



**Archives Department
Government of Haryana**

Terms of Reference

for

**Engagement of Consultant for Setting up of Programme
Management Unit (PMU) to Provide Performance Improvement
& Advisory Services to the Department**

Archives Department

Government of Haryana

**Sinchai Bhawan, B-Block, 4th floor Sector-5,
Panchkula 134109, Email: archives@hry.nic.in**

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1. Introduction

The Haryana State Archives Dept preserves the non-current records of the government, embodying the experiences of those who shaped history. These records are maintained for posterity due to their ongoing value in governmental processes, the protection of public and private rights, and research by scholars and historians. They serve as a foundation for writing history, uncovering historical facts, and aiding the government in successful planning and policy-making.

The primary function of the Haryana State Archives is to acquire, service, and preserve public and private records of historical, administrative, political, economic, social, and cultural significance. Additionally, the department coordinates and oversees operations related to public records, ensuring their proper administration, preservation, and disposal, so that records of permanent value are safeguarded. It also records the memoirs of freedom fighters and eminent personalities of the state and promotes historical research and studies.

Despite its progress in recent time, the Department has several untapped areas that require attention and development. There is a pressing need for a comprehensive revamp in terms of performance improvement of the current department structures/processes in place, strengthening of policy framework for enhanced digital capabilities and marketing & outreach initiatives. Strengthening collaboration with academic and research institutions, societies, international bodies, media agencies, leveraging technology for digitization, and ensuring enhanced public accessibility are critical areas for future growth. These improvements will not only modernize the Department, thereby improving its overall performance, but also reaffirm its role as a custodian of Haryana's historical legacy.

1.1. Objectives of the Assignment

The general objective of this project is to improve performance and to modernize, streamline, and simplify the Department's processes, systems and procedures. The PMU will be responsible for program management, developing a comprehensive strategy for sustainable organization structures/processes/systems, thorough business process reengineering in line with the national & international best practices, advisory support and capacity building of the Department. The PMU will also assist in augmenting the interventions of the Department thereby,

easing the process for record acquisition, modernizing the preservation & conservation of records, digital enablement for enhanced accessibility and scaling up of awareness, marketing & promotion initiatives.

The Consultant shall be hired for an initial period of 1 year, further extendable, as per the provisions of HARTRON letter dated 15.06.2022 and 26.11.2024 for Empanelment of Companies for providing Consultancy Services to Govt. Departments/Organisations in the State.

2. Scope of Services

The scope of services of the PMU will be to assist and support the State of Haryana, which, inter-alia includes, activities listed below:

1. Support in Performance Improvement & Organization Strengthening

- Assess the present role and responsibilities of the Department and synergizing with future potential and drawing a strategic roadmap for achieving these objectives.
- Map existing services, processes/procedures and technology currently being deployed at the Department.
- Identify key performance indicators regarding the various processes.
- Identify gaps and design remediation plans for the identified processes.
- Benchmark and identify best practices from national and international archival institutions.
- Analyse successful models for record acquisition, preservation, digitization, and public engagement.
- Identify the concerns of key stakeholder, challenges and capture expectations of various stakeholders.
- Tailor recommendations to align with Haryana's unique context while leveraging proven strategies.

2. Development of a Conducive Policy Ecosystem

- Engage with stakeholders such as government departments, historians, academicians, and cultural institutions to gather inputs on archival needs and record acquisition strategies.
- Perform a comprehensive evaluation of the current state of archival operations, infrastructure, human resources, and technology.
- Identify key gaps, challenges, and opportunities in the existing framework.
- Document the current state of archival practices, policies, and operational workflows ("As-Is Report").

- Develop a vision for the future state of the Haryana State Archives, including modernized processes, infrastructure upgrades, and enhanced services ("To-Be Report").
- Provide actionable recommendations to bridge the gap between the current and desired states, along with the budget requirements.
- Develop comprehensive policy, in line with the central policies and schemes.
- Draft operational guidelines and frameworks in alignment with state and national goals.
- Incorporate elements to ensure sustainability, inclusivity, and technological advancement in archival practices.
- Provide assistance to the concerned survey agency on behalf of Department in conducting surveys to identify and acquire public and private records of historical significance.

