



NATIONAL BANK FOR AGRICULTURE AND RURAL DEVELOPMENT

Expression of Interest (Eoi) for undertaking a consultancy assignment for 'Repositioning of NABARD'

The National Bank for Agriculture and Rural Development (NABARD), set up on 12 July 1982 as a Development Bank by an Act of the Indian Parliament, is the apex institution in the country for providing and regulating credit and other facilities for the promotion and development of agriculture, small-scale industries, cottage and village industries, handicrafts and other rural crafts and other allied economic activities in rural areas with a view to promoting integrated rural development and securing prosperity of rural areas, and for matters connected therewith or incidental thereto. The Bank, headquartered in Mumbai, has a pan-India presence thru' Regional Offices at all State Capitals and around 400 District Offices, having staff strength of nearly 5000, comprising professionals and support staff.

A. Need for Repositioning

On completion of its 25th year, the Bank undertook a self-assessment of its performance vis-à-vis the mandate and the emerging requirements of its operating environment. A view emerged that NABARD had very largely met its expectations during the past 25 years and had pioneered many initiatives like the SHG-Bank Linkage Programme, Natural Resource Management, Kisan Credit Card, etc. It was also felt that growth of the rural economy comprising agriculture and non-land based SMEs and businesses would continue to be critical, as over 60% of the workforce depends on it. In order to enhance the impact of its functioning, especially in distressed and resource-poor regions, the Bank should not only redesign and re-engineer its product range and work processes for the current set of operations using appropriate technology platform but also foray into new business areas, offer new products using different delivery mechanisms, and forge new partnerships with institutions in the public, private and voluntary sectors enabling them to leverage funds for development initiatives. The financial sector reforms, especially those taking place in the cooperative sector, would also require NABARD to factor business risks in its operations more effectively. Such initiatives would also require organisational restructuring, capacity building of its human resources as well as additional financial resources. A comprehensive strategy is therefore called for to accomplish the above.

B. Objective of the Assignment:

'To prepare a strategic action plan relevant for furthering the objectives as mandated in the NABARD Act, 1981 and to assist NABARD in rolling out the first year's plan.'

C. Deliverables

The deliverables of the assignment include, but are not limited, to the following:

1 Business Process Re-engineering, Product Development and Resource Mobilisation:

- i. Assess the strengths of NABARD's operations in terms of present activities and propose future growth pattern;
- ii. Propose re-engineering of the existing work processes of the Bank relating to investment credit, production credit, micro-finance, infrastructure funding and developmental areas for enhancing their efficacy;
- iii. Improve the product mix in current operations to enhance its impact in reducing imbalances in spatial and regional spread;
- iv. Assess the present set of development activities and integrate new activities to catalyse credit flow to critical areas and sectors;
- v. Design new products for direct finance, co-finance, refinance, infrastructure and support strategies
 - to evolve new partnerships in private and cooperative sectors
 - to design action plans for NABARD's direct finance subsidiaries
 - to synergise development and business interventions
- vi. Estimate the resource requirements for the proposed set of activities and suggest a suitable resource mobilization and investment plan;
- vii. Review NABARD's risk management system and make recommendations to bring it in line with the new business initiatives and best practices;
- viii. Propose a methodology for assessing new product offerings and suggest additional products directly or through subsidiaries with a high likelihood of success ;
- ix. Suggest measures for upscaling consultancy services of NABCONS &
- x. Design roadmap for the next 5 years, field test and handhold rolling out of first year plan.

2 Human Resource Development

- Outline the resource requirement in terms of new skills, knowledge, etc. to achieve 1 above, assess the presently available human resources and design a suitable intervention for HRD.

