

DRAFT TERMS OF REFERENCE (TOR)
(Selection of an Implementation support Agency to support SCERT)

1 Introduction & Issuer

The DOE / BSEIDC , Govt. of Bihar, intends to select an **Implementation support Agency** with requisite experience and capabilities in transformation projects within a State’s Department of School Education, with consulting support focused on improving the learning outcomes in Government schools across the State .

The selection shall be applicable for a period of 3 (Three) Years. It invites offer from reputed companies to be applied online as "Expression of Interest for “Selection of Implementing Support Agency Selection of Implementation Support Agency for SCERT, Bihar”.

2 Purpose

The purpose of this Expression of Interest is to shortlist reputed agencies / firms / companies for providing implementation support services in the Implementation Support to design the strategy for planning and implementation of programs, as well as developing the capacity of SCERT (State Council for Education Research and Training, Bihar) and helping with development of suitable curriculum and study materials for relevant pre-service and in-service teacher education programs and courses. Implementation Support Agency will not be responsible for implementing the program directly. The objective of the document is to provide indicative information on the project and the scope of work for this project of DOE/ BSEIDC. The detailed scope of work, terms and conditions and parameters for selection of the Implementing Agency will be provided in the Request for Proposal (RFP) for “ IMPLEMENTATION SUPPORT AGENCY TO SUPPORT SCERT , BIHAR” .will be provided to only to the shortlisted firms, as per the selection parameters provided in this EOI.

BSEIDC (Bihar State Educational Infrastructure Development Corporation)

Bihar State Educational Infrastructure Development Corporation Ltd. (BSEIDC) , is a Government Entity sponsored by Bihar State Government within the meaning of Section 617 of the Companies act, 1956 . It is focused To create, construct, execute, carry out,

improve, work, develop, administer, manage, control or maintain, in Bihar and elsewhere, all types of schools, educational Institutions, Universities, Colleges, Minority Institutions, Research bodies, Academic Institutions, Training Institutions, Allied Infrastructure related to Education & Support Services related to Education, Educational Utilities or any emergency pertaining to all departments of Government of Bihar or any other department, agency, organization or body through Human Resource Development Department or directly.

SCERT, Bihar (State Council for Education Research and Training).

SCERT was set up in 1981 in Bihar to provide academic leadership within the State and act as the hub of academic research innovation, inspiration and motivation. It was established to be a symbol of quality and provide philosophical and sociological insights into education for transformation of society. It is responsible mainly for designing the curriculum, production of textbooks, supervision of DIETs and teacher training. The SCERTs are visualized as lead academic institutions at State level providing support to DIETs, CTEs and also engaged in educational research and training. They should function along the lines of NCERT at the state level, providing advice to State governments on policy issues, support to implementation and appraisal of programmes and to undertake activities for quality improvement in school education and teacher education. SCERT is the apex level academic bodies in the States for school education and their functions can be broadly categorized as follows:

- To conduct Action Research and continuous evaluation. In the process, they should also be involved with development of new technologies for learner evaluation.
- Curricular Research, Development, Design as well as curriculum Renewal
- Text Book renewal
- To develop modules/materials for Teacher Training
- To develop Teaching Learning Material
- To mentor and provide guidance to DIETs
- To train Teachers Educators, Teachers, Supervisors and Junior Level Administrative Personnel on educational management.

- To develop new methodologies for learning / curriculum transaction.
- Addressing the numeric need of teachers in the state, both in elementary and secondary education.
- Addressing the capacity development of in-service teachers to handle complex school learning situations and reality based difficulties in transacting school curriculum.
- Attention to professional development of teacher educators in DIETs and other institutions.
- Monitoring the post training implementation and creating a loop to feed it back into future training programs.
- Knowledge creation through research/action research, curriculum revision based on field realities and changing global scenario, updating training content with teacher need analysis, etc.
- To train the untrained teachers already working in elementary schools through distance education

PROJECT BACKGROUND

The Government of Bihar (GOB), with the World Bank Group – India, has launched a comprehensive program for improving the effectiveness of elementary school teachers in Bihar. The program seeks to improve the quality of teaching in Bihar through a three-pronged approach by improving teacher training, teacher performance & accountability. It aims to strengthen the institutional capacity within the state to deliver effective teacher education, while simultaneously improving governance and accountability systems for impacting teacher performance. The operation adopts a holistic approach, aiming to create robust system-wide improvements in the quality of teaching in Bihar, ultimately leading to significant improvement in student learning level outcomes.