3. Awareness Outreach and Marketing Initiatives

- Prepare a comprehensive marketing & promotion plan to drive awareness around Department's initiatives at national & international level and increase public engagement.
- Devise and develop a communication strategy for sensitizing key stakeholders.
- Assist the Department in developing informational and promotional materials, such as coffee table book, brochures, booklets, videos, and digital content, etc to raise awareness about the archives' services and outreach programmes.
- Assist the Department in organizing statewide campaigns to raise awareness among citizens, schools, colleges, and organizations about the importance of archival records.
- Highlight the archives' role in safeguarding historical, cultural, and administrative heritage.
- Leverage social media, traditional media, and public events to maximize outreach.
- Establish partnerships with schools, colleges, museums, and cultural institutions to promote archival awareness and research.
- Collaborate with universities and research bodies to foster historical studies and archival research.

4. Technology Integration and Digitization

- Recommend and oversee the adoption of advanced archival technologies, including digitalization tools, cataloging software, and record management systems including modern control room, etc
- Develop a roadmap for creating a user-friendly digital archive, similar to Abhilekh Patal portal of National Archives of India for ease of accessibility to researchers, students, and the public.

5. Capacity Building and Other PMU Support

- Prepare necessary documents for contracts, Request for Proposals (RFP), Terms of Reference (ToR), MoUs.
- Support the Department in managing the entire bid process, including pre-bid activities, bid evaluation, negotiation, award of contracts, and post-contract management for engaging specialized agencies.
- Support in preparation of RFP/RFQ/ToR for hiring of System Integrator (SI) for implementation of IT related services.
- Assist the department in engaging consultants and agencies for undertaking surveys and specialized studies as required.
- Organize training programs for archival staff on modern record management practices, digitization techniques, and stakeholder engagement.
- Build the technical and soft skills of the workforce to enhance service delivery and operational efficiency.
- Assist the Department in coordinating with various other state departments and Government of India, as required.

**Increase in scope of services: In case of increase in scope of the services, the professional services firm/ agency will be asked to deploy additional resources. The rate of remuneration payable to such new additional resources shall be based on the rates for other position as mentioned in the contract, which require similar qualifications and experience.*

3. Team Composition and Qualification

The Consultant will be required to deploy a team of 2 resources, full time at the Department's Head Office in Panchkula, to successfully deliver the tasks and is directed to prepare a quote accordingly in their proposal.

The key professional staff qualifications and competence required for the assignment is as under. The team composition prescribed is based on the existing project requirement and objectives.

#	Resource Category	Proposed Role	Educational Qualification	Relevant Experience
1	Senior Consultant #1	Public Policy Expert	Postgraduate in Public Policy/ Public Administration/ Marketing/ Mass Communication, or a related field	<ul style="list-style-type: none"> • Minimum 6 years of work experience with at least 3 years in designing, implementing, and promoting government schemes and programmes under any government/ bilateral/ multilateral agencies sponsored programme. • Expertise in public policy formulation/ advocacy/ implementation as a part of government sponsored programme. • Experience in conducting need assessments, preparing scheme documents, and developing operational guidelines. • Proven experience in designing and executing comprehensive marketing strategies to promote government schemes and initiatives, leveraging both traditional and digital media platforms. • Experience in organizing and managing promotional events, workshops, and fostering government collaborations with leading national and international agencies.
2	Senior Consultant #2	Procurement Expert	Postgraduate in Economics/ Commerce/ Procurement/ Management/ Finance/ or related fields	<ul style="list-style-type: none"> • Overall experience of 6 years with atleast 3 years' experience in government/ bilateral/ multilateral agencies sponsored projects. • Experience in large-scale government projects involving public procurement of both goods, services and works. • Robust understanding of CVC, GFR, GeM, World Bank procurement guidelines.

#	Resource Category	Proposed Role	Educational Qualification	Relevant Experience
				<ul style="list-style-type: none"> Knowledge of various types of contracts like item rate, lumpsum, framework agreement etc.

While evaluating technical proposals, CVs of the experts proposed will be evaluated with respect to the desired qualification and experience specified for each position in the above table. Weightage shall be given to the maximum relevant experience.

