following identified specific training requirements for BSF Officers for next three years w.e.f 2020-21 onwards which can be extended to 5 years maximum and would be decided by BSF. Training programme would be for officers of the rank of Asstt Comdts to DIsG and includes their mandatory training.

- (a) The following parameters should be taken care of for preparation of modules/programmes:-
- (i) Devising management modules for training interventions at different stages of BSF officer's career enabling performance as per job description.
 - (ii) Implementation of management module both on-site and off-site.
 - (iii) In-house capacity building for implementation of management tools, its evaluation for transfer of learning to job situation.
 - (iv) Pre training, in training and post training support mechanism.

By the order of
Trg Dir, HQ BSF
New Delhi-02

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- (b) A brief introduction on the mandate of Border Security Force and its salient features may help you in understanding the training needs of officers of Border Security Force. As one may be aware that Border Security Force was raised in the aftermath of Indo-Pak War of 1965 for guarding the Indo-Pakistan (including erstwhile East Pakistan and present day Bangladesh), both during peace and war. Presently the force is assigned with role and task of defending/guarding the Indo-Pak and Indo-Bangladesh Border both during war & peace including 143 KMs of Line of Control.
- (c) Besides, Force is also entrusted with the multi dimensional responsibilities of Counter Insurgency, Anti-terrorism Role, Left Wing Extremism, Election Duty etc. As such multi dimensionally, flexibility and adaptability are the principle integrals of the professional ingredients of the Force.
- (d) Guarding the highly volatile border in the west and highly smuggling prone border in the east, further necessitates a very high degree of professional integrity and commitment to function under such tremendous stressful condition and on a zero-error basis.
- (e) Force also has to remain constantly motivated to guard/defend the borders constantly maintaining the high level of alertness round the clock with requisite level of aggression.
- (f) Further Officers of the Force must possess high level of military leadership, in conjunction with modern management tools to lead motivate and inspire the under command to get the best under most inhospitable weather/terrain conditions in a highly stressed work environment.

2. **Key activities and proposed dates:-**

The proposed schedule of events for the RFP are outlined below:-

- | | | |
|-----|--|---------------------|
| (a) | Public Notice on CPP Portal and information to reputed Institutes. | 07 Oct 2020 |
| (b) | Pre-bid Meeting (Information/Queries): | 20 Oct 2020 |
| (c) | Bid submission start date | 07 Oct 2020 |
| | Receipt of proposal in two bids system through CPP:- | |
| | (i) Technical proposal/bid as per clause 7(a) & 7 (b) and | |
| | (ii) Financial/Price bid as per clause 4 (a) & 4 (b) and 5 (e) & 5 (f) and submit as per Appendix – 'A' (in Excel sheet) | |
| (d) | Bid submission end date | 02 Nov 2020 |
| (e) | Bid opening date | 03 Nov 2020 |
| (f) | Presentations by the selected Institutes as per clause 7(b) | 19 Nov 2020 onwards |
| (g) | Vendor selection likely by | 30 Nov 2020 |


 Dy Inspector General (Tgt)
 Tgt Div, FHQ BSF
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3. **SCOPE OF SERVICES**

The Need

- (a) In nut shell following distinct military leadership skills need to be developed in officers at various levels:-
- (i) Professional Competence
 - (ii) Courage of Conviction
 - (iii) Decision Making
 - (iv) Flexibility
 - (v) Possess initiative
 - (vi) Spirit de Corps
 - (vii) Motivation Skills/Inter personal skills
 - (viii) Crisis Management
 - (ix) Stress Management
 - (x) Leadership Skills
 - (xi) Impeccable Integrity
 - (xii) Other various important aspects of human resource management and team building. Whereas, officers keep evolving themselves during their service period through learning experience, but there is an in escapable requirement felt to fill up the gap between the age old, established military leadership traits and the modern management tools, catering to the needs of the ever changing, geo-strategic situation and socio-economic conditions.
- (b) Hence, we need to evolve a relevant pragmatic and viable leadership and management programme for competency building of the Officers of BSF for better operational and administrative functioning and efficiency of the organization.
- (c) Detailed attributes & ranks/levels that are needed to be customized and incorporated by Training Institutes are as under: -