The operation is designed to utilize and strengthen GOB's institutional structures for planning and implementation. Multiple initiatives will be undertaken by the BSEIDC, SCERT, DIETs, PTECs and other agencies to meet the objectives of the program. An

Implementation Support Agency (ISA) would be required to build capacity of SCERT to help it design and implement sustainable, effective and efficient interventions designed to scale. This support would also help them adopt a systemic approach while designing and implementing initiatives, and develop a culture of efficiency and outcomes-focused approach.

3 INDICATIVE SCOPE OF WORK

The scope of Work of the DOE / BSEIDC provided below is indicative and details will be provided in the RFP.

3.1. Scope of work:-

Management consulting support would be required under five categories of activities as listed below. The consulting firm shall only be responsible for helping to design the strategy for planning and implementation of programs, as well as developing the capacity of SCERT and helping with development of suitable curricula and materials for relevant pre-service and in-service teacher education programs and courses. It will not be responsible for implementing the program directly. The initiatives shall be implemented directly by the GOB, or by other external agencies. External partners would be hired directly by the Government.

I. Develop high quality teacher education & training institutions

The immediate priority of the state is to strengthen institutional capacity in SCERT to develop and deliver high quality teacher education services. Consulting support would be required to support SCERT in the following ways:

- a. Building capacity of SCERT as a nodal agency to plan State-wide pre-service teacher education and a relevant suite of CPD activities, as well as in the development of effective teacher education materials.
- b. Building a continuous professional development (CPD) strategy to develop capacity of all SCERT, DIET, PTEC, BRC, and CRC personnel as effective teacher educators, with a specific focus on the areas of educational leadership, effective pedagogical practices, teaching of adults, ODL tutors and administrators, formative and summative assessment strategies, and use of ICT to support teaching and learning.
- c. Ongoing review and improvement of the Open and Distance Learning (ODL) and face-to-face programs being implemented by the State, including review and improvement of assessment strategies, teaching and learning materials used in the programs, student support/tutorial systems, and administrative systems. This should incorporate integration of the

work of appointed experts/agencies and management of their work to ensure it is relevant to the context of Bihar.

- d. Review and improvement of examination systems for the Diploma in Elementary Education.
- e. Development of quality assurance mechanisms for the teacher education system in Bihar, including strategies to leverage the use of ICT and institutionalize mentoring.
- f. Design and development of online platforms to provide access to teacher training content, online and blended CPD activities, and suitable social media platforms to enable trainee teachers and practising teachers to interact with one another continuously and share resources.
- g. Design and implementation of continuous monitoring and support mechanisms to supervise pre-service teacher education and all CPD activities, by using government processes and building internal ownership and accountability.

II. **Build capacity of teachers**

Teachers in the Government schools are facing multiple issues while teaching including managing multi-grade multi-level classrooms, addressing concerns of children with special needs, etc. Consulting services are required in the following areas:

- a. Design and development of continuous professional development (CPD) programs for teachers on, amongst others, effective classroom practices, pedagogy, curriculum, assessments, and use of ICT for learning, as well as programs for school principals and members of School Management Committees (SMCs).
- b. Completing a comparative review to identify cost-effective online platforms that can help teachers to improve teaching practices in classrooms, followed by design of the business requirements for such platforms to form a basis for their subsequent development.

III. **Increase teacher accountability**

The project places special emphasis on the development of effective teacher management systems and robust monitoring & evaluation mechanisms to improve teacher accountability. The broad areas under which consulting support is required are:

- a. Creation of a set of teacher performance indicators (score and index based) to measure and track the performance of teachers on (i) subject knowledge, (ii) classroom teaching, and (iii) time-on-task.
- b. Setting up review mechanisms, ensuring that the information on teacher performance further informs decision making, and the planning of related interventions, e.g. trainings and professional development programs.