4. Pattern of Evaluation

- i. Evaluation of the qualified consultancy agency/firm shall be done based on the following evaluation criteria:

Sr. No.	Criteria	Maximum Marks
1.	Prior Firm Experience	50
2.	Experience and Qualification of Resources <ul style="list-style-type: none"> Education: 15 marks Experience: 15 marks 	30
3.	Team Presentation (Understanding of the assignment & Approach & Methodology)	20
		100

- ii. Technical Evaluation Criteria:

#	Criteria	Maximum Marks
1.	Prior Firm Experience*	50
i.	Bidder should have experience of working on at least 2 large-scale transformation projects as PMU/PMC or equivalent for development and implementation of government (central/state) initiatives (including policy formulation, governance reforms, social sector development, capacity building, awareness campaigns) of a minimum value of INR	10

	<p>2 crores with State or Central Government as the client in the last 5 years:</p> <p>a) For 2 projects – 4 Marks b) 2 marks for each additional project – max 4 Marks</p> <p>Additional 2 Marks in case of PMU/PMC project >INR 5 Cr. in Haryana.</p>	
ii.	<p>Bidder should have experience of working with at least 2 state departments in Haryana on long-term engagements (>1 year) as PMU/PMC or equivalent</p> <p>a) Experience of working with 2 state Departments in Haryana – 4 Marks b) Experience of working with 4 state Departments in Haryana – 8 Marks c) Experience of working with more than 4 state Departments in Haryana – 10 Marks</p>	10
iii.	<p>Bidder should have experience of working on at least 2 large-scale engagements for awareness, marketing and outreach of government initiatives and programmes, including development of market strategies, marketing collaterals, conducting surveys, and fostering collaborations with stakeholders, of a minimum value of INR 1 crore with any State or Central Government as the client in the last 5 years:</p> <p>a) For 2 Projects - 5 Marks b) For more than 2 to 4 projects - 8 Marks c) For more than 4 projects - 10 Marks</p>	10
iv.	<p>Bidder should have experience of working on at least 2 large-scale programmes overseeing development and deployment of portals or digital platforms for Central or State Government departments/agencies, with a minimum project value of INR 3 crores in the last 5 years:</p> <p>a) For 2 projects – 4 Marks b) 2 marks for each additional project - max 4 Marks</p> <p>Additional 2 Marks in case of overseeing development and deployment of portals or digital platforms in Haryana.</p>	10
v.	<p>Bidder should have extensive experience of public procurement (under GFR/ states' procurement policies/World Bank/GeM/etc.), involving end-to-end bid process management, vendor selection, contract negotiation, and post-</p>	10

	contract management for Central or State Government departments/agencies, in the last 5 years: <ul style="list-style-type: none"> a) Cumulative procurement of =< INR 100 Crore – 5 marks a) Cumulative procurement of > INR 100 Crore – 10 marks 	
2.	Experience and Qualification of Resources	30
i.	Senior Consultant #1 Public Policy Expert	7.5 marks (qualification) 7.5 marks (experience)
ii.	Senior Consultant #2 Procurement Expert	7.5 marks (qualification) 7.5 marks (experience)
3.	Team Presentation	20
i.	Understanding of the Assignment	5
ii.	Approach & Methodology	15
		100
<p><i>*Both ongoing/completed projects shall be considered for evaluation.</i></p> <p><i>*Supporting documents to include copy of contract agreement/ addendum/ work order/ LoA or self-declaration from the agency/ firm on the status of the engagement.</i></p> <p><i>*All the resources proposed as a part of the PMU team should be present at the time of presentation.</i></p>		

5. Payment Schedule

Payment to the Consultancy agency/firm for the project will be made on quarterly basis.

6. Selection of Consultant

- i. Internal Committee headed by the W. Commissioner & Secretary, Archives Dept (Committee constituted vide order dated (15.06.2022) shall evaluate the Proposals received from the bidders.

- ii. Selection of Consultant shall be done on the basis of relevant firm experience, CVs of the proposed team, and presentation on Consultant's understanding and proposed approach & methodology for delivering the project.
- iii. The decision of the Internal Committee in the evaluation of responses shall be final. No correspondence will be entertained outside the process of negotiation/ discussion.
- iv. The Internal Committee reserves the right to reject any or all Proposals without assigning any reason.

