



**KPMG Advisory Services Private Limited**  
KRM Tower, Ground Floor  
No.1, Harrington Road, Chetpet  
Chennai - 600 031, India.

Telephone +91 44 3914 5000  
Fax +91 44 3914 5999  
Web www.kpmg.com/in  
Email indiawebsite@kpmg.com

### Addendum Number: 3 (Ext 1)

No. DGT-35(4)(1)/PMC Strive/ 2016-NPIU  
Government of India  
Ministry of Skill Development & Entrepreneurship  
Directorate General of Training

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New Delhi, dated: 20<sup>th</sup> August 2021

To

M/s KPMG Advisory Services Pvt. Ltd., India

**Subject: Addendum towards Extension of Contract for providing “Project Management Consultancy (PMC) Service” for implementation of scheme STRIVE “Skills Strengthening for Industrial Value Enhancement” with World Bank assistance.**

Sir,

This addendum [DGT-35(4)(1)/PMC Strive/2016-NPIU ] is made to the original contract Number DGT-35(4)(1)/PMC Strive/2016-NPIU dated 03<sup>rd</sup> May 2018 (Original Contract) signed between the Directorate General of Training (DGT), Ministry of Skill Development and Entrepreneurship (MSDE) [hereinafter called the “Client”] and “M/s. KPMG Advisory Services Private Limited (KASPL), ” [herein called the “Consultant”] for providing Project Management Consultancy (PMC) Service for implementation of scheme STRIVE “Skills Strengthening for Industrial Value Enhancement”.

DGT, MSDE has entered into a contract with M/s. KPMG Advisory Services Private Limited, , for providing “Project Management Consultancy (PMC) Service for implementation of scheme STRIVE “Skills Strengthening for Industrial Value Enhancement” for a period of 36 months. Now, in accordance with clause 14.1 of Special conditions of contract the client and the consultant, per on-going discussions, have mutually agreed to extend the contract up to the current Program closing date, i.e., November 30, 2022, with financial implication of INR 88,440,926/- plus applicable taxes over the Original Contract Price, i.e., 54 % excess over the Original Contract Value of INR 164,058,414/- plus applicable taxes under same terms and conditions. Further the DGT, MSDE has requested for 2 additional key professionals [Support Consultant 3 and Support Consultant 4] as per provisions of GCC Clause 31 of the contract.

Notwithstanding the current contract bearing reference number - DGT-35(4)(1)/PMC Strive/2016-NPIU, the following amendments are made thereof to the Original Contract:


KPMG Advisory Services Private Limited, an Indian private limited company and a member firm of KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee  
CIN U74140MH1999PTC122186

Registered Office :  
2nd Floor, Block T2 (B Wing)  
Lodha Excelus, Apollo Mills Compound  
N M Joshi Marg, Mahalaxmi  
Mumbai - 400 011. India

RPMG	Clause	Original clause	Amended Clause
1.	ToR – Apprenticeship consultant (Appendix B – Key Professionals)	<ul style="list-style-type: none"> <li>• Support Capacity Development for Apprenticeship training at national, state and IAI/ Cluster level.</li> <li>• Setting up new or revising existing apprenticeship training programs in line with the specific needs of the participating firms (including development of curricula, enterprise training plans and TL material, assessment mechanism)</li> <li>• Capacity development (including infrastructure) of basic training providers (either apprenticeship training schools run by ICs, ITIs, or third-party basic training providers)</li> <li>• Establish and raise the standards of quality assurance of apprenticeship training with the participation of industry experts</li> <li>• Undertake training of trainers (e.g., company supervisors of apprentices and trainers in basic training institutions) and other stakeholders</li> </ul>	<p>To include all the existing activities mentioned in the original clause including additional activities as mentioned herewith:</p> <ul style="list-style-type: none"> <li>• Provide support and hand holding for establishment of BTP, capacity development of the stakeholders, Occupational Health and Safety and environmental aspects, strategic support in fostering industry connect and other activities as deemed appropriate by the department.</li> </ul>
2.	Clause 14.1 – Special condition of contract	<p><b>Expiration of Contract:</b></p> <p><i>The time period shall be 36 months. Further extension of 24 months shall be considered depending upon need for the assignment and performance of consultant.</i></p>	<p>The contract is extended for 19 months from expiration date of Original Contract which was <b>May 02, 2021</b> until the current Program closing date of <b>November 30, 2022</b></p> <p><i>Further extension of the contract can be done based on agreement of terms and conditions by the contracting parties and approved by the competent authority at DGT, MSDE, however the World Bank's liability to finance this contract comes to an end on the Program closing date.</i></p>
3.	GCC Clause 31	Approval of additional key Professionals	2 additional support consultants are



