



Government of India  
Ministry of Statistics & Programme Implementation  
**NATIONAL ACADEMY OF STATISTICAL ADMINISTRATION**  
Plot No. 22, Knowledge Park-II, Greater Noida – 201308, (U.P.)

**PHONE: 0120-2328902**  
**FAX: 0120-2328905**

**Tender No. Q-11011/ADM(G)/96/2012-NASA**  
**Dated: 12<sup>th</sup> February, 2014**

**REQUEST FOR PROPOSAL**  
**FOR CONDUCTING**  
**ADVANCE MANAGEMENT PROGRAMME**  
**FOR**  
**IN-SERVICE**  
**INDIAN STATISTICAL SERVICE (ISS) OFFICERS**

**Last date for submission: 18<sup>th</sup> March, 2014; 3.00 PM**

**Opening of the Technical Bid : 18<sup>th</sup> March, 2014; 4.00 PM**

**Advance Management Programme (AMP) for in-Service  
Indian Statistical Service (ISS) Officers**

1. The National Academy of Statistical Administration (NASA), under the Ministry of Statistics & Programme Implementation, Government of India invites proposals in two bid system (technical bid and financial bid) from the shortlisted reputed management institutes for conducting Advance Management Programme (AMP) for in-service officers of Indian Statistical service (ISS), working at different levels. The selected institute would be required to undertake designing, development and delivery of one or more modules of Advanced Management Programme for Deputy Director, JAG and SAG/HAG level ISS officers. A background note that includes scope of work for each level is given at Annexure - I. The assignment is valid for one year duration, which may be extended to another year on mutual agreement at the same rate and terms and condition and subject to the approval of the competent authority.

**2. Scope of Work :-**

It is proposed to conduct the following Advance Management Programmes for different level of officers of Indian Statistical Service:-

S. No.	Level of Officers	Experience in Service	Duration of the Course	Countries to be visited as part of OLC	No. of programme
1.	Deputy Director	5-9 years	2 weeks (DLC only)	Nil	1
2.	JAG/NFSG level Officers	10-25 years	5 Weeks, which include 3 weeks DLC and 2 weeks OLC.	China, Korea (duration-2 weeks)	1 @
3.	SAG/HAG level Officers	About 25 years or more	5 Weeks , which include 3 weeks DLC and 2 weeks OLC	U.K , Canada (duration-2 weeks)	1 @

# DLC -Domestic Learning Component, OLC – Overseas Learning Component.

@ No. of programme can be two if time permits.

3. The selected institute would be required to execute agreement with National Academy of Statistical Administration, Ministry of Statistics & Programme Implementation.

4. The venue of domestic component training ((DLC) will be the campus of the selected Institute. The details of subjects/topics to be covered for different level of officers are given in the Annexure -I. However, this can be refined further by the selected institute in consultation with NASA.

5. The countries for overseas components have been chosen keeping in view strong statistical system and best management practices in these countries. The participants are expected to visit the countries mentioned in the table in para-2. In each country, two days will be kept for exposure to leading statistical institutions/organizations to understand their statistical system and learning their best practices and for the remaining days, the participants will visit the management institute(s) for learning best management practices. So far as selection of statistical institutes/organisations are concerned, NASA will help in coordinating with heads of national statistical offices and other international institutions/organizations to get best exposure on their statistical system. However, the selection of management institutes to be visited will be sole responsibility of the institute engaged in conducting AMPs. **The management institute to be visited under OLC should have accreditation from at least one of the bodies AACSB, AMBA, EQUIS.**The management institute should be in the capital city or in its vicinity. Efforts will be made for visit of the participants to National Statistical Organization (NSOs), which are normally located in capital cities or nearby places. Besides NSOs, reputed statistical institutes/organization in the capital city or nearby places may also be explored for visit.

6. The selected institute would be required to undertake the following:-

- (i) Carry out the detailed design of each of the AMPs.
- (ii) Evolve a training methodology, which includes case studies, field visits and lectures by eminent personalities.
- (iii) Develop training material for the participants.
- (iv) Identify eminent resource persons for different components of the programme
- (v) The selected institute will design and tie up logistics for OLC
- (vi) Evaluate the performance of each of the participants and submit an evaluation report to the NASA.
- (vii) These programmes are residential programmes, with full boarding & lodging to the participants. During overseas visits, the institute will provide all logistic support to the participants including air ticket, hotel, visa, local journey, per diem as per Government rates etc.
- (viii) During overseas visit, one officer from NASA/MOSPI will be an observer besides one faculty from the institute for coordinating the programme .The cost of these personnel should also be included as a part of the package. During domestic component also, one officer from NASA/MoSPI would attend the programme as an observer.