S/No.	Rank	Core work areas	Management inputs required
(i)	Assistant Commandant Cutting edge officers who commands 137 personnel under him and responsible for operational and administration of this team in various duty scenarios.	<ul style="list-style-type: none"> • Management of resources (M&M). • Management of operational area/ task • Leadership & Motivation • Tactical operations • Intrapersonal and Interpersonal skills • Emotional Intelligence at work place • Ability to give feedback effectively. 	<ul style="list-style-type: none"> • Leadership, Morale & Motivation • Team building • Time Management • Operation Management • Dealing with men and materials. • Ability to motive other/ subordinates • Willingness to assume responsibility • Training and development of subordinates • Ability to handle aggressive, passive persons effectively and manage resistance


 Lt Col Ramesh Singh
 Dy Insp. (Training) (Trg)
 Trg Dts. FHO BSF
 New Delhi-03





(ii)	<p><u>Deputy Commandant</u> As staff officer with in a Battalion as well as Headquarters with service profile of 06-15 years of service as a GO in the Force.</p>	<ul style="list-style-type: none"> • Planning of task/project • Execution of task/project • Procurement systems and Institutional upkeep • Ability to craft a vision that other will follow • Ability to align people to achieve goals and objectives of BSF • Ability to understand different communication styles • Ability to Analyze Information • Ability to enrich the physical environment 	<ul style="list-style-type: none"> • Project management • Institution Management • Inventory Management • Negotiations • Ability to handle Diversity-Related Conflict • Ability to think differently about differences • Ability to persuade others without being aggressive • Ability to effectively deal with passive agreement persons • Emotional Intelligence and Quotient (EQ) • Intrapersonal and Interpersonal skills
(iii)	<p><u>Second-in-Command</u> Perform operational and administrative support to the command of a Bn with service profile of 15-20 years. Also as staff officer in various HQs in command.</p>	<ul style="list-style-type: none"> • Strategizing job/task • Conceptualization of operational scenario • Framing of order & convening it • Management of Men & Material • Grievance Redressal & Welfare • Leadership & Morale & Motivation • Management of Budget & Finance • Insight for seeing the Big Picture • Communication, Intrapersonal and Interpersonal skills • Ability to be assertive • Ability to align people to achieve goals and objectives of BSF 	<ul style="list-style-type: none"> • Leadership & resource management • Mentoring, counseling & conflict management • Organizational culture, change communication skills and financial management • Feedback giving/ taking • Ability to foster an inclusive environment • Ability to develop a positive feedback culture • Ability to manage resistance to new ideas and change • Ability to provide timely and proper guidelines • Understanding the need to take personal responsibility of managing change and transforming BSF's vision into reality
(iv)	<p><u>Commandant</u> Service 20-30 years service as GO. He commands a Bn of 1200 personnel at Border as well as in various different security scenarios.</p>		

ॐ श्री गणेशाय नमः
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 Dy Inspectant General (Tgt)
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			<p>Additional inputs required for Commandants:-</p> <ul style="list-style-type: none"> • Role clarity as leader • Analyse resources, competencies and resource management • Identity core competencies of effective leaders • Cultivate empathy or the ability to understand the emotional makeup of other people and skill in responding according to their emotional reactions • Learn how to build a high performance team • Stress, time, conflict and character management • Managing diversity • Examine the art of motivating people under command
(v)	<p><u>DIG</u></p> <p>Officer in a supervisory role of a Sector (3-5 Battalions). Responsible for Administrative and Operational support to under command. Also serve as staff officer in BSF Headquarters.</p>	<ul style="list-style-type: none"> • Command and directions • Strategizing • Organizational Development • Intervention & controlling change • Ability to align people to achieve goal and objectives of BSF • Ability to design new and effective methods of work towards achieving the targets and objectives 	<ul style="list-style-type: none"> • Decision Making • Delegation • Goal setting • Initiative & planning • Team building • Mentoring • Counseling • Leadership and developing subordinates • Creation of motivational environment

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4. **REQUIRED PROPOSAL INFORMATION- OFFLINE**