- c. Design of midline / end line studies in accordance with a baseline to benchmark the teaching skills in language and mathematics and classroom management processes. *
- d. Advising on appropriate incentives (financial / non-financial) for improved teacher performance in Bihar, and strategies to measure and evaluate the impact of the incentives on improvement in teaching.
- e. Identifying and implementing appropriate technology-based solutions to document teachers' time-on-task and performing qualitative analysis of documented material, which can be incorporated into the State's Teacher Education Management Information System.
- f. Building a strategy to empower School Management Committees (SMCs) to monitor teacher attendance to increase teacher accountability, and supporting the design of relevant interventions as part of the overall CPD system of the State.

IV. Strengthen Procurement systems and assist with procurement of ICT Infrastructure:

The broad areas under which consulting support would be required are:

- a. Based on research and market trends, help identify fit-for-purpose ICT infrastructure for teacher education in Bihar, based on strategies developed for SCERT, and supporting BSEIDC in building relevant ICT procurement and maintenance strategies for SCERT.
- b. Support the enhancement of procurement and financial management systems for SCERT, including setting up a procurement governance framework.

V. Provide program implementation support to SCERT

Support would be needed for SCERT for the overall planning, coordination, and monitoring of project activities to be implemented by SCERT. The broad areas under which consulting support is required for the PMU are:

- a. Provide support with planning, program coordination, financial management and monitoring of SCERT activities in the program.
- b. Tracking progress of all initiatives being implemented by SCERT under the Teacher Effectiveness Project
- c. Institute regular review and reporting mechanisms, executive and initiative dashboards, to assess and review the project key performance indicators.
- d. Development and implementation of accountability and governance frameworks within SCERT for more efficient, robust and transparent functioning.

. Instructions to Bidders

4.1.Completeness of Response

- 1) Bidders are advised to study all instructions, forms, terms, requirements and other information in the EOI documents carefully. Submission of the bid shall be deemed to have been done after careful study and examination of the EOI document with full understanding of its implications.
- 2) The response to this EOI should be full and complete in all respects. Failure to furnish all information required by the EOI documents or submission of a proposal not substantially responsive to the EOI documents in every respect will be at the Bidder's risk and may result in rejection of its Proposal.

4.2. Proposal Preparation Costs

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

4.5. Bidder inquiries and DOE / BSEIDC's responses

- 1) All enquiries / clarifications from the bidders, related to this EOI, must be directed in writing exclusively to the contact person notified in this EOI

document.

- 2) The preferred mode of delivering written questions to the aforementioned contact person would be through mail or email. Telephone calls will not be accepted. In no event will the DOE / BSEIDC be responsible for ensuring that bidder's inquiries have been received by DOE / BSEIDC.
- 3) After distribution of the EOI, the contact person notified by DOE / BSEIDC will begin accepting written questions from the bidders. DOE / BSEIDC will endeavor to provide a full, complete, accurate, and timely response to all questions. However, DOE / BSEIDC makes no representation or warranty as to the completeness or accuracy of any neither response, nor does DOE / BSEIDC undertake to answer all the queries that have been posed by the bidders. The responses to the queries from all bidders will be distributed to all.

4.6. Amendment of EOI Document

- 1) At any time prior to the last date for receipt of bids, DOE / BSEIDC, may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective Bidder, modify the EOI Document by an amendment.
- 2) The amendment will be published in the Bihar e-Procurement portal (www.eproc.bihar.gov.in) /DOE / BSEIDC website <http://www.bseidc.in>.
- 3) In order to afford prospective Bidders, reasonable time in which to take the amendment into account in preparing their bids, DOE / BSEIDC may, at its discretion, extend the last date for the receipt of Bids.
- 4) The bidders are allowed resubmit their bid- if required, after such amendments.

4.7. Supplemental information to the EOI

If DOE / BSEIDC deems it appropriate to revise any part of this EOI or to issue additional data to clarify an interpretation of provisions of this EOI, it may issue supplements to this EOI. Any such corrigendum shall be deemed to be incorporated by this reference into this EOI.