7. General Guidelines

7.1. Bid Submission

- i. The Technical proposal should be complete in all respects and contain all information asked for in this Terms of Reference.
- ii. Proposal shall include the covering letter, company profile, credentials of relevant firm experience along with supporting documents (**Annexure – I**), resumes of all proposed resources in the format as per **Annexure-II**, and a compliance table indicating compliance against all the ToR requirements in terms of firm experience and resource profile (for instance, overall experience, relevant experience, etc.).
- iii. The resources to be deployed by the bidder shall possess the requisite educational qualification and experience as per this ToR. CV of every resource to be deployed shall be provided in World Bank format.
- iv. It is mandatory to submit all the details in the prescribed formats duly filled in, along with the proposal.
- v. The proposals shall be signed on each page by the authorized representative of the empaneled company. The letter of authorization shall be indicated by written power-of-attorney/Department Resolution accompanying the proposal.
- vi. The bidder shall submit the technical proposal via email on archives@hry.nic.in and by 25.02.2025
- vii. Proposal **validity period will be 3 months** from the date of submission of proposals by the empaneled companies.
- viii. Technical score (maximum 100) will be calculated as per table under **Clause 4** pertaining to Pattern of Evaluation.
- ix. The empaneled company with the highest technical score will be the selected bidder (T 1).
- x. Financial bid of only the T1, i.e., selected bidder with the highest technical score, will be opened. Man-month rates per resource category so received

from the T1 will be opened and negotiated by the Department before finalizing the agency to ensure that the Department is able to negotiate the rates according to the quality of the individual recommended by the top scorer. Company obtaining the maximum technical score (T1) will be awarded the work post the negotiation.

7.2. Duration of Assignment

Duration of the assignment will be 1 year, further extendable at the prevalent HARTRON empanelment rates, on the same terms & conditions.

The same will be communicated in written to the consulting firm.

7.3. Timelines:

- i. The consultancy/agency/firm shall submit their technical proposal in the prescribed format, as per the requirements of the ToR on archives@hry.nic.in by 25.02.2025
- ii. The financial proposal shall be submitted to the Department, in a sealed envelope, at the below-mentioned address by 25.02.2025

The Director General,

Archives Department,

Sinchai Bhawan, B-Block, 4th floor Sector-5

Email: archives@hry.nic.in

7.4. Pre-Bid Queries

- i. Bidders can submit their queries/ seek clarification by sending e-mails to the Department on archives@hry.nic.in latest by 11.02.2025.
The Bidders will have to ensure that their queries should reach to the Department by email on or before last date for sending pre-bid queries mentioned above. No queries shall be entertained after 11.02.2025
- ii. The queries should necessarily be submitted in the following format through e-mail by authorized representative of the bidder.

Section/Page No	Content of ToR requiring clarifications	Change/Clarification Requested	Remarks

- iii. The Department reserves the right to respond to queries received, as deemed appropriate.

7.5. Other Guidelines

- i. Forming of consortium or Joint venture is not allowed.
- ii. **Replacement of Resources:** If at any point in time, the Government of Haryana feels that a resource is not up to the mark or if a resource leaves the organization, a replacement will be demanded in written, and the consulting firm/ agency shall provide the replacement within two weeks as per ToR. In case replacement is not provided in the prescribed time, a financial penalty of 1% of the total fee shall be imposed for one month of delay per resource. Delay beyond 30 days in replacement of a resource may result in termination of HARTRON empanelment.
- iii. **Penalties & Liabilities:** The aggregate liability of the Consultant under this agreement, or otherwise in connection with the services to be performed hereunder, shall in no event exceed the total fees payable to the Consultant as per the award of work order/contract.
- iv. **Payment:** Payment to the consulting firm/ agency shall be as per the schedule mentioned in *Clause 5*.
- v. **Team & resources:**
 - a. The team will be dedicated to work with the Department and sharing of resources will be not allowed with any other project/assignment.
 - b. The resources shall be deployed full time at the Department's Head-office. Resource person will be allowed to avail the leave of kind due as per Service Rules of their employer.
 - c. Proposed resources should be on the company payrolls at the time of deployment on project and should be available at the time of interaction.
- vi. The consulting firm/ agency shall give the quotation indicating rates of per consultant, per man month as per **Annexure-III** so that subsequent addition/ deletion can be affected as per the requirement. In cases, where additional manpower is needed beyond the above-mentioned requirement, the same may be deployed at the Man-month rates provided by the company for the particular resource category. For any other service related to research, conducting studies or any material beyond scope of work in this domain or other assignment, the additional payment shall be made on the basis of the efforts (calculated in terms of additional man-month basis).
- vii. **Notification of Award:**
 - a. The Department will notify the successful empanelled company in writing by email that its proposal has been accepted and issue a Letter of Award (LoA).

