

**Request for Proposal (RFP) for conducting a two-week (10 working days) Management Module for Indian Postal Service Officers as a part of Management Development Program – Reg.**

**A. Executive Summary:**

A two-week (10 working days) Management Module, as part of Management Development Program for Indian Postal Service Officers having service seniority of 14-16 years, is proposed to be held in **January 2026** at a first-generation IIM ranked within the Top 10 in the NIRF Ranking 2025(Management). The Management Module shall be conducted **onsite** (residential) in the premises of the selected IIM.

**B. Overview:**

Rafi Ahmed Kidwai National Postal Academy (hereinafter referred to as RAKNPA), located at Ghaziabad, is the apex training institution of the Department of Posts entrusted with the responsibility of training the Group A and B Officers of the Department of Posts.

The Government mandates Mid-career Training Program for Officers of the Group A services during their entire career. Management Development Program, the 2<sup>nd</sup> phase of Mid-career Development Program is for Officers with 14-16 years of service seniority. The course for which RFP is being issued is to sensitize approx. 15 Indian Postal Service Officers on subjects mentioned in Scope of Work at “C” below.

(Kindly refer to the Annual Report of 2024-2025 of the Department available in [www.indiapost.gov.in](http://www.indiapost.gov.in) and [www.raknpa.gov.in](http://www.raknpa.gov.in) for additional information about the Department and the Academy respectively).

**C. Scope of Work:**

The scope of work is as follows:

Conducting Sessions for approx. 15 Indian Postal Service Officers through domain experts on the following topics-

1. **Strategic & Scenario Management** – Strategic Management, Scenario Planning, Process Optimisation.
2. **Marketing & Service Excellence** – Marketing of Insurance/ Banking, Tapping Rural Markets, Service Standards, Grievance Handling, Quality in Public Service Delivery.
3. **Data-Driven Decision Making** – Database Analysis, Business Intelligence, Analytics for Performance.
4. **Digital Transformation & Emerging Tech** – AI/ML, AI in Mail, IoT, Cloud Computing, Logistics & Distribution.
5. **Financial Ecosystem & Digital Payments** – Digital Payments, Cyber Security, Data Governance, Fintech & Risk Management.
6. **Innovation & Change Management** – Innovation, Design Thinking, Partnership Delivery Models, Managing Change.
7. **Leadership & Communication** – Leadership Skills, Storytelling, Team Management.
8. **Service Sector Challenges** – New Challenges in Insurance/Banking Marketing, Adapting to Customer Expectations.

**N.B.:** - The above list is indicative and not exhaustive. For proper understanding and takeaway, sessions should have proper focus on examples relevant to India Post and international perspective, with cross cultural Case Studies.

#### **D. Deliverables:**

**1. The topics mentioned at C above should be covered in the following format:**

- a) Classroom Lectures
- b) Classroom Activities
- c) Benchmark visits to various organizations, (both Government and Private) to give the participants a better understanding on the subjects.
- d) Group Discussions
- e) Case Study
- f) Individual or Group Presentations

Details of the proposed program schedule as per **Annexure 'A'** should be submitted.

**2. The Institute will provide the following to the Participants and accompanying faculty from the Academy:**

- a) A welcome kit containing basic information about the Institute, instructions to be adopted by the participants during their stay in the Institute, study material in soft and hard copies, stationery for use during the program, any other items/equipments/training aids which will ensure that the learning experience is conducive.
- b) Submit a Program Completion Report to the Academy about the course, its salient features, components of the course and any other inputs which will help us to design similar courses in a better manner in the future. A compilation of feedback received from the participants with analysis from the Institute may be given to RAKNPA within 15 (Fifteen) days of completion of the Training Program.
- c) Individual Program Completion Certificate to the participants may be given by the Institute.
- d) A hard copy of the group photograph along with individual photographs taken in the Institute's premises along with the faculty from the Institute and the Academy.
- e) The participants of the programme along with the accompanying faculty members should be provided accommodation within the institute for the better learning experience.
- f) The participants and accompanying faculty should be provided single room boarding and lodging facilities by the Institute within their premises. Similar arrangements have to made during visits also.
- g) The Institute should provide pick up and drop facility for all the participants and accompanying faculty to and from the Railway/Bus station or the Airport within the city, as the case may be.

The Institute should give their item wise consent for the above points in their proposal as per **Annexure 'B'**.

#### **E. Milestones:**

- 1. The sessions should be conducted within the time frame and on the dates specified by the Academy.
- 2. Welcome kit should be given to the participants on the date of commencement of the program.
- 3. The Program Completion Certificates with photographs should be given to the participants on the date of completion of the program.

4. The Program Completion Report with analysed feedback and other deliverables, to be shared with the Academy within 15 (fifteen) days of completion of the program.
5. The hard copy of the bills may be shared with the Academy within 07 (seven) days of completion of the program.