It is therefore, requested to submit the proposal of conducting the programmes for next 03 years extendable to maximum 05 years and as mentioned in Para-3 along with course fee of each programme separately in following format-

(a) **Off Site at BSF Academy Tekanpur, Gwalior (M.P)- OFFLINE**

S/No	Details of Programmes for different ranks/levels	Cost(in Rupees) for total 10 sessions of 80 minutes each in 02 days (05 sessions per day)	Taxes (if any)	Total cost
1	Asstt Commandant (capacity 40 to 70)			
2	Dy Commandant (capacity 40 to 50)			
3	Second-in-Command (capacity 30 to 40)			

(i) Cost should include boarding & lodging of faculty. (Boarding & Lodging will be provided in BSF Mess on nominal charges)

(ii) Minimum 02 or more Faculty members of Institute need to conduct off site program.

(iii) Institute/ Vendor has to commence the training programme within 15 days of intimation of dates by BSF or as decided by BSF.

(b) **On Site at Vendors Institute (OFFLINE)**

S/No	Details of Programmes for different ranks/levels (05 sessions of 80 minutes each per day).	Cost for complete program (in Rs)	Taxes (if any)	Total cost
1	Cost of programme (inclusive of boarding & lodging) for 12 days for Core Leadership and Management Development Programme (CLMDP) for Commandants (capacity 20 to 25)			
2	Cost of programme (inclusive of boarding & lodging) for 05 days for Leadership and Management Development Programme (LMDP) for DIsG (capacity 20 to 25)			

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- (c) Conduct of programme for offsite at BSF Academy Tekanpur, Gwalior and on site at your Institution be clearly separated.
- (d) Boarding & Lodging charges for Sunday/Holidays, if any during the course will be inclusive. Boarding should be preferably on single occupancy basis.

5. **REQUIRED PROPOSAL INFORMATION- ONLINE**

(a) Further, above courses with same content can be conducted online (keeping in view the COVID-19 situation). The vendor should also submit the rates as per format mentioned under para 5 (e) & (f) for conducting the courses online. They should write rates for conducting online courses. Evaluation of online bids will also be done on the lines of evaluation of offline bids.

(b) The conduct of courses will be reverted back to offline once the condition becomes conducive and will be decided by BSF.

(c) The Bidders/Vendors for offline and online will be selected separately by committee/ Board of officers of BSF.

(d) It is therefore, requested to submit the proposal of conducting the programmes for next 03 years extendable to maximum 05 years as would be decided by BSF as mentioned in Para-3 along with course fee of each programme separately in following format:-

(e)

Details of Rank wise programme to be conducted online

S/No	Details of Programmes for different ranks/levels	Cost(in Rupees) for total 10 sessions of 80 minutes each in 02 days (05 sessions per day)	Taxes (if any)	Total cost
1	Asstt Commandant (capacity 40 to 70)			
2	Dy Commandant (capacity 40 to 50)			
3	Second-in-Command (capacity 30 to 40)			

(i) Institute/ Vendor has to commence the ONLINE training programme within 15 days of intimation of dates by BSF or as decided by BSF.

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▲ (f) **Details of Senior Officer courses to be conducted online**

S/No	Details of Programmes for different ranks/levels (05 sessions of 80 minutes each per day).	Cost for complete program (in Rs)	Taxes (if any)	Total cost
1	Cost of programme for 12 days for Core Leadership and Management Development Programme (CLMDP) for Commandants (capacity 20 to 30)			
2	Cost of programme for 05 days for Leadership and Management Development Programme (LMDP) for DIsG (capacity 20 to 30)			

6. **ADMINISTRATIVE INFORMATION**

- (a) The written proposal, requisite documents and financial bid should be uploaded on CPP with in given time & date. Late proposals will not be entertained.
- (b) If any of the details submitted by firm/vendor found to be incorrect later, the MoU/contract /agreement is liable to be terminated without notice.
- (c) Director General BSF reserves the right to cancel/terminate the MoU/ Contract at any time in the event of unsatisfactory performance by the Institute which will be assessed by BSF only.