KPMG			proposed to be onboarded on to the supplemental agreement and as detailed under the Appendix B
4.	Clause 41.2	<p><i>The ceiling in local currency (Indian Rupees) is: Rs. 164,058,414 (Sixteen crore forty lakh fifty-eight thousand four hundred and fourteen only) exclusive of local indirect taxes.</i></p> <p><i>Any indirect local taxes chargeable in respect of this Contract for the Services provided by the Consultant shall be reimbursed by the Client to the Consultant.</i></p> <p><i>The amount of such taxes is Rs. 29,530,515 (at current rate of indirect taxes @18%)</i></p>	<p>The contract has been extended by additional 19 months until the current Program closing date of November 30, 2022. The revised ceiling on account of the contract extension is Rs. 25,24,99,340/- (Twenty Five Crore Twenty four lakh Ninety Nine Thousand Three Hundred Forty Rupees only) excluding applicable taxes.</p> <p>Any indirect local taxes chargeable in respect of this Contract for the Services provided by the Consultant shall be reimbursed by the Client to the Consultant. The amount of such taxes is Rs. 4,54,49,882/- (at current rate of indirect taxes @18%)</p>
5.	Update of workplan – Tech 7	As submitted in original technical proposal by KPMG	Updated workplan as attached herewith for the additional 19 months till the current Program closing date of November 30, 2022
6.	Clause 45.1 (b)	<p><b>Performance Security:</b></p> <p><i>The Consultant shall at its own expense, deposit with the Client, within seven (7) working days of the date of notice of award for the Contract or prior to signing of the Agreement, whichever is earlier, an unconditional and irrevocable Performance Security in the form of</i></p>	The performance security would be extended upon signing of Addendum which will form part of the Original Contract, and as per terms and conditions of the original contract and without any deviation

		<i>bank guarantee for an amount of 10% of the contract price and valid upto 3 [three] months from the end of the contract period,, i.e., until January 2021, in the format as per Appendix F, from a Nationalized Bank acceptable to Client.</i>	from the stipulated format.
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This addendum shall constitute a supplemental agreement to the original contract agreement, shall be part of the Original Contract agreement, and shall be effective from 3<sup>rd</sup> May 2021.

The contract along with this addendum shall constitute the whole of contract between "M/s KPMG Advisory Services Private Limited" and "Ministry of Skill Development and Entrepreneurship – DGT".

All other terms and conditions remain unchanged.

IN WITNESS WHEREOF, the parties hereto have caused the Contract Amendment Number DGT-35(4)(1)/PMC Strive/2016-NPIU to be signed in their respective names and delivered at the principle office of the Consultant as of the day and year first above written.

For and on behalf of Ministry of Skill Development and Entrepreneurship – DGT



[Mrs. Neelam Shami Rao]  
Director General (Trg), DGT, MSDE  
New Delhi

For and on behalf of M/s. KPMG Advisory Services Private Limited,



[Mr. Narayanan Ramaswamy]  
Partner – Head (Education and Skilling)  
M/s. KPMG Advisory Services Private Limited,

**Enclosed documents:**

- a) Form TECH 7: Workplan for the extended contract period
- b) Appendix B: Key Professionals
- c) CVs of 2 key Professionals proposed as additional resources
- d) Appendix C: Remuneration
- e) Appendix D: Reimbursables
- f) Appendix F : Extended Performance Security with Revised Value and Validity in Prescribed Format: To be provided by M/s. KPMG Advisory Services Private Limited, within 07 days of the signing of this supplemental agreement as per format annexed
- g) Annexure on Undertaking to be provided by M/s. KPMG Advisory Services Private Limited



TECH 7: WORKPLAN FOR EXTENDED PERIOD FROM 03<sup>RD</sup> MAY 2021 TO 30<sup>TH</sup> NOVEMBER'2022

N <sup>o</sup>	Name of Staff	Staff input (in the form of a bar chart) <sup>2</sup>																		Total staff-month input				
		37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	Home	Field <sup>3</sup>	Total	
Local																								
1	Narayanan Ramaswamy																				2		4	
2	K.K. Jha																				12		19	
4	Krishna Prakash Singh																				10		19	
5	Ashish Katiyar																				10		19	
6	Abhishek Chaturvedi																				10		19	
7	Praveen Manikpuri																				10		19	
8	Jayant Srivastava																				14		19	
9	Mrityunjay Arya																				13		19	
10	Dr. Bijaya Kumar Sahu																				13		19	
11	Mahaveer Agarwal																				15		19	
12	Akshay Bhatia																				15		19	
13	Gunjan Vaswani																				15		19	
14	Aparna Dass																				15		19	
Subtotal																					154		232	