#### **F. Bid Evaluation Process:**

While evaluating the technical bids, all bidders shall be assessed and ranked based on the grading criteria specified in the table below:

<b>S. No.</b>	<b>Parameters</b>	<b>Marks</b>	<b>Essential supporting documents to be provided</b>
1	Rank of Institute in 2025 NIRF Ranking (Management)	<b>50</b>	Grading will be done as mentioned below w.r.t the First-Generation IIMs which ranked within the Top 10 in the NIRF Ranking 2025: i. <b>1<sup>st</sup>rank: 50marks</b> ii. <b>2<sup>nd</sup>rank: 48marks</b> iii. <b>3<sup>rd</sup>rank: 46marks</b> iv. <b>4<sup>th</sup>rank: 44marks</b> v. <b>5<sup>th</sup>rank: 42marks</b> vi. <b>6<sup>th</sup>rank: 40marks</b> vii. <b>7<sup>th</sup>rank: 38 marks</b> viii. <b>8<sup>th</sup>rank: 36marks</b> ix. <b>9<sup>th</sup>rank: 34 marks</b> x. <b>10<sup>th</sup>rank: 32 marks</b> <b>Necessary certificate may be submitted.</b>
2	Management Modules of similar nature conducted in the past 5 years for Group 'A' Officers of Central Government/ All India Service	<b>50</b>	i. <b>The bidder must provide the details of the Programs in the prescribed proforma i.e. (Annexure-‘C’)</b> (Details i.e training programmes, subject/topics, duration, Name of Government Organization/ Department must be provided.) ii. The firm/bidder will be evaluated based on similar trainings conducted for Group 'A' Officers of Central Government / All India Service in last 5 years (2020-21 to 2024-2025). Scoring will be based on the criteria mentioned below: a) More than 10 training programmes of two-week or more conducted for Group 'A' Officers of Central Government / All India Service: <b>50 marks</b> b) 5-10 training programmes of two-week or more conducted for Group 'A' Officers of Central Government / All India Service: <b>40 marks</b> c) 1-4 training programmes of two-week or more conducted for Group 'A' Officers of Central Government / All India Service: <b>30 marks</b> d) In case no such training program is conducted by the Institute for Group 'A' Officers of Central Government / All India Service: <b>0 marks</b>
Total		<b>100</b>	

**Note: Bidders must score a minimum of 70 marks under criteria points (1) and (2) to qualify technically. Bids below this threshold will be disqualified and not considered for financial evaluation.**

## G. Two-Bid System:

1. The bidders may ensure submission of the following documents as their technical bid in the enclosed formats (Annexures 'A' to 'E') in a sealed cover, separate from Financial Bid:
  - a) Tentative daily schedule of topics to be covered along with name of faculty member (Annexure 'A').
  - b) Item wise Consent as per Para D (2) of RFP (Annexure 'B').
  - c) Details of Management Module with other Stakeholders (Annexure 'C').
  - d) Undertaking for fulfilling all terms and conditions of RFP (Annexure 'D').
  - e) Bid Security Declaration (Annexure 'E').
  - f) Document confirming NIRF Ranking 2025

*Note: Submission of Annexures 'A' to 'E' is mandatory and the bid is liable to be rejected in case these conditions are not fulfilled individually or in totality.*

2. The bidder shall ensure that the sealed financial bid includes the cost (inclusive of GST) for conducting the said program for 15 participants, along with the pro-rata cost for each additional participant, **in the format mentioned below.**

(In Rupees)

Particulars	Total cost for minimum 15 participants (Excluding GST)	Total cost for minimum 15 participants (Including GST)	Pro-rata cost for each additional participant (Excluding GST)	Pro-rata cost for each additional participant (Including GST)
Two-Week (10 working days) Management Module				

## H. Method of Submission of Bids:

The technical and financial bids **should be placed in two separate sealed covers, enclosed in a single sealed cover.** The bids contained in the sealed cover should be Superscripted in bold letters as **'Bids for conducting a Two-week (10 working days) Management Module for Management Development Program for IPoS Officers on residential basis'** and sent **ONLY** by Speed Post on the following address:

Deputy Director (Training)  
Rafi Ahmed Kidwai National Postal Academy,  
Kamla Nehru Nagar, Ghaziabad,  
U.P.-201002  
Phone Number: 0120-2789084

**The bids received in any other form will be summarily rejected. The Bids must reach the above address by 5.00 P.M. on 07.11.2025**

## I. Evaluation Process:

*The bids will be evaluated based on the QCBS methodology. 70% weightage will be given to the scores obtained in the evaluation of technical bids, and 30% weightage to the scores obtained in the evaluation of financial bids. The total combined score will be calculated by adding the weighted technical and financial scores, as per the formula given below:*

$$B = \frac{C_{low}}{C} X + \frac{T}{T_{high}} (1 - X)$$

where

C = Evaluated Bid Price

C<sub>low</sub> = the lowest of all Evaluated Bid Prices among responsive Bids

T = the total Technical Score awarded to the Bid

T<sub>high</sub> = the Technical Score achieved by the Bid that was scored best among all responsive Bids

X = weightage for the Price in decimal

The Bid with the best evaluated Bid Score (B) among responsive Bids shall be awarded the contract observing due procedure.