3 Re-designing Organisational Structure

- Design a suitable organizational structure including subsidiaries - Position and Department identification;
- Defining authority, responsibility and accountability attached to the positions;
- Suggest HR Management policies and strategies &
- Assess Organizational governance, with emphasis on e-governance

4 Leveraging Information Technology

- Dovetailing the Bank's IT architecture with the emerging requirements

D. Indicative Timelines for the Assignment

The entire assignment is expected to be completed within a period of 18 months from the date of commencement, covering the following two phases:

Phase I: Start up Phase – 3 months

Phase II: Design, Rollout and Implementation Phase – 15 months

Note: Rolling out certain 'Quick Win' initiatives would be taken up simultaneously with Phase I indicated above and completed within 6 months.

The assignment shall be executed at the Head Office of the Bank at Mumbai and other offices/units of NABARD, across the country.

E. Exit Clause

Once the objectives spelt out under the above phases are realised within the time frame indicated, the assignment shall be treated as complete and the contract ceases to exist.

F. Eligibility Criteria

Sl. No.	Parameters	Documents to be submitted
1	The Consulting Agency should have prior experience in providing consultancy in the last 3 years (2006-07 onwards) on (a) formulating and implementing integrated strategy development mandates to (i) Development Finance Institutions (DFIs) and/or Public Sector Banks (PSBs) in India, and (ii) similar institutions abroad, (b) issues relating to the rural economy.	Documentary evidence and details to be provided
2	The Contracts executed in 1 above should be more than Rs. 5 crore in aggregate p.a., and at least one contract should be for a minimum value of Rs. 2 crore or its rupee equivalent in case the contract is quoted in Foreign currency.	Contract value to be certified by respective organizations (details to be submitted)
3	The Consulting Agency should have more than 20 experienced and qualified professionals on its rolls, in addition to support staff. <i>Indicative qualifications are Post Graduate Degree or equivalent in Strategy and Organisation Development, Systems Management, Banking and Finance, Marketing, HR, Agri. Business Management, Rural Management; ACA/AICWA/ACS, Certified Risk and Insurance Managers, MSW, M.Sc (Agri.), Law, etc.</i>	Details to be provided along with certificate of experience.

G. Evaluation Matrix (for shortlisting consulting agencies for issuing RFP)

Sl. No.	Criteria	Weightage (%)	Max. Marks
1	Past Experience of the firm	40	40
a	No. of years experience in India – 1 mark for every 5 years of experience	10	4
b	No. of assignments undertaken for organization restructuring, product development and process reengineering from 1999-2000 onwards	20	8
	Only Report preparation (25%) – 1 mark for every two assignments		2
	Full Implementation with handholding (75%) – 1 mark for every assignment		6

Sl. No.	Criteria	Weightage (%)	Max. Marks
c	Of (b) above, No. of assignments having a direct impact on rural economy	20	8
	Only Report preparation (25%) – 1 mark for every two assignments		2
	Full Implementation with handholding (75%) – 2 marks for every assignment		6
d	No. of completed / on-going assignments in India in the last 5 years (with reference to (c) above)	40	16
	Only Report preparation (25%) – 1 mark for every two assignments		4
	Full Implementation with handholding (75%) – 2 marks for every assignment		12
e	No. of assignments undertaken outside India, the learnings of which could be applied to the present assignment – 1 mark for every assignment/country	10	4
2	Experience of key personnel	20	20
a	Qualifications relevant to scope of the assignment - 4 marks for own staff and 2 marks for external experts	30	6
b	Experience relevant to 1(d) (in terms of man-months deployed) – 2 marks for every 40 man-months of full implementation and handholding assignments completed.	70	14
3	Methodology & plan for implementation	30	30
a	Timeliness of the plan-effective use of available time	20	6
b	Clarity in meeting the objectives and methodology	40	12
c	Objectivity in plans and methodology, quality of the resources proposed to be deployed	20	6
d	Controls and evaluation suggested in methodology	20	6
4	Financial strength of the consultancy firms	10	10
a	i. Turnover fig. for the last three financial years (2006-07 upto 2008-09)	80	
	a. in aggregate (25%) – 1 mark for every year with > Rs. 50 crore		2
	b. for consulting assignments involving organisational restructuring / repositioning (75%) – 2 marks for every year with > Rs. 5 crore		6
b	ii. Net profit fig. for the last three financial years (2006-07 upto 2008-09) – 1 mark for Rs. 10 crore and above p.a.	20	2

Note: (i) For criteria at S. No. 3 above, the Evaluation Committee indicated at Para H (c) below will evaluate the capabilities and award the marks, based on the EoI document.