4.8 .DOE / BSEIDC's right to modify submission deadline

DOE / BSEIDC may, in exceptional circumstances and at its discretion, extend the

deadline for submission of proposals by issuing a corrigendum published in the Bihar e-Procurement portal (www.eproc.bihar.gov.in) DOE / BSEIDC website <http://www.bseidc.in/> in which case all rights and obligations of the project and the bidders previously subject to the original deadline will thereafter be subject to the deadline as extended.

4.9.DOE / BSEIDC's right to terminate the process

- 1) DOE / BSEIDC may terminate the EOI process at any time and without assigning any reason. DOE / BSEIDC makes no commitments, express or implied, that this process will result in a business transaction with anyone.
- 2) This EOI does not constitute an offer by DOE / BSEIDC. The bidder's participation in this process may result in DOE / BSEIDC short listing the bidder to submit a complete technical and financial response to a RFP.

4.10. Submission of Responses

Bidders are supposed to submit their responses online through Bihar e-Procurement portal (www.eproc.bihar.gov.in) **using their login Ids and digital signature.**

4.11. Bid Submission Format

The entire proposal shall be strictly as per the format specified in this Expression of Interest and any deviation from the formats shall be rejected.

4.12.Venue and Deadline for submission

- 1) Proposals must be submitted online only at www.eproc.bihar.gov.in before due date and time as mentioned in NIT/ Corrigendum.
- 2) No proposal will be received by the DOE / BSEIDC after the above deadline.
- 3) The bids submitted by telex/telegram/ fax/e-mail etc. shall not be considered. No correspondence will be entertained on this matter.
- 4) Bidders are advised to submit their bids much more in advance to avoid any problem as Bihar e-Procurement portal (www.eproc.bihar.gov.in)/ DOE / BSEIDC shall not be responsible for any delay or non availability of links/ server down/ high traffic in network at the last moment. No further correspondence on the subject will be entertained.

- 5) DOE / BSEIDC reserve the right to modify and amend any of the above-stipulated condition/criterion depending upon project priorities vis-à-vis urgent commitments.

4.13. Documents Comprising the Bid

The bids prepared by the Bidder shall comprise of all the documents as being asked for as in the annexure.

4.14. Short listing Criteria

1. DOE / BSEIDC will shortlist Implementing Agency that meet the short listing criteria mentioned in the Expression of interest.
2. Any attempt by a Bidder to influence the bid evaluation process may result in the rejection of the Bidder's Bid.

4.15. DOE / BSEIDC Rights to accept / Reject any or all Proposals

DOE / BSEIDC reserves the right to accept or reject any proposal, and to annul the short listing process and reject all responses at any time without thereby incurring any liability to the affected Bidder or Bidders or any obligation to inform the affected bidder or bidders of the grounds for DOE / BSEIDC's action.

4.16 Associations between Consultants

Consultants may associate with each other in the form of a joint venture or of a sub-consultancy agreement to complement their respective areas of expertise, strengthen the technical responsiveness of their proposals and make available bigger pools of experts, provide better approaches and methodologies, and, in some cases, offer lower prices. Such an association may be for the long term (independent of any particular assignment) or for a specific assignment.

If the Borrower employs an association in the form of a joint venture, the association shall appoint one of the firms to represent the association; all members of the joint venture, or their representative with a power of attorney, shall sign the contract. All members of the joint venture shall be jointly and severally liable for the entire

assignment. Once the short list is finalized, and Requests for Proposals (RFP) are issued, any association in the form of joint venture or sub-consultancy among short-listed firms shall be permissible only with the approval of the Borrower. Borrowers shall not require consultants to form associations with any specific firm or group of firms or include any particular individual in their proposals, but may encourage association with qualified national firms.