## J. Bid Security:

The Bidder must submit bid security declaration in terms of Rule 170 (iii) of GFR 2017 in the prescribed format at Annexure-E in place of bid security. Bids received without Bid Security Declaration will be summarily rejected.

## K. Submission of Performance Security:

1. The successful bidder shall be required to submit the Performance Security of an amount equal to 3% of the value of the contract in favour of Director RAKNPA, Ghaziabad in form of Bank Guarantee/ Demand Draft/UCR in Post Office within 10 days from the date of communication of acceptance of award. Performance Security should remain valid for a period of sixty days beyond the date of completion of all contractual obligations of the supplier including warranty obligations.
2. The Performance Security deposit can be forfeited by order of **RAKNPA** in the event of any breach or negligence or non-observance of any condition of the contract or for unsatisfactory performance.
3. No Interest will be paid on the Performance Security by **RAKNPA**.

## L. Payment:

Payment will be made by RAKNPA to the Institute within one month from the date of submission of bill to the Academy after the successful completion of the program.

**M. Schedule of activities:**

S1. No.	Activity	Time schedule
1	Issue of letter of award of work	On finalization of the successful bidder
2	Acceptance of award of work by the Successful bidder	Within one week of issue of letter of Award of work.
3	Submission of the Performance Security	Within 10 days from the date of communication of acceptance of award.
4	Commencement of Onsite (Residential) training at the premises of selected Institute.	As per letter of award of work
5	Submission of final bill	After completion of training (within a week)

**N. Penalty clause:**

The time overrun for scheduling the training would be liable to penalty @ 0.25% of the total cost of the value of the contract per day for maximum 15 days, beyond which it will be treated as amount to breach of the contract. Failure of the successful bidder to comply with the requirement of Clause 'K' above shall constitute sufficient ground for the annulment of the award. In such event, RAKNPA may make the award to any other bidder at the discretion of the Director, RAKNPA or call for new bids, as per sole discretion of the competent authority.

**O. Termination Clause:**

RAKNPA reserves the right to terminate the Request for Proposal (RFP) at any time on its discretion, without prior notification.

**P. Arbitration:**

In the event of any dispute or difference between the parties here to, such disputes or differences shall be resolved amicably by mutual consultation. If such resolution is not possible, then the unresolved dispute or difference shall be referred to arbitration of the sole arbitrator to be appointed by the Secretary, Department of Legal Affairs ("Law Secretary"), Government of India. The provision of Arbitration and Conciliation Act 1996 (No. 26 of 1996) shall be applicable to the arbitration. The venue of such arbitration shall be at Delhi or any other place, as may be decided by the arbitrator. The language of arbitration proceedings shall be English. The arbitrator shall make a reasoned award (the "Award") which shall be final and binding on the parties. The cost of arbitration shall be shared equally by the parties to the agreement. However, expenses incurred by each party in connection with the preparation and presentation, shall be borne by the party itself. Pending the submission of and/or decision on dispute, difference or claim or until the arbitral award is published; the parties shall continue to perform all their obligations under this Agreement without prejudice to a final adjustment in accordance with such award. Dispute, if any, shall be subjected to jurisdiction of court at Ghaziabad only.

**Q. Jurisdiction of Court:**

The Civil Court of Ghaziabad alone will have exclusive Jurisdiction to decide any difference, dispute and claim for and against Department of Posts arising out in respect of the said contract.

**R. Force Majeure:**

1. Neither party will be liable in respect of failure to fulfil its obligations, if the said failure is entirely due to Acts of God, Government restrictions or instructions, natural calamities or catastrophe, epidemic or disturbances in the country.
2. The party affected by an event of force Majeure will immediately notify the other party of such an event and will also notify the unaffected party on cessation of disability resulting from such Force Majeure.

### Annexure-A

Bidders must provide a day-wise tentative session plan for the Management Module, including all topics as per the RFP, along with details of faculty. An indicative session plan is given below for reference. Sessions can be of 75 minutes duration.

