
Request for proposal (RFP)

for

*CONSULTANCY SERVICES FOR UNDERTAKING A STUDY ON THE
ORGANIZATIONAL RESTRUCTURING OF TOBACCO BOARD*



DIRECTORATE OF AUCTIONS, TOBACCO BOARD, DEPARTMENT OF COMMERCE, MINISTRY OF COMMERCE & INDUSTRY,
GOVERNMENT OF INDIA,
MISSION ROAD, 1/9, III CROSS, 4TH FLOOR UNITY BUILDING ANNEXE,
C.S.I. COMPOUND BENGALURU- 560 027, KARNATAKA

Disclaimer

The information contained in this Request for Proposal (RFP) document or information provided subsequently to the Bidder(s) or applicants whether verbally or in documentary form, by or on behalf of Tobacco Board, is provided to the Bidder(s) on the terms and conditions set out in this RFP document and all other terms and conditions, subject to which such information is provided.

This RFP document is not an agreement and is neither an offer nor an invitation to offer by Tobacco Board. This RFP is to invite proposals from applicants who are qualified to submit the bids ("Bidders"). The purpose of this RFP is to provide the Bidder(s) with information and to assist them in formulation of their proposals (Bids). This RFP does not claim to contain all the information, which each Bidder may require. Each Bidder should, at its own costs without any right to claim reimbursement, conduct its own investigations, analysis and should check the accuracy, reliability and completeness of the information in this RFP and wherever felt necessary obtain independent advice. Tobacco Board makes no representation or warranty and shall incur no liability under any law, statute, rules or regulations as to the accuracy, reliability or completeness of this RFP.

The information contained in this RFP document is selective and is subject to update, expansion, revision and amendment. Tobacco Board does not undertake to provide any Bidder with access to any additional information or to update the information in this RFP document or to correct any inaccuracies if any therein, which may become apparent. Tobacco Board reserves the right of discretion to change, modify, add to or alter any or all of the provisions of this RFP and/or the bidding process, without assigning any reasons whatsoever. Such change will be intimated or made accessible to all Bidders or can be accessed on the website of Tobacco Board. Any information contained in this RFP document will be superseded by any later written information on the same subject made available/accessible to Bidder(s) by Tobacco Board.

Information provided in this RFP is on a wide range of matters, some of which may depend upon interpretation of law. The information given is not intended to be an exhaustive account of statutory requirements and should not be regarded as a complete or authoritative statement of law. Further, Tobacco Board also does not accept liability of any nature whether resulting from negligence or otherwise howsoever caused arising from reliance of any Bidder upon the statements contained in this RFP.

Tobacco Board reserves the right to reject any or all the Bids received in response to this RFP at any stage without assigning any reason whatsoever and without being liable for any loss/injury that Bidder might suffer due to such reason. The decision of Tobacco Board shall be final, conclusive and binding on all the Bidders/parties directly or indirectly connected with the bidding process.

Bid Details

Process of Selection

The process of selection of successful Bidder would be as follows:

- | | | |
|--|---|------------|
| a) Issue of Request for Proposal (RFP) | - | 10/01/2025 |
| b) Submission of Bids | - | 24/01/2025 |
| c) Opening of Bids | - | 24/01/2025 |

Note:

i. Tobacco Board reserves the right to change dates without assigning any reasons thereof. Intimation of the same shall be notified on Tobacco Board's website.

ii. This bid document is not transferable.

iii. The process of bidding including opening of bids and award of contract will be carried out at **Tobacco Board, Directorate of Auctions, Bengaluru.**

Invitation

Tobacco Board invites Proposals (the "Proposals/Bids") for appointment of a Consultant for Organizational Restructuring and its implementation as per the Terms of Reference. The Bidders/Applicants desirous of taking up the project are invited to submit their Proposal/Bid in response to this RFP. The criteria and the actual process of evaluation of the proposals in response to the RFP and subsequent selection of the Successful Bidder will be entirely at Tobacco Board's discretion. The Bidders/ Applicants should have necessary experience, capability and expertise to perform, as per the Terms of Reference and to adhere to Tobacco Board's requirements/ terms and conditions outlined in the RFP. The RFP is not an offer by Tobacco Board, but an invitation to receive responses from the potential Bidders. No contractual obligation whatsoever shall arise from the RFP process unless and until a formal contract is signed and executed by duly authorized official(s) of Tobacco Board with the Successful Bidder.

Accordingly sealed tenders are invited from the agencies / consultants.

The interested consultants who have executed similar projects or undertook training pertaining for Central Government Organization / Central Autonomous organization / Central Public Sector Undertaking only are requested to apply for providing report on the organizational restructuring of Tobacco Board.

The sealed tenders should be sent to this office by name Shri Srinivas B. C., Director (Auctions), Tobacco Board, Bengaluru and the envelope should be superscribed as **"Undertaking a study on the Organizational Restructuring of Tobacco Board"**.

It may please be noted that the tenders will not be accepted / entertained if not received in sealed cover and if the sealed cover does not contain the above superscription.