4.17 Evaluation Process

- 1) DOE / BSEIDC will constitute a Tender Evaluation Committee to evaluate the responses of the bidders to the EOI.
- 2) The Tender Evaluation Committee constituted by the DOE / BSEIDC shall evaluate the responses to the EOI and all supporting documents / documentary evidence. Inability to submit requisite supporting documents / documentary evidence shall be rejected.
- 3) The decision of the Tender Evaluation Committee in the evaluation of responses to the Expression of Interest shall be final. No correspondence will be entertained outside the process of negotiation/ discussion with the Committee.
- 4) The Tender Evaluation Committee may ask for meetings with the Implementing Agency organization to evaluate its suitability for execution of the task for the DOE / BSEIDC.
- 5) The Tender Evaluation Committee reserves the right to reject any or all proposals on the basis of any deviations.
- 6) Each of the bidders need to comply with the shortlisting / pre-qualification criteria as defined in the EOI to qualify for subsequent submission of proposal to the RFP for selection of the DOE / BSEIDC.
- 7) Each of the responses shall be evaluated to validate compliance of the bidders according to the following criteria as per format and supporting documents mentioned against each clause

4.18. Pre-Qualification and Evaluation Criteria

A Table – Prequalification Criteria I

| Sl. No. | Criterion | Supporting Documents to be submitted |
|---------|--|---|
| 1 | The bidder should be a registered entity / body Corporate. | Copy of Certificate of incorporation/ registration and Copy of Service Tax Registration Certificate in India. |
| 2 | The bidder should not be blacklisted by any Department of Central Government/ State Government | Self-Certification by the bidder |
| 3 | The company must have the turnover of Rs 10 Crores in any of the past 3 years i.e. 2012-13, 2013-14, 2014-15 from project related to school education and related domain. | Audited Balance Sheet and Profit and Loss Account of the Entity. |

- All companies applying for such bid will have to fulfill the above mentioned Pre-Qualification Criteria .
- Pre-Qualification criteria with regard to turnover and experience in consulting assignments of the bidders will be considered to ascertain their eligibility to bid for, as well as take up the work.

B - Evaluation Criteria – Firms/ consortiums submitting EOI would be evaluated on the basis of the following criteria:

| SN | Evaluation Criteria | Maximum marks |
|----|--|---------------|
| 1 | Minimum of 1 <u>large-scale transformation</u> project (ongoing or completed, spanning min. 2,000 schools) with a State's Department of School Education, with consulting support focused on improving the learning outcomes in Govt. schools across the State | 25 |
| 2 | Demonstrated <u>proof of impact</u> of a large-scale transformation project with the Department of School Education (through improvement in student learning outcomes) | 20 |

| | | |
|--------------|---|------------|
| 3 | Experience in supporting the School Education Department of a State with designing <u>monitoring & accountability mechanisms</u> , including: a) Establishment of processes, roles & responsibilities for conducting monitoring and reviews of teachers and teacher education systems b) Design and development of State-wide teacher education systems and processes c) Designing school monitoring systems d) Instituting mechanisms for regular review meetings to discuss progress on key performance indicators and action items | 20 |
| 4 | Experience in supporting the School Education Department of a State in <u>capacity building</u> of key training institutions and with designing, implementing and monitoring large scale <u>trainings and in-school pedagogical interventions</u> , including: a) Capacity building of SCERT and DIETs b) Experience in design of effective ODL programs and CPD activities for teachers c) Designing and rolling out in-school academic interventions and associated trainings covering at least 25% of the elementary schools in the State | 20 |
| 5 | Presence of experienced team and capable human resources: a) Experience of senior leadership in leading <u>large-scale</u> transformation projects (ongoing or completed, spanning min. 2,000 schools) with a State Education Department – supported with the submission of reference letter | 15 |
| Total | | 100 |

Applicants obtaining more than 60% score on the basis of evaluation of EOI would be short-listed for issue of the RFP.

Note:

Firms which do not have any past experience in providing consultancy for similar projects to School Education Departments shall be summarily disqualified.

Bidders are requested to provide the additional / supplementary documents in support of their claims of the details provided as per Table B of Para 4.18. Evaluation Criteria.

4.19. Notification of Shortlisting

- 1) DOE / BSEIDC shall notify by email all consulting organizations that have been shortlisted. This shall also be published in the DOE / BSEIDC website.
- 2) Only Shortlisted firms will be issued the Request for Proposal

5. Annexure

5.1. Form I: Covering Letter from the Consulting Agency

[On Entity Letterhead]

[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
Ph: 0612-2910314
Email: bseidc@gmail.com

Dear Sir,

We, the undersigned, offer to provide the services as Implementation Support Agency to support SCERT, Bihar in accordance with your Expression of Interest dated [Insert Date] and our response.