## APPENDIX B KEY PROFESSIONAL POSITIONS

S. No.	Name of Staff	Position Assigned	Deployment Duration	Qualification	Original/ Substituted/Replaced/ Additional Expert	Detailed Job description
1.	Narayanan Ramaswamy	Program Leader	4 Months	<ul style="list-style-type: none"> <li>Post Graduate Diploma in Management (MBA)</li> <li>Bachelor of Technology</li> </ul>	As per original contract	<ul style="list-style-type: none"> <li>Support the continuous improvement of the overall strategy for STRIVE.</li> <li>Provide support in designing and implementation of Grant Agreements with Industry Apprenticeship Initiatives (IAs)</li> <li>Continuously provide inputs to improve project appraisal, project monitoring policies and risk management strategies.</li> <li>Help in strategic development of the participating institutions</li> <li>Conduct forums for sharing and dissemination of best practices between ITIs / IAs / States.</li> </ul>
2.	K.K.Jha	Deputy Program Leader/Team Leader	19 months	<ul style="list-style-type: none"> <li>Post-graduation- 2 Years PG Diploma in Rural Development/ Management</li> <li>B.Sc (Chemistry Hon)</li> </ul>	Substituted/ Replaced once	<ul style="list-style-type: none"> <li>Co-ordinate the performance-based grant funding mechanism with states and ITI's</li> <li>Support state level capacity building and reform activities by creating model policy with regards to examinations and assessments, instructor recruitment and progression, instructor career progression</li> <li>Assist in undertaking quality assurance programs such as grading of ITIs</li> <li>Assist in creation of teaching and learning material</li> </ul>





					<ul style="list-style-type: none"> <li>Continuously improve project appraisal, project monitoring policies and risk management strategies.</li> <li>Support a Training Needs Assessment (TNA) exercise to identify training needs, development of a change management strategy, as well as staff recruitment at all levels</li> <li>Interact with various stakeholder at the National and State level.</li> <li>Conduct forums for sharing and dissemination of best practices between ITIs/IAs/States</li> </ul>
3.	Dr Chandrasekar Balakrishnan	Skill Development Specialist	6 months as per original contract	<ul style="list-style-type: none"> <li>Ph.D.</li> <li>PG Diploma in Management</li> <li>M.Tech., Applied Botany &amp;</li> <li>Biotechnology MSc Plant Sciences</li> </ul>	<ul style="list-style-type: none"> <li>As per original contract</li> <li>Support the continuous improvement of the overall strategy for STRIVE.</li> <li>Continuously assess the target population and design best strategies to improve apprenticeship training; labor market relevance of ITIs, provide strategic insights to improve efficiency of instructor training so that the program delivery can be aligned to the result areas</li> </ul>
4.	Abhishek Chaturvedi	Apprenticeship Consultant – 1	19 months	<ul style="list-style-type: none"> <li>B Com (Hons)</li> <li>Chartered Financial Analyst</li> </ul>	<ul style="list-style-type: none"> <li>Substituted/ Replaced twice</li> <li>Support Capacity Development for Apprenticeship training at</li> </ul>



5.	Praveen Manikpuri	Apprenticeship Consultant - 2	19 months	<ul style="list-style-type: none"> <li>Post Graduate Diploma in Rural Management (PGDRM/MBA) (Rural Management)</li> <li>BCA (Computer Application)</li> </ul>	As per original contract	<ul style="list-style-type: none"> <li>national, state and IAI/ Cluster level.</li> <li>Setting up new or revising existing apprenticeship training programs in line with the specific needs of the participating firms (including development of curricula, enterprise training plans and TL material, assessment mechanism)</li> <li>Capacity development (including infrastructure) of basic training providers (either apprenticeship training schools run by ICs, ITIs, or third-party basic training providers)</li> <li>Establish and raise the standards of quality assurance of apprenticeship training with the participation of industry experts</li> <li>Undertake training of trainers (e.g., company supervisors of apprentices and trainers in basic training institutions) and other stakeholders</li> <li>Provide support and hand holding for establishment of BTP, capacity development of the stakeholders, Occupational Health and Safety and environmental aspects, strategic support in fostering industry connect and other activities as deemed appropriate by the department.</li> </ul>
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6.	Ashish Katiyar	Institutional Development Consultant -1	19 months	<ul style="list-style-type: none"> <li>Master's in business administration</li> <li>Bachelor of Engineering in Mechanical and Automation Engineering</li> </ul>	Substituted/ Replaced once	<ul style="list-style-type: none"> <li>Developing centralized admission process for ITIs</li> <li>Establishing equivalence of ITI certificate with State Board Certificate</li> <li>Reforms to encourage dual training</li> <li>Recruitment norms and career progression policy for ITI trainers</li> <li>Examination reforms</li> <li>Constitution of IMCs (Industry Management Committees)</li> <li>Establishment of State Apprenticeship Cell</li> <li>Deepening relations with industry</li> <li>Introducing new courses (long term or short term)</li> <li>Mobilizing previously under represented and vulnerable groups, specially ST youth and females by introducing tailored services and courses</li> <li>Strengthening pedagogical approaches for soft skills development</li> <li>Strengthening employment promotion activities for graduating students (job fairs, application training, entrepreneurship training and support, etc.)</li> <li>Improving income generating activities for enhanced sustainability</li> <li>Improving facilities and management</li> </ul>
7.	Krishna Prakash Singh	Institutional Development Consultant -2	19 months	<ul style="list-style-type: none"> <li>Bachelor of Engineering (BE), Mechanical</li> <li>Post Graduate Programme in Management (PGPM)</li> </ul>	Substituted/ Replaced once	



