



**Government of India; Ministry of Personnel, Public  
Grievances and Pensions; Department of Administrative  
Reforms & Public Grievances**

**CALL FOR EXPRESSION OF INTERESTS**

The Department of Administrative Reforms & Public Grievances (DAR&PG), Government of India, undertakes various initiatives to build capacity at institutional and organisational levels in departments of Central Government, State Governments/Administrations of Union Territories (U.T.). The following projects/studies are proposed to be taken up shortly by the department under the 'Capacity Building for Poverty Reduction' Programme:

- 'Implementing Service Quality Standards in the Pro Poor Public Services at the State Level'.
- A primary survey and Study of the 'State of Civil Services' in the Government.

Detail information of each of the above, are available on DAR&PG's web site ID: <http://www.darpg.nic.in>. Interested organisations/institutions/consortiums who meet the eligibility requirements may submit two copies of their Expression of Interests (EoI) for all or any of the abovementioned project / studies separately to Deputy Secretary, (Public Grievances), Ministry of Personnel, Public Grievances & Pensions, Department of Administrative Reforms and Public Grievances, 5th floor, Sardar Patel Bhavan, Sansad Marg, New Delhi – 110 001. Telefax: (011) 23745472 Fax: (011) 23742133, email ID: [coi-darpg@nic.in](mailto:coi-darpg@nic.in)

Last Date for receipt of EoI will be 15 days from the date of advertisement.

**(Adv. published in National Dailies on 22<sup>nd</sup> September 2008 e.g. Times of India / Hindustan, Delhi)**

F.No. K – 12014/1/2008-PG  
Government of India/Bharat Sarkar  
Department of Administrative Reforms and Public Grievances/ Prashashnik Sudhar  
Evam Lok Shikayat Vibhag  
5th floor, Sardar Patel Bhavan, Sansad Marg,  
New Delhi – 110 001

**Invitation**  
**for**  
**Expression of Interest (EOI)**  
**For State of Civil Services Report**

**September 2008**

## Invitation for Expression of Interest

### A. Introduction

1. Department of Administrative Reforms and Public Grievances, Government of India is implementing a Capacity Building for Poverty Reduction Program funded by Department of International Development (DfID) UK. The objective of the Programme is to assist the Ministry of Personnel, Public Grievances and Pensions in its effort to promote and support improvements in public administration, which will benefit the poor and marginalised through improvements in service delivery. This will contribute to the goal of bringing improvements in Public Policy implementation impact more effectively on poverty reduction, service delivery and growth.

2. DAR&PG, GoI intends to bring out a Report on State of Indian Civil Services. It will enable the Government, policy makers and Public at large to get a much better picture of how the services are performing, what are the strengths, key challenges and areas which require further improvement to ensure that the civil services deliver effective outcome for the Government and the community at large. The Indian Civil Services is organised to cater to the functions of the Central Government/ State Governments/UT Administrations. The proposed study would limit itself to the All India Services and select Group-A Central Services of Government of India.

3. The purpose of the study is to see that services are organized, recruited, trained and utilized in the most effective and rational manner. Aforementioned Report on State of Civil Service is intended to facilitate the periodic cadre review mechanism for ensuring that cadre management is being effectively done. One of the critical aspects for effective cadre management/review is availability of data on the structural and personnel aspects (including the perception from the members of the cadre) of the cadre. The reporting and feedback mechanism on the key variables is not organised. The proposed State of Services report would be means of collecting the aforesaid information periodically so as to enable tracking of the key cadre management variables to facilitate better cadre management.

### B. Scope of the Assignment

4. The consultant is required to finalize a methodology and conduct the study of the civil service. The target universes for the survey are the *All India Services* and select *Group-A Central Services*. The study would entail specifying the dimensions, indicators and measures on the structural and personnel issues for each cadre, collection of the requisite data and bringing out an analytical report. **The data for**

the measures specified would be collected, either through survey of sample of officers or secondary data (from cadre controlling authorities) as the case may be.

**Some suggested items on which data may need to be collected**

**a. Structural Issues** (*secondary data from the cadre controlling authorities*)

Cadre Strength, provision for reserves (like leave reserve, deputation reserves, etc.), geographical distribution, age, gender, educational qualifications, diversity, disability status, turnover trends, promotion trends etc

**b. Personnel issues** (*through sample survey*)

Perception of the officers on Job satisfaction, integrity & fairness, equity & diversity, learning & development, leadership & management, harassment & discrimination, career expectations etc.