(ii) As regards S. No. 1 (c), the Evaluation Committee's assessment regarding the impact of the project on rural economy would be final.

H. Evaluation Process

- a. The consulting agencies shall have to fulfill the eligibility criteria as indicated in Para F above **in full**, failing which they would be rejected outright.
- b. The evaluation of consulting agencies (fulfilling the eligibility criteria) shall be based on the parameters spelt out in the Evaluation Matrix indicated above.
- c. The Bank will constitute an Evaluation Committee for evaluation of the proposals (as spelt out in b above) and to decide on short listing of the agencies. The consulting agencies may be required to make a presentation before the Evaluation Committee, if considered necessary.

The consulting agencies would be given **10 days'** notice to enable them to make the necessary preparations in this regard. The **first five agencies**, in descending order of merit, so evaluated, will be short-listed for issuance of RFP. The decision of this Evaluation Committee and the Bank will be final and the Consulting Agencies will have no right to challenge the decision of the Bank. The short listed agencies will be provided with the RFP for further evaluation and selection of the Consulting Agency for undertaking the assignment.

I. Other Instructions to Consulting Agencies

a. The Bank reserves the right to shortlist the consulting agencies, based on the requirement of the Bank and consider them for the next stage of evaluation.

b. Interested consulting agencies are requested to submit their EoI as per the prescribed format given in Annexure A. Documentary proof must be submitted for all claims made by the consulting agencies. The EoI, in the prescribed format on company letter-head, must be submitted in a sealed cover super-scribed '**EoI Document for Repositioning of NABARD**' and **HAND-DELIVERED** on any working day of NABARD Head Office at Mumbai (Monday to Friday – 10 AM to 4 PM) **upto and including 29 May 2009** at the following address:

The Managing Director
NABARD Head Office, 7th Floor A Wing
C-24, G Block, Bandra-Kurla Complex
Bandra (East), Mumbai – 400 051

All clarifications relating to the assignment shall be available only by way of email (nabrepo@nabard.org and nabrepo@gmail.com)

The last date/time for submission of EoI response is 4 PM on 29 May 2009.

c. EoI responses received after this time and date will **NOT** be entertained under any circumstances. In case of the designated last day being declared a public holiday, the same will be extended to the next working day.

d. Responses sent through any mode other than hand delivery will NOT be accepted.

e. The Bank reserves the right to accept/reject any or all offers submitted in response to this advertisement without assigning any reason whatsoever.

f. The EoI responses will be opened at 1100 hrs. on 02 June 2009 at the above address. The representatives of the consulting agencies are welcome to be present for the opening of the EoI. **No separate intimation will be given in this regard to the agencies.**

g. The Bank reserves the right to issue Request For Proposal (RFP) to such of those consulting firms it deems eligible and qualified, based on the responses received, the requirements of the Bank and short-listed as per the above evaluation process.

Please Note: This is not a Request For Proposal (RFP) and commercials should not be submitted with the EoI response. Any EoI response received with commercials will be rejected summarily.

h. The consultancy agency, finally selected to execute the assignment, would be required to position a dedicated team on-location during the entire course of the assignment. The team may comprise a minimum of 5 members (excluding the Team Leader) who are on the rolls of the agency, having the relevant qualification and experience for the assignment.

i. This EoI request supersedes all earlier communication or information (if any) provided either directly or thru' NABARD's website. Hence, EoI responses to this request and advertisement only will be considered.