The sealed tenders should reach the undersigned on or **before 24.01.2025 by 3:00 PM and will be opened on the same day at 5:00 PM** in the presence of tenderers attended.

The tenders received after due date shall not be entertained.

The Executive Director, Tobacco Board, Guntur reserves all the rights to cancel any or all the tenders or part of the tender without assigning any reasons and the decision of the Executive Director, Tobacco Board, Guntur on any issue concerning shall be final.

Sd/-
Srinivas B. C., I.R.S.
Director (Auctions)

Introduction:

Recognizing the need to regulate production, promote overseas marketing and control recurring instances of imbalances in supply and demand, which lead to market problems, the Government of India under the Tobacco Board Act of 1975, established the Tobacco Board, in place of the Tobacco Export Promotion Council. **The Board came into existence from 1-1-1976 and opened its headquarters at Guntur in Andhra Pradesh, India.**

The Tobacco Board Act, 1975 aims at planned development of Tobacco Industry in the country. The various activities of the Board outlined in the Act for the promotion of the industry are

- Regulating the production and curing of Virginia Tobacco with regard to the demand in India and abroad
- Constant monitoring of the Virginia tobacco market, both in India and abroad and ensuring fair and remunerative price to the growers and reducing wide fluctuations in the prices of the commodity.
- Sustaining and improving the existing international markets and developing new markets overseas for Indian Virginia Tobacco and its products and devising marketing strategies in consonance with demand for the commodity including group marketing under limited brand names.
- Establishing auction platforms for sale of Virginia tobacco by registered growers and functioning as an auctioneer at auction platforms either established by it or registered with it.
- Recommending to the Central Government the minimum prices to be fixed for exportable Virginia tobacco with a view to avoiding unhealthy competition amongst the exporters. (Under its Exim policy, the Government decided to abolish fixation of M.E.P. with effect from 1-4-1993).
- Regulating other aspects of Virginia tobacco marketing in India and export of Virginia tobacco having due regard to the interests of growers, manufacturers, dealers and the nation.
- Propagating information useful to the growers, dealers and exporters (including packers) of Virginia tobacco and manufacturers of tobacco products and others concerned.
- Purchasing Virginia tobacco from growers when the same is considered necessary or expedient for protecting the interests of the growers and disposing it in India or abroad as and when considered appropriate.
- Promoting tobacco grading at the level of growers.
- Sponsoring, assisting, co-coordinating or encouraging scientific, technological and economic research for promotion of tobacco industry.

Scope of work for consultants:

The selected Consultant would work towards redefining Personnel Administration in Tobacco Board. The areas will broadly include the following:

- a) Redefine organization structure design for better accountability and project implementation
- b) Restructuring of functions at HQ level at Guntur and controlling units in the States of Andhra Pradesh and Karnataka (Directorate of Auctions at Bengaluru, Regional Manager's Offices and Auction Platforms)
- c) Benchmark current Tobacco Board organization structure and strength with other Govt entities
- d) Suggest changes in organization structure in line with future requirements

Milestones:

The scope of work for the assignment is proposed to be executed in three distinct but interrelated phases relating

- Assessment
- Design
- Recommendation

Assessment:

- a) The selected consultant will take up a comprehensive and 360-degree assessment of the existing organizational structure at Tobacco Board
- b) The selected consultant will take up a study of the existing organization structure to understand the current realities that will directly feed into the design of the new Organization Structure aimed at attracting and retaining talent.
- c) The selected consultant will take up an assessment of the future personnel requirement of Tobacco Board that will include skills, competencies and experience
- d) The selected consultant will also conduct interactions with the management of Tobacco Board to understand the vision for the new organization including providing feedback on the existing structure whenever required.

Design:

- a) The selected consultant will take up comprehensive benchmarking exercise aimed at identifying suggestions for the new personnel administration strategy covering structure, policies, compensation, recruitment, career progressing including designations, etc. The benchmark organization should be ideally based out of India that work within the public sector system.
- b) The selected consultant will develop plan for the personnel administration implementation basis which the new personnel administration plan will be developed including, non-negotiable elements to achieve the overall objective.
- c) The selected consultant will project the likely personnel requirement across levels for the next 20 years and likely career progressing.

Recommendations:

a) The selected consultant will develop a comprehensive organizational structure that covers all key elements of personnel administration including but not limited to:

- Proposed Organization Structure
- Job Roles and Description
- Career Progression
- Recruitment
- Compensation
- Staff Welfare and Development

b) The selected consultant will prepare detailed Job Description

c) The selected consultant will prepare detailed Implementation Plan that will include mechanism to be put in place to implement the strategy including governance structure for implementation and smooth migration plan from existing to the new structure.

Deliverables:

As part of the engagement, the selected consultant will provide the following deliverables:

- a) Inception Report
- b) Assessment report
- c) Draft Final Report and Presentation to the Board / Ministry
- d) Final Report

Timelines:

The successful bidder has to complete the project within 20 days from the date of issuing of work order.