5. The study would be limited to the officers of the All India Services and Group-A Central Services. It is proposed that the sample may be suitably stratified by junior administrative grade, senior administrative grade and higher administrative grade. Department would provide the consultancy agency with all the necessary background information and data available with the department.

6. Additional Information available at Annex. II and Annex III

**C. Guiding Criteria for selection of Consultants**

7. Such Consultants expressing the interest will be shortlisted who either singly or in association with others are capable of rendering high degree of professional services in the fields of work mentioned above and such short listed consultants may be invited later to submit their consultancy proposals. Among others the following shall be the guiding criteria, broadly for the selection of a Consultant:-

- a. It should have been in existence for minimum three years.
- b. It should have an annual turnover of more than Rs. Two crores for each of the last three years. (Audited statements for the years 2004-2005, 2005-2006, and 2006-2007 should be submitted.)
- c. It should have a demonstrated capability in reviewing evaluating large systems based on actual data.
- d. It should have capability to diagnose system design, infrastructural, technological and people related issues of any large system. Process mapping capability of any system is an essential pre-requisite.

- e. It should have successfully completed monitoring and evaluation studies of Government programmes/ policies
- f. It should have good understanding of sampling methods and survey methodology in the context of governments and citizens.
- g. It should have good understanding of and sensitivity to Governmental systems and their design issues.
- h. It should have presence of key professionals with experience of at least 15 years in Organizational Review and Diagnosis, Research Methodology, Design and conduct employee surveys in large organisations.

**D. Expected Contents of Expression of Interest:**

8. Expression of Interest should be sent in the format given in **Annexure I** and shall contain the documents and details listed below.
- a. Capability statement(not more than four pages), illustrating the skills and experience of the firm in providing the services required under this advertisement;
  - b. A write-up on the understanding of the assignment (not more than two pages).
  - c. Short CVs (two page maximum) of the key personnel expected to be deployed in the assignment
  - d. Company/Organization profile giving details of current activities and management structure (not more than four pages)
  - e. Evidence of incorporation.
  - f. Annual Report including audited Balance Sheet and Profit & Loss Account statement for past three years.
  - g. Details of relevant experience of last five years including cost, project structure and other pertinent details.

**E. General terms & Conditions**

9. Terms of reference for this EOI are as follows
- a. Only short listed Consultants will be issued Request for Proposal document with an invitation to submit Technical and Financial Bid

- b. DARPG reserves the right to cancel /re-tender this consultant procurement process if the necessity so arises. It also reserves the right to seek further information/details.
- c. Firms/organizations if found to have indulged in any corrupt or fraudulent practices will have their EOI document not taken up for consideration

**F. Time Frame of the Study**

10. The total time period for this project shall not exceed a period of one year. The time frame for the study would be given in the Terms of Reference for the assignment that would be given at the time of issuing the RFP.

**G. Schedule for Reference:**

11. Sealed EOI prepared in accordance with the procedure enumerated in this document should be submitted to Deputy Secretary (PG), Department of Administrative Reforms and Public Grievances in the proforma given in **Annexure-I** as per Schedule given below.

- (a) Name of the Purchaser

**President of India through Secretary, Department of Administrative Reforms and Public Grievances**

- (b) Addressee and address at which EOI is to be submitted:

**Deputy Secretary (PG)**

**Department of Administrative Reforms and Public Grievances**

**5th floor, Sardar Patel Bhavan, Sansad Marg, New Delhi – 110 001**

- (c) Latest time and date for receipt of EOI

**By 17.00 hrs 15 days from the date of publication of advertisement**

- (d) Name of the contact person for any clarification

**Shri Manish Mohan, Deputy Secretary (PG),**

**Ministry of Personnel, Public Grievances & Pensions, Department of Administrative Reforms and Public Grievances, 5th floor, Sardar Patel Bhavan, Sansad Marg, New Delhi – 110 001. Telefax: (011) 23745472 Fax: (011) 23742133, Email: mm.govil@nic.in**

- (e) Date till which the EOI should be valid

**360 days from the date of opening of EOI.**

## **H. Tender Methodology**

12. The tender methodology proposal to be adopted will be in two stages comprising Expression of Interest in the first stage. The second stage of tendering process will comprise inviting techno - commercial bids. The evaluation procedure for the tendering process would follow the Quality-cum-Cost Based System (QCBS). The costs associated with the preparation and submission of the response to the EOI and RFP shall be borne by the bidder.