8.	Jayant Shrivastava	Financial Management Consultant	19 months	<ul style="list-style-type: none"><li>Master of Business Administration (Finance)</li><li>Bachelor of Science</li></ul>	Substituted/ Replaced once	<ul style="list-style-type: none"><li>Build and strengthen capacities of finance officers in NPIU, and ITIs for implementation of agreed financial management procedures and system;</li><li>Provide assistance to NPIU in coordinating receipt of quarterly information of un-audited Interim Financial Report (IUFs) from the States / UT and preparation of consolidated quarterly IUFs for the project for submission to World Bank;</li><li>Improve coordination with SPIUs and ITIs in tracking funds and expenditure;</li><li>Oversee and provide support for timely release of funds and review the progress and expenditure, monitors the achievement against project indicators (DLIs)</li><li>Contribute to adherence to FM aspects of Disclosure Management Framework of the project by NPIU.</li></ul>
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9.	Mrityunjay Arya	M&E Consultant -1	19 months	o	Substituted/ Replaced twice	<ul style="list-style-type: none"><li>• Provide support for strengthening mechanisms for collection of information and monitoring of targets based on key performance indicators, including through strengthening of the MIS system</li><li>• Assist NPIU and co-ordinate with SPIUs in monitoring and evaluating results of the project, against the targets projected in Institute Strategic Plans (ISPs) developed by ITIs and Industry clusters</li><li>• Support NPIU to review and track progress of implementation</li></ul>
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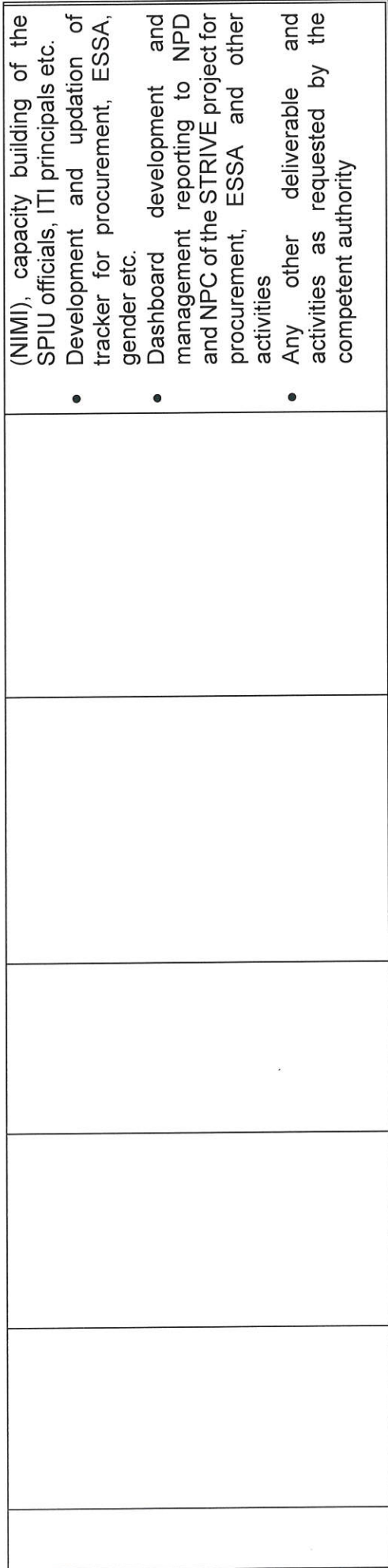