7. **PROPOSAL SELECTION/OPENING CRITERIA**

The proposals will be assessed on the basis of (a) technical Part i.e. Written proposal (not exceeding 1500 words) alongwith documents and Power Point Presentations and (b) financial part (cost factor). The proposals will be scrutinized by a Board of Officers/Committee of BSF Officers. The Bidders who respond to RFP and have submitted their written proposals in due date & time would be short listed based on their written proposal and documents and called to give Power Point Presentation to the Board of Officers/Committee on the proposals. The presentation will be scheduled as per Clause 2 and evaluation of proposals will be based on following parameters: -


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S/No.	Particulars	Weightage/Marks
a	Written Proposal (not exceeding 1500 words) i) Comprehensiveness of submission including clarity, brevity, organizational understanding ii) Relevance and customized Trg Programme (Proposal with a demonstrated understanding of approach towards inculcating leadership and managerial traits in BSF Officers).	Maximum Marks - 10 Maximum Marks - 20
b	Documents alongwith Written Proposal i) Qualified trainers(PG & above) on roll 01 mark for every 2 trainers ii) Resources/infrastructure/audiovisual hall (minimum 25 persons capacity) iii) Number of years of experience as training Institute/organization(01 mark for every 02 years) iv) Number of training sessions conducted in last 01 year for professional training services(Jan 2019 to Dec 2019) (01 mark for each 02 courses conducted)	Maximum Marks - 05 Maximum Marks - 05 Maximum Marks - 10 Maximum Marks - 10
c.	Power Point Presentation(only shortlisted firms) To include:- i) Scheme of activities for conducting training for BSF Officers ii) Learning objectives iii) Subject area coverage iv) Best suitable methodologies v) Customization of training programme for each rank	- 05 marks - 05 marks - 10 marks - 10 marks - 10 marks
		Total Marks - 100

8. **Evaluation Criteria and Identification of Best Evaluated Bid:-**

- Evaluation criteria proposed to be adopted will be quality cum cost based system (QCBS) where Technical Bid and commercial/financial bid will have weightage of 60% and 40% respectively.
- Only those firms will be shortlisted for power point presentation which will score minimum 45 marks out of 60 i.e. A + B (Clause 7).
- Technical score arrived on the basis of courses at Para 4 (a) & (b) and Para 5 (e) & (f) will be used for all the 10 courses
- Institutes scoring 70% or more marks in the Technical Evaluation(A+B+C) (Clause 7) will be shortlisted for consideration and opening of their financial bids.

आर. पी. सिंह
By Inspector General (Trg)
Trg Dis, PHQ BSF
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- (e) Selected/short listed Institutes may have presence of their authorized representative during the opening of commercial/financial bids as per specified date & time.



9 (a) **Description of variables used:** -

T is the technical score for each bid.

ST is the Total Technical Score for each Bid

$$ST = 0.6 \times T$$

F is the Commercial Bid Price quoted in the Bid under consideration

FL is the value of lowest Qualifying Commercial Bid Price

Commercial Bid Score (SF) for each Bid shall be computed as follows: -

$$SF = 100 \times (FL/F)$$

Total Score (TS) for each Bid shall be computed as follows: -

$$TS = (ST) + (0.4 \times SF)$$

Note: - The Bid, that obtains the highest Total Score (TS) value, will be rated as the Best Evaluated Bid.

(b) **Evaluation of bids for all the five courses (offline as well as online)**

The proposal will be evaluated for all the 10 courses (4 (a) &(b), 5 (e) & (f) separately as per evaluation criteria clause 8 and description of variables mentioned at clause 9(a) and accordingly vendor will be selected for each course separately.

10. **Clarification on the RFP:-**

(a) A prospective bidder requiring any clarification on the RFP documents may notify by sending mail on mail id - trgdte@bsf.nic.in. All queries and clarifications should reach by the deadline as specified in the clause 2. Any queries received after the indicated date and time will not be entertained.