Annexure A

Format for submission of EoI

The EoI should be submitted in as per the following format:

Part I: Company Information

- Name
- Type:(Partnership Firm/Company – Public, Private, Govt. Owned/ Trust/ Others – please specify)
- Date of Incorporation and Year of commencing operations in India
- Corporate Office Address (in India)
- Local Office Address (in Mumbai)
- Website
- Principal Contact [Name, Address, Tel. No. (incl. mobile no.), Fax, e-Mail]

Eligibility Criteria-related Information

The Consulting Agency to satisfy the parameters stipulated under Eligibility Criteria in full and also furnish appropriate documents satisfying the said criteria.

Part II: Operational Details

(a) Experience of the firm:

- (i) No. of years experience in India;
- (ii) No. of assignments undertaken for organization restructuring, product development and process reengineering, from 1999-2000 onwards -

(a) Only Report preparation

(b) Implementation (viz., knowledge partnership with the client) – Please indicate period of implementation.

- (iii) Of (ii) above, No. of assignments having a direct relation to rural economy:

(a) Only Report preparation

(b) Implementation – Please indicate period of implementation.

(Pl. furnish break-up of assignments handled for Public Sector Banks, PSUs, DFIs & Government agencies separately for (ii) and (iii) above).

- (iv) Details of assignments (with reference to (iii) above) undertaken in the last 5 years, beginning 2004-05 (in the following format):

- Client Name
- Address of the Client
- Client Reference (Name, Designation, Contact Tel. No.)
- Project Title

- Project Scope (in brief)
- Project Duration (months)
- Manpower deployed (man-months)
- Project Location(s)
- Status of the Project (completed/on-going)

(v) No. of assignments handled outside India in the last 5 years, beginning 2004-05, the learnings of which could be applied to the present assignment. [Please give details in the format indicated at (iv) above].

(b) **Experience of key personnel**

- (i) Experience and Qualifications relevant to scope of the assignment (in organizational restructuring, HR, Finance, IT & Strategic consulting, etc.) – Indicate No. of Personnel available within the firm and indicating explicitly those who are external to the firm, but whose expertise would be utilized by the firm for this project.

Sl. No.	Areas of Expertise	No. of staff *	Of (c), No. of staff likely to be identified for working on the proposed assignment
(a)	(b)	(c)	(d)
1	Strategy & Organisation Development		
2	Banking and Finance		
3	Marketing		
4	ACA/AICWA/ACS		
5	Risk & Insurance Management		
6	Systems Management		
7	Human Resources Development		
8	Agricultural Sciences		
9	Agricultural Business Mgmt./Rural Mgmt.		
10	Social Work, Rural Development		
11	Law		

* Note:

- Preferred qualification is Post Graduation or equivalent. However, the agencies can also include and separately mention any other but relevant qualification.
- Pl. indicate no. of staff available for each area of expertise with experience separately.
- Specifically describe the experience relevant to the above qualification
- Also indicate experience relevant to a (ii) and a (iii)
- No. of in-house skilled personnel at the place of execution of work

(c) **Financial strength of the consultancy firm (2006-07 to 2008-09)**

- Turnover figures for the last three financial years
 - In aggregate
 - For consulting assignments involving organizational restructuring/ repositioning
- Net Profit figures for the last three financial years.

Part III: Methodology and Plan for Implementation

The Consulting firm to submit a step-by-step implementation methodology, which depicts the firm's approach to fulfill the scope of the work envisaged in the assignment. This should, *inter alia*, cover the timelines for the various activities, clarity in meeting the objectives and methodology, objectivity in

plans, quality of resources proposed to be deployed during implementation, the deliverables envisaged at various stages and the control and evaluation mechanism suggested.

Consulting firms must showcase any value addition, innovation or technology advancement/integration which it proposes and which it feels will help the Bank to have both tangible and intangible benefits from implementing the assignment.