Example Day 2, (Illustration)

Time	Subject /Activity	Details of Faculty		Pedagogy  (Classroom Sessions, Visits, Group Discussions, Presentations etc.)
		Name of the faculty	Experience (YY/MM)	
1000-1115hrs	Topic A	Ms. ABC	10yrs5months	Classroom Sessions
1115-1130hrs	Tea break			
1130-1245hrs	Topic B	Mr. XYZ	5yrs	Classroom Activities
1245-1400hrs	Topic C	Mr. XYZ	20yrs	Classroom, Sessions, followed by Field Visit
1400-1500hrs	Lunch			
1500-1615hrs	Topic C	Ms. ABC	15yrs1month	Classroom, Sessions, followed by Group Discussion
1615-1630hrs	Tea Break			
1630-1745hrs	Topic D	Mr. XYZ	12yrs	Presentations

**Date:**

**Place**

**Seal of the Institute(Signature of bidder)**



## **Annexure-B**

### **Proforma for Item wise consent**

I/we. ... .. hereby grant consent to provide the items outlined in the Para D (2) of RFP as summarized below:

<b>Sl. No</b>	<b>Description of Deliverables</b>	<b>Yes/No</b>
1	Welcome Kit, Stationery, Study Material both in soft and hardcopy	
2	Program Completion Report and analysed feedback	
3	Individual Program Completion Certificates to the participants	
4	Photographs	
5	Accommodation within the Institute for both participants and faculty of RAKNPA	
6	Single Room Boarding & Lodging for both participants and faculty of RAKNPA	
7	Pick Up and Drop facility for both participants and faculty of RAKNPA	

**Date:**

**Place:**

**Seal of the Institute**

**(Signature of bidder)**

Note: The declaration is to be furnished on the letter head of the Institute.

## Annexure-C

### **Proforma for furnishing details of Management Modules with other Stakeholders**

Details of Management Modules or similar nature conducted in the past 5 years for Group A Officers of Central Government/ All India Service as per Para F(2) are furnished below.

<b>FY</b>	<b>No. of the Programs Conducted</b>	<b>Name of the Program</b>	<b>Duration (From-To)</b>	<b>Name of the Government Organization Department to Whom training is imparted</b>	<b>No. of Officers Trained</b>
2020-2021					
2021-2022					
2022-2023					
2023-2024					
2024-2025					

**Date:**

**Place**

**Seal of the Institute**

**(Signature or bidder)**

## **Annexure- D**

### **Undertaking**

I/We hereby confirm that I/we am/are interested in competing for the two-week (10 working days) Management Module to be conducted for Indian Postal Service Officers, as a part of Management Development Program and undertake the related tasks. Consequent upon selection by Department of Posts, I/We undertake to fulfill all terms and conditions contained in the RFP for conducting Management Module as a part of Management Development Program.

I/We undertake that all the information provided herewith is genuine and accurate. For any false declaration I/We hereby undertake to bear sole responsibility and shall face any Administrative/ Financial & Legal actions or all actions.

**Date:**

**Place:**

**Seal of the Institute**

**(Signature of bidder)**

Note: The declaration is to be furnished on the letter head of the Institute.

**Annexure-E**

**BID SECURITY DECLARATION FORM**  
*(On Bidder's Letter head)*

Date: .....

To,  
The Director  
Rafi Ahmed Kidwai National Postal Academy  
Ghaziabad - 201002

I/We, the undersigned, declare that:

1. I/We understand that the bid must be supported by a Bid Security Declaration as I/We have been exempted from furnishing Bid Security as per Rule 170 (iii) of GFR 2017.
2. I/We accept that I/We may be disqualified from bidding for any contract with RAKNPA, Ghaziabad, for a period of two years from the date of notification of current RFP, if I am/We are in breach of any obligation under the bid conditions, if I/We:
  - a) have withdrawn/modified/amended, impaired or derogated from the RFP, my/our Bid during the period of bid validity or its extended period, if any; or
  - b) having been notified of the acceptance of our Bid by RAKNPA during the period of bid validity:
    - (i) fail or refuse to execute the contract, if required, or
    - (ii) fail or refuse to furnish the Performance Bank Guarantee, in accordance with the Instructions to Bidders.
  - c) If the bidder is found indulging in any corrupt, fraudulent or other malpractice in respect of the bid; or
  - d) If there is a discrepancy between words and figures quoted by the bidder and the bidder does not accept that the amount in words prevails over the amount in figures.
3. I/We understand this Bid Security Declaration shall cease to be valid if I am/We are not the successful Bidder, upon:-
  - (i) the receipt of your notification of the name of the successful Bidder; or
  - (ii) thirty days after the expiration of the validity of my/our Bid.

Whichever is earlier.

Signed: .....

*(Insert signature of the person whose name and capacity are shown)*

In the capacity of: .....

*(Insert legal capacity of the person signing the Bid Securing Declaration)*

Name: .....

*(Insert complete name of the person signing the Bid Securing Declaration)*

Duly authorized to sign the bid for and on behalf of ..... *(Insert complete name of bidder)* Dated on ..... day of ..... *(Insert date of signing)*  
Corporate Seal *(where appropriate)*