(b) BSF would give clarifications to the bidders in the pre-bid meeting only. BSF would not prepare and send responses to the queries and clarifications by the bidders in a consolidated manner and has the right not to respond to some or any of the queries at its discretion. BSF will not normally entertains or respond to bidders queries and clarifications after pre-bid meeting. Committee/Board of Officers of BSF may seek clarifications from the Bidders and the Bidders are expected to respond/provide the information/clarifications within the stipulated time. The failure to provide the information may lead to disqualification of the Bidder.

11. **Pre-bid meeting:-**

The bidder's authorized representatives (not exceeding two) may like to attend the Pre-bid meeting at their own cost, which would take place at Headquarter DG BSF, Block No.10, CGO Complex, Lodhi Road, New Delhi - 03 on the date and time as stipulated in the clause 2 of this RFP.

Sd/-
Inspector General (Trg)
Trg Div, FHO BSF
New Delhi-03

12. **Venue:-**

Conference Hall, 1st Floor, Headquarter DG BSF, Block No.10, CGO Complex, Lodhi Road, New Delhi - 110003.



13. The response to this RFP must reach to the addressee as mentioned below or on CPP portal:-

Deputy Inspector General (Trg)
Training Directorate
HQ DG BSF
Block No.10, CGO Complex, Lodhi Road
New Delhi - 110003
Fax No. 011-24361934

14. For any information, you may contact Shri R C Singh, DIG (Trg) Phone No. 011-24369869.

(R C Singh)
Dy Inspector General (Trg)

Trg Dte: HQ
उप निदेशक (प्रशिक्षण)
Dy Inspector General (Trg)
उप निदेशक, प्रशिक्षण, लोधी रोड, नई दिल्ली
Trg Dte / HQ
नई दिल्ली - 110003



PROFORMA FOR PRICE BID

(TO BE FILLED BY THE BIDDERS & SEALED SEPERATELY)

Request for Proposal(RFP) inviting authority : DG BSF				
Name of Programme MOU/Agreement for Professional Training Services to conduct training programmes on Leadership & Management for BSF Officers				
Institute/Bidders Name				
S.No.	Details of Programmes for different ranks/levels	Cost (in Rupees)	Taxes(if any)	Total cost (in Rupees)
1	Asstt Comdt (capacity 40 to 70) Offsite at BSF Academy Tekanpur for total 10 sessions of 80 minutes each in 02 days (05 sessions per day) (offline)			
2	Dy Commandant(capacity 40 to 50) Offsite at BSF Academy Tekanpur for total 10 sessions of 80 minutes each in 02 days (05 sessions per day) (offline)			
3	Second-in-Command(capacity 30 to 40) Offsite at BSF Academy Tekanpur for total 10 sessions of 80 minutes each in 02 days (05 sessions per day) (offline)			
4	Cost of programme (inclusive of boarding & lodging) for 12 days for Core Leadership and Management Development Programme (CLMDP) for Commandants (capacity 20 to 25)(05 sessions of 80 minutes each per day) Onsite at Vendor's Institute (Offline)			


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 उप महापति (प्रशिक्षण)
 Dy Inspector General (Trg)
 प्रशिक्षण विभाग, बॉर्डर सेक्यूरिटी फोर्स, गोरखपुर
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 नई दिल्ली-03/Now Delhi-03



5	Cost of programme (inclusive of boarding & lodging) for 05 days for Leadership and Management Development Programme (LMDP) for DisG (capacity 20 to 25)(05 sessions of 80 minutes each per day) Onsite at Vendor's Institute (Offline)			
6	Asstt Commandant (capacity 40 to 70) for total 10 sessions of 80 minutes each in 02 days (05 sessions per day) Online)			
7	Dy Commandant (capacity 40 to 50) or total 10 sessions of 80 minutes each in 02 days (05 sessions per day) Online)			
8	Second-in-Command(capacity 30 to 40) or total 10 sessions of 80 minutes each in 02 days (05 sessions per day) (Online)			
9	Cost of programme for 12 days for Core Leadership and Management Development Programme (CLMDP) for Commandants (capacity 20 to 30)(05 sessions of 80 minutes each per day) (Online)			
10	Cost of programme for 05 days for Leadership and Management Development Programme (LMDP) for DisG (capacity 20 to 30) (05 sessions of 80 minutes each per day) (Online)			


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