- b. The successful empanelled company has to furnish a performance bank guarantee (3% of the contract value) to the Department within 15 days from the receipt of LoA.
- c. Subsequently, the contract agreement will be shared with the successful bidder and the company will be required to enter into a contract agreement with the Department within 30 days after submission of performance bank guarantee.
- d. The bidder would be required to deploy resources as per the “Effective Date” as mentioned in the signed contract agreement.

viii. Termination:

- a. The Department may, without prejudice to any other remedy for breach of contract, by not less than thirty (30) days’ written notice to the empaneled company, terminate the contract in whole or in part:
 - 1. If the empaneled company fails to provide satisfactory services at the desired level within the time period(s) specified in the contract, or any extension thereof granted by the Department
 - 2. OR if the empaneled company fails to perform any other obligation(s) under the contract
 - 3. OR if the empaneled company, in the judgment of the Department has engaged in corrupt or fraudulent practices in competing for or in executing the Contract.
- b. Consultant may, without prejudice to any other remedy for breach of contract, by not less than thirty (30) days’ written notice to the Department, terminate the contract in whole or in part:
 - 1. If the Department fails to pay any money due to the Consultant pursuant to the Contract within forty-five (45) days after receiving written notice from the Consultant that such payment is overdue
 - 2. OR if as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services
 - 3. OR if the Department fails to perform any other obligation(s) under the contract
- c. The Consultant may terminate this agreement, or any services, immediately upon written notice to the Department if Consultant reasonably determines that it can no longer provide the services in accordance with applicable law or professional obligations.

- ix. The Department, Govt. of Haryana, in its sole discretion and without incurring any obligation or liability, reserves the right, at any time, to:
- a. Suspend and/or cancel the Selection Process and/or amend and/or supplement the Selection Process or modify the dates or other terms and conditions relating thereto;
 - b. Consult with any Bidder in order to receive clarification or further information;
 - c. Retain any information and/or evidence submitted to the Archives Department, Govt. of Haryana by, on behalf of and/or in relation to any Bidder; and/or
 - d. Independently verify, disqualify, reject and/or accept any and all submissions
 - e. It is clarified that compensation shall be binding to both the parties under the Arbitration and Conciliation Act, 1996

Annexure-I: Firm Experience

Assignment Name:			
Name of Client:			
Approx. value of Contract:			
Total number of staff-months of the Assignment:	Location & Address:		
Start Date (Month/Year):	Duration of Assignment (months)		
Completion Date (Month/Year):			
Name of Senior Staff (Project Director/Coordinator, Team Leader) Involved:			
Narrative description of project:			
Actual Services provided:			

Annexure-II: CV Template

PHOTO	1. Name			
	2. Position			
	3. Date of Birth			
	4. Education	Graduation	Degree:	
Post Graduation		Degree:	Specialization:	
5. Employment Record	From	To	Company	Position Held
6. Brief Profile				
7. Countries of Work Experience				
8. Languages Known				
9. Work Undertaken that Best Illustrates Capability to Handle the Task Assigned				
<p>Project 1:</p> <p>Year:</p> <p>Location:</p> <p>Client:</p>				

Position Held:

Main features:

Activities Performed:

Project 2:

Year:

Location:

Client:

Position Held:

Main features:

Activities Performed:

Certification:

I the undersigned, certify that to the best of my knowledge and belief that this CV correctly describes myself, my qualifications and my experience. I understand that any willful misstatement described herein may lead to disqualification or dismissal if engaged.

FULL name of authorized representative

Annexure-III: Financial Proposal

Resource wise Financial Quote

Sr. No.	Name of the Resource	Resource Type (Managing Consultant/ Principal Consultant/ Senior Consultant/ Support Consultant)	Proposed Man-month rate (Excluding Taxes)
1			
2			