## 7. Evaluation Criteria

The management institute is required to submit their technical and financial proposals separately. The technical proposal will be evaluated as per the following criteria:-

Past experience [ Maximum Marks 20]	Details of mid career programmes (similar to this programme) conducted by them for All India / Central services during last three years. The evaluation will be based on the number of such successfully conducted programmes by the institutes.
Adequacy of training methodology and work plan [Maximum Marks 40]	Complete description of the proposed methodology and work plan including course design of the course, lecture plan, case study, project work, field visits etc. The names of the management institutes proposed to be visited under the OLC for both the training (NFSG/JAG and SAG/HAG) should be mentioned along with their accreditation (AACSB, AMBA, EQUIS). The evaluation will be based on the overall training methodology including theoretical and practical content, institutes to be visited under the OLC etc.
Faculty [Maximum Marks 20]	Details of the faculty proposed for this training programme, along with their professional qualification and experience including published papers, books, consultancies, research activities etc.
Training and overall infrastructure [Max. Marks 20]	This includes accommodation facility, class rooms, library, computer lab, sports facilities, recreation etc.

The Committee will assign marks to the technical proposal on the basis of parameters indicated above. Only those technical proposals, with a minimum score of 50 will be considered for opening of financial bids and further evaluation.

**Method of selection:** - The method of selection will be based on the criterion of Combined Quality Cum Cost Based System. Under this, 70% of weightage will be given to the technical bid and 30% to the financial bid. For working out the combined score, following formula will be used:-

Total points =  $T(w) * T(s) + 100 * F(w) * LEC/EC$ , where;  
T (w) stands for weight of the technical score  
T(s) stands for technical score  
F (w) stands for weight of the financial proposal  
EC stands for Evaluated Cost of the financial proposal  
LEC stands for Lowest Evaluated Cost of the financial proposal

The proposals will be ranked in terms of total score according to above formula. The proposal with the highest score will be ranked as H1 followed by the proposals securing lesser marks as H-2, H-3 etc. The proposal with the highest score and ranked H-1 will be finally selected for this programme.

**8. ARBITRATION CLAUSE:** - In case of any disputes between the parties viz. National Academy of Statistical Administration (NASA) and the institute awarded the contract, the dispute shall be referred to an Arbitrator as per Arbitration and Reconciliation Act 1996., in Delhi jurisdiction.

**9. PAYMENT TERMS:** - NASA would be making payment 50% of the programme fee before the commencement of the programme as advance, in case it is required by the selected institute. Any advance payment to the selected institute should be supported by bank guarantee and should be interest bearing.

**10. PENALTY CLAUSE:** - Five percent of the total amount (programme fee) shall be deducted, if the organization of the programme is delayed by more than one month. The dates will be decided with the mutual consent of the selected institute and the NASA.

**11. BID Security and Security Deposit:** - Government supported autonomous institutes will be exempted from bid security and security deposit. However, for the private institute the bid security of Rs. 10,00,000/- (Rupees Ten Lakh only) in the form of Demand Draft drawn in favour of "Pay and Account Officer, Ministry of Statistics and Programme Implementation, New Delhi" should be enclosed with the bid. The security deposit equivalent to 10% of the total value will also be required to be deposited in the form of a bank guarantee in favour of "Pay and Account Officer, Ministry of Statistics and Programme Implementation, New Delhi, in case of private institute, if selected.

**12.** The Institute, should give the cost estimates in the following proforma:-

S. No.	Level of Officers	Cost per participants (in rupee terms) (applicable taxes to be shown separately)
1.	Deputy Director	
2.	JAG/NFSG level Officers (comprehensive for both DLC and OLC)	
3.	SAG/HAG level Officers (comprehensive for both DLC and OLC)	

**Note:** The quote should be in Indian Rupee and should **include all expenses** relating to overseas and domestic components like to and fro air fare, lodging charges, per diem to be paid to the participants/observer, institutional charges, if any and other incidental charges in organizing the training programme. While deriving the cost per participants, a batch size of 20 officers should be taken in to account. However, the number may increase up to maximum of 25 officers.

**13.** It is requested to submit the quotation along with the information about mid-career programmes conducted by your institute for senior level officers for any organized All India/Central services during the last three years addressed to the Deputy Director General, National Academy of Statistical Administration, Plot – 22, Knowledge Park – II, Greater Noida, U.P – 201310. The technical and financial bid should be put in separate envelope. Both these envelop should be kept in a single envelop superscripted as "**Quotation for organizing Advance Management Programme(AMP) for officers of Indian Statistical Service(ISS)**", which should reach NASA latest by **18<sup>th</sup> March,2014, 3.00 PM** by post or may be dropped in the Tender Box kept at the Reception Area in the Academic Block of NASA.