13. The purchaser will not be responsible for non receipt/ non delivery of the Bid document due to any reason whatsoever.

**APPLICATION FORM  
FOR EXPRESSION OF INTEREST**

**FOR  
REPORT ON STATE OF CIVIL SERVICE**

1. Name :
2. Mailing address :
3. Telephone and fax number :
4. E-mail address :
5. Name and designation of the person :  
authorized to make commitments to  
the DOPT.
6. Year of establishment and constitution :  
of organization.
7. The details of the top management with :  
their professional qualification and  
experience.
8. Whether the Firm/Company has any :  
widely accepted certification. If yes,  
furnish certified copies.

**9. Profile of personnel with qualification, experience & relevant certification, who can be assigned the job.**

**10. Turnover**

(i) What was the organisation's total annual turnover for the last five years?

- One year ago
- Two years ago
- Three years ago

(ii) What was the turnover, for services similar to those required here, for the last three years?

- One year ago
- Two years ago
- Three years ago

**11. List of projects in the last five years in which the Firm/Organisation has delivered services similar to that in the project advertisement.**

Name of Project	Year	Country	Value	Recipient's Name	Short Description of the project

Name of Project	Year	Country	Value	Recipient's Name	Short Description of the project

**12. Whether following documents have been enclosed with the application:**

(i)	A capability statement.	Yes/No
(ii)	A write-up on the understanding of the assignment.	Yes/No
(iii)	CV's of key consultants proposed to provide service for this contract.	Yes/No
(iv)	Company/Organization profile giving details of current activities and management structure.	Yes/No
(v)	Evidence of incorporation.	Yes/No
(vi)	Annual Report including audited Balance Sheet and Profit & Loss Account statement for past five years.	Yes/No

**(Signature of the bidder)**

Place:

Name: \_\_\_\_\_

Date:

## Annexure-II

Proposed services to be covered in the pilot phase include the following:

<b>Service</b>	<b>Strength</b>
<b>All India Services</b>	
Indian Administrative Service	5460
Indian Police Service	3683
Indian Forest Service	2752
<b>Central Non Technical Services</b>	
Indian Revenue Service(IT)	4184
Indian Customs and Central Excise Services	2310
Indian Railway Traffic Service	1048
Indian Audit and Accounts Services	695
Indian Foreign Service	665
Indian Postal Service	468
Indian Railway Personnel Service	410

**Select surveys of public service personnel in other countries**

<b>Name of the assessment</b>	<b>Agency</b>	<b>Sample Size</b>	<b>Latest Edition</b>	<b>Motivation behind the survey</b>	<b>Elements of the survey</b>
State of Services Report	Australian Public Service Commission	- Survey of civil servants ▪ Universe: 140777 ▪ Sample : 6166  - Survey of the agencies	2006-07	Measure degree of Employee satisfaction with his/her work components, organisaitonal effectiveness and Effectiveness in engaging the community(citizens)	<u>Employee Survey</u> Job satisfaction, integrity and fairness, equity and diversity, learning and development, leadership& management, <u>Agency Survey</u> Organizational capability, agency governance, working with community (employee and agency survey)
Federal Human Capital Survey	US office of Personnel Management	Universe: 390,657 response rate 57%	2006	Measure employees' perceptions of whether, and to what extent, conditions characterizing successful organizations are present in their agencies.	Personnel work experience, recruitment, development, retention, performance culture, leadership, job satisfaction
Public Service Employment Survey	Canada Public Service Agency	Census of all employees- 106169	2005	Gauge employee opinion on a wide variety of workplace related issues, and to help identify ways in which the work environment can be improved.	Organizational leadership, communication, enabling environment, workload, career advancement, staffing practices, training and development opportunities, usage of the official languages, and harassment and discrimination.
Senior Civil Service Survey	Cabinet Office, UK	census of everyone in the SCS approximately 4000 persons	2006	To elicit information on how well the civil service is organised and has the skills, values and leadership to deliver the Government's objectives.	Working in the SCS, Quality of leadership in the SCS, What improvements need to be made, Employee engagement
Civil Service Barometer	Institute of Public Policy, Rumania	993(sample)	2004	Highlight the main <i>priorities</i> and <i>constraints</i> of the civil service, as they are perceived by the civil servants themselves;	Stability and career prospects in civil service, Recruitment, evaluation, monitoring and promotion of civil servants, Work environment, payment.