2) Primary and Secondary contacts for our Entity are:

| | Primary Contact | Secondary Contact |
|--------------|-----------------|-------------------|
| Name: | | |
| Title : | | |
| Entity Name: | | |
| Address: | | |
| Phone: | | |
| Mobile: | | |
| Fax: E-mail | | |

3) We are hereby submitting our Expression of Interest in both printed format and as a soft copy in a CD. We understand you are not bound to accept any Proposal you receive.

- 4) We confirm that the information contained in this response or any part thereof, including its exhibits, and other documents and instruments delivered or to be delivered to DOE / BSEIDC is true, accurate, verifiable and complete. This response includes all information necessary to ensure that the statements therein do not in whole or in part mislead the department in its short-listing process.
- 5) We fully understand and agree to comply that on verification, if any of the information provided here is found to be misleading the short listing process or unduly favours our Entity in the short listing process, we are liable to be dismissed from the selection process or termination of the contract during the project.
- 6) We agree to abide by the conditions set forth in this EOI
- 7) It is hereby confirmed that

I/We are entitled to act on behalf of our corporation/ Entity / firm/organization and empowered to sign this document as well as such other documents, which may be required in this connection.

Dated this, Day of , 2016

(Signature) (In the capacity of)

Duly authorized to sign the EOI Response for and on behalf of: Sincerely,

[Implementing Agency NAME]

Name Title Signature Date

(Name and Address of Entity) Seal/Stamp of the Implementing Agency

CERTIFICATE AS TO AUTHORISED SIGNATORIES

I,, certify that I am
of,and that
..... who has signed the above

Response is authorized to bind the corporation by authority of its governing body.

Date Seal here

5.2 Form II: Bidders Details

| : Details of the Organization | |
|--------------------------------------|--|
| Name | |
| Nature of the legal status | |
| Nature of business | |
| Date of Incorporation | |
| Date of Commencement of Business | |
| Address of the Headquarters | |
| Address of the Registered Office | |
| Other Relevant Information | |

5.3 Form III: Financial information

| | FY 2012-13 | FY 2013-14 | FY 2014-15 |
|--|-------------------|-------------------|-------------------|
| Revenue (in INR Crores) from project related to school education and related domain. | | | |

5.4. Form IV: Availability of the Technical Manpower as on 30th December 2015

| Sl. No | Type & no. of the Consultant /Key Expert. | Designation | Total Work Experience (years and months) | Qualifications | Skills Sets | Details of any consultancy assignment |
|---------------|--|--------------------|---|-----------------------|--------------------|--|
| 1 | | | | | | |
| 2 | | | | | | |
| 3 | | | | | | |

5.5 Form V: Details of the Consulting Assignments/ Similar Assignments

| Sl. No. | Details of the Assignments | Client | Work order Date | Period of Assignment | Value of Assignment (INR) |
|----------------|-----------------------------------|---------------|------------------------|-----------------------------|----------------------------------|
| | | | | | |
| | | | | | |
| | | | | | |

5.6 From VI: Checklist of Documents to be submitted

| Sl. No. | Criterion | Supporting Documents to be submitted | Provided (Y/N) |
|----------------|---|--|-----------------------|
| 1. | Covering Letter | Form I | |
| 2. | Bidders Details | Form II | |
| 3 | Financial Information | Form III | |
| 4 | Availability of the Technical Manpower as on 30th December 2015 | Form IV | |
| 5 | Details of the Consulting Assignments/ Similar Assignments | Form V | |
| 6 | The bidder should be a registered entity / body corporate. | Copy of Certificate of Registration / incorporation, Copy of Service Tax Registration Certificate in India. | |
| 7 | The bidder should not be blacklisted by any Department of Central Government/ State Government in India. | Self Certification by the bidder | |
| 8 | Meeting minimum average Turnover requirement from project related to school education and related domain. | 1. Copy of the audited profit and loss account/ balance sheet/ annual report of 2012-13, 2013-14, 2014-15. | |
| 9 | Power of attorney | Power of attorney by the CEO or competent authority or board resolution authorizing the Bidder to sign/execute the proposal as a binding document and also to execute all relevant agreements forming part of EOI / RFP. | |