  
Yogendra Singh  
Deputy Director General

**Background Note on Advanced Management Programme for In-service  
Indian Statistical Service (ISS) Officers**

The Indian Statistical Service (ISS) is a Group "A", central organized service, which was constituted on 1<sup>st</sup> November 1961, by amalgamation of statistical function posts in various Ministries/Departments of Government of India. The main objective was to have an organized cadre of the statistical discipline personnel to manage the statistical function posts spread in various Ministries/Departments in the Government of India. The present cadre strength of Indian Statistical Service is about 800 posts. It contains posts in various grades, namely JTS, STS, JAG, SAG and HAG.

Primarily, the function of statistical officers is to provide adequate, timely and quality information, which will be useful for the policy makers to arrive at informed decisions. This process involves maintaining the existing statistical systems in the Ministry and make effort for the improvement in the system that cater to increasing need of generating adequate data. In some ministries, it involves conduct of primary survey operations and data processing including its validation. In other ministries where primary survey is not done, the ISS Officers are required to handle secondary data, organize and analysis the same and prepare analytical reports. While discharging the advisory functions, ISS officers are responsible for laying down statistical priorities, standardization of concepts, definitions and methods and are responsible for professional quality of statistical work with the desired international standards.

With the passage of time the requirement of organizations are increasing and ISS officers posted in different ministries/organizations are not merely doing the job of statistician but also act as administrators/managers in implementing various schemes/programmes at national level. They also have to deal with large workforce in their organizations for which they are required to learn adequate soft management skills through specialized institutes.

In line with other All India/Central Services, Indian Statistical Service also felt the need for management training at the Mid-Career level. The overall objectives of these training programmes inter-alia include (i) to equip the Officers with professional knowledge and adequate soft management skills to bring about an appropriate attitudinal orientation and professional outlook to improve efficiency. (ii) Sensitization to changing socio-economic environment both national as well as international (iii) exposure to best practices world-wide; and (iv) learning from cross country experiences.

Given the highly responsible and critical positions that ISS officers are required to hold, it is imperative that they possess the necessary knowledge, skills and attitudes to discharge their responsibility effectively. The current system of in-service training is not adequate for the purpose. With this in mind, it is proposed to have system of advanced management programme for in-service ISS Officers which would be more intensive and would enable them to require next level competency.

**The details of tentative course contents to be covered for different level officers during their domestic components are as follows:-**

<b>SAG level Officers</b>	<b>NFSG/JAG level Officers</b>	<b>Deputy Director level Officers</b>
<p><b><u>LEADERSHIP</u></b></p> <ul style="list-style-type: none"> <li>-Leadership Styles</li> <li>-Understanding Self and Other</li> <li>-Coaching &amp; Mentoring</li> <li>-Leadership Traits</li> <li>-Creativity Land Innovations for Leadership Development</li> <li>-Leading Team</li> <li>-Agenda/Goal Setting</li> <li>-Developing Organization Culture</li> <li>-Negotiation and Conflict Management</li> <li>-Change Management</li> <li>-Emotional Intelligence</li> <li>-Ethics</li> </ul> <p><b><u>POLICY Technique</u></b></p> <ul style="list-style-type: none"> <li>-Policy Analysis</li> <li>-Policy Formulation</li> <li>-Role of Statistics in Form./Implementation</li> <li>-Case of a Indian Policy Form and IMPL</li> <li>-Best Practices and Bad Practices.</li> </ul> <p><b><u>DECISION MAKING</u></b></p>	<p><b><u>SOFT SKILLS</u></b></p> <ul style="list-style-type: none"> <li>-Communication-(emphasis on sub ordinals)</li> <li>-Presentation Skills Negotiation Skills</li> <li>-Motivating the Subordinates</li> <li>-Creativity and Nudges for Management</li> <li>-Stress Management</li> <li>-Positivity and Self Growth</li> <li>-Ethics</li> </ul> <p><b><u>DECISION MAKING</u></b></p> <ul style="list-style-type: none"> <li>-Decision Making Theory/Process</li> <li>-Decision Tree</li> <li>-Decision Making Tools</li> <li>-Developing Strategic Market</li> <li>-Analysis of Risk and Risk Management</li> <li>-Developing Decision Making Skills</li> <li>-Data Mining for Effective Decision Making</li> </ul> <p><b><u>MANAGERIAL</u></b></p> <ul style="list-style-type: none"> <li>-Understanding Managerial Functions</li> <li>-Managing by Objectives</li> <li>-Understanding your Managerial Styles</li> <li>-Managing Self and Others</li> <li>-Working in a t</li> <li>-Developing Creativity for Better Management</li> <li>-Managing difficult People Managing by Expertise/Charisma</li> <li>-Goal Setting</li> </ul>	<p><b><u>HR/SOFT SKILLS/OD</u></b></p> <ul style="list-style-type: none"> <li>-Managing Self</li> <li>-Managing Change</li> <li>-Stress Management</li> <li>-Time Management</li> <li>Team Management</li> <li>-Leadership style and Motivation Management</li> <li>-Conflict Management</li> <li>- Negotiation Skills</li> <li>-Communication Skills(Presentation&amp; Personality Development)</li> <li>- Ethics</li> <li>-Empowerment</li> </ul> <p><b><u>STRATEGS</u></b></p> <ul style="list-style-type: none"> <li>-Strategy Formulation</li> <li>-Strategy Implementation</li> <li>-Developing Strategic Mindset</li> </ul> <p><b><u>DECISION</u></b></p> <ul style="list-style-type: none"> <li>-Decision Making Theory</li> <li>-Data Making Tools and Techniques</li> <li>-Data Making Tools &amp; Techniques</li> <li>Data Mining Techniques</li> <li>-Market Research</li> <li>-Financial Management</li> </ul>



<b><u>USING ANALYICAL TOOLS</u></b>	<b><u>POLICY</u></b>	<b><u>General</u></b>
<ul style="list-style-type: none"> <li>-Decision Making Process/Decision Theory</li> <li>-Decision Making Tree</li> <li>-Decision Making tools</li> <li>-Developing Decision Making Skills</li> <li>-Managing Risk</li> <li>-Decision Making in Uncertain Environment</li> <li>-Analyzing Decision</li> </ul>	<ul style="list-style-type: none"> <li>-Policy Framing and Analysis</li> <li>-Policy Implementation-Obstacles and Challenge</li> <li>-Role of Statistics in Policy Formulation and Implementation</li> <li>-Monitoring and Evaluation— NREGS/NRHH/RD/EDUC.</li> <li>-Lessons Learned from Bad and Basic Practices</li> <li>-Visits for Project Rules</li> </ul>	<ul style="list-style-type: none"> <li>-Understanding Government Finances</li> <li>-Sustainable Development Issues</li> <li>-Climate Change- Global Negotiations</li> <li>-Alternate Indices for Measuring Development</li> <li>-Project Appraisal</li> <li>-Financial &amp; Marketing</li> </ul>
<p><b><u>SOFT SKILLS</u></b></p>	<p><b><u>CONTEMPORY ISSUES</u></b></p>	
<ul style="list-style-type: none"> <li>-Communication Skills</li> <li>-Presentation Skills</li> <li>-Negotiation Skills</li> <li>-Self-Discipline, Self-Growth</li> <li>-Motivational Skills</li> <li>-Stress Management</li> </ul>	<ul style="list-style-type: none"> <li>-Sustainable Development Issues</li> <li>-Climate Changes</li> <li>-Markets</li> <li>-R.D. Challenges</li> <li>-Recent Economic Events</li> <li>-Measuring the Immeasurable</li> </ul>	
<p><b><u>CONTEMPORARY -</u></b></p>	<p><b><u>Economic Environment</u></b></p>	
<p>Sustainable Development and Sustainability</p>	<ul style="list-style-type: none"> <li>-Macro-Eco Environment</li> <li>-International Economics</li> <li>-Basic Project Management</li> </ul>	
<ul style="list-style-type: none"> <li>-Food Security</li> <li>-Climate Change and Externalities</li> <li>Recent Economic Events</li> <li>-How to Measure the Immeasurable – Alternate Measures of Development/Progress</li> <li>-Marketing Public Services/Products/Goods.</li> </ul>	<p><b><u>Finance</u></b></p> <ul style="list-style-type: none"> <li>-Corporate Finance</li> <li>-Financial Markets</li> <li>-Understanding Financial Statements</li> <li>-Budgeting</li> </ul>	
<p><b><u>Economic Environment -</u></b></p>		
<p>Macro-Eco Environment</p>		
<ul style="list-style-type: none"> <li>-International Economics</li> <li>-Basic Project Management</li> </ul>		
<p><b><u>Finance</u></b> -Corporate Finance</p>		
<ul style="list-style-type: none"> <li>-Financial Markets</li> <li>-Understanding Financial Statements</li> <li>Budgeting</li> </ul>		

The details of course contents to be covered during their overseas component based on management practices will be finalised by the selected institute in consultation with NASA.

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