10.	Dr Bijaya Kumar Sahu	M&E Consultant -2	19 months	<ul style="list-style-type: none"> <li>○ PhD in Economics</li> <li>○ MA in Sociology</li> <li>○ MBA in Finance</li> <li>○ MA in Economics</li> </ul>	As per original contract	<ul style="list-style-type: none"> <li>• through a technology backed solution</li> <li>• Support reporting and monitoring of DLIs and KPIs</li> <li>• Consolidating and disseminating information on program progress in form of periodic implementation progress reports</li> <li>• Provide coordination support to NPIU for conducting workshops, seminars, conferences, bi-annual Joint Review Missions and interim missions from time to time</li> <li>• Collect required information from the States and prepare documents for review missions and for other purposes as required by the NPIU</li> <li>• Assist in the preparation of TORs for evaluation of different aspects of the project, and commission the evaluation and assure quality</li> <li>• Help NPIU prepare quarterly progress report on some key inputs/outputs indicators</li> <li>• Support the NPIU and SPIUs to facilitate and analyze tracer studies</li> <li>• Support further development of NCVT MIS</li> </ul>
11.	Akshay Bhatia	Support Consultant - 1	19 months	<ul style="list-style-type: none"> <li>○ PGDM (MBA Equivalent)</li> <li>○ MBA Exchange</li> <li>○ B.E. (Computer Engineering)</li> </ul>	As per original contract	<ul style="list-style-type: none"> <li>• Analysis of Secondary and Primary data collected by the PMC team.</li> <li>• Support the STRIVE PMC team in report writing.</li> </ul>






12.	Mahaveer Agarwal	Support Consultant - 2	19 months	<ul style="list-style-type: none"> <li>PGDBM</li> <li>B Tech Mechanical Engineering</li> </ul>	As per original contract	<ul style="list-style-type: none"> <li>Procurement support to NPIU for any forthcoming procurement related to the STRIVE project this would involve the following but not limited to: <ul style="list-style-type: none"> <li>Formulation of Terms of reference</li> <li>Development of EoI, RFP</li> <li>Support in evaluation of the proposal received and submit the feedback to the respective procurement committee</li> </ul> </li> <li>Capacity development and support to SPIU officials related to procurement</li> <li>Ensuring compliance with the procurement tracker and MIS for monitoring procurement activities across the States such as PAP</li> <li>Day to day working support to NPIU on need/ case by case basis.</li> <li>Supporting states in conducting procurement audits</li> </ul>
13.	Gunjan Vaswani	Support Consultant - 3	19 months	<ul style="list-style-type: none"> <li>Chartered Accountant, ICAI</li> <li>B.Com (Hons), Delhi University</li> </ul>	Additional expert for extended contract duration	<ul style="list-style-type: none"> <li>Handholding and capacity building of SPIU with relation to ESSA and Gender</li> <li>Implementation of PMKVY 3.0 across the STRIVE ITIs</li> <li>Support for development of the PMKVY 3.0 guidelines, portal</li> </ul>
14.	Aparna Dass	Support Consultant - 4	19 months	<ul style="list-style-type: none"> <li>Master's in business administration</li> <li>B.Sc (Hons) with Chemistry</li> </ul>	Additional expert for extended contract duration	





Time-Based

## CVs of two additional resources proposed as Key Professionals

	<b>Name</b>	CA Gunjan Vaswani		
	<b>Position:</b>	Core Team Member		
	<b>Date of Birth</b>	21 January 1988		
	<b>Education and Certifications:</b>	<ul style="list-style-type: none"> <li>Chartered Accountant, ICAI – [2015]</li> <li>GMCS, NIRC – [2014]</li> <li>B.Com (Hons), Delhi University (A.R.S.D. College) – [2008]</li> </ul>		
<b>Employment Record</b>	<b>From</b>	<b>To</b>	<b>Company</b>	<b>Position Held</b>
	February 2015	Present	KPMG	Assistant Manager
	August 2014	December 2014	Chandiok and Guliani	Audit Assistant
	October 2010	October 2013	Chandiok and Guliani	Article ship Training
<b>Brief Profile</b>	<p>Hold more than six years of consulting and advisory experience across <b>private sector and Government clients</b>. Currently serving as a Senior Consultant in Social Sector Advisory Practice of KPMG's IGH vertical. She has expertise in income tax, Banking and Financial Services, Financial Management, Skills financing, Market landscape analysis, Income Tax Planning, Receivable management, Statutory, Tax and Internal Audit, Filing of income and service tax returns, Monitoring, Evaluation and NPA management using multiple software's and IT applications.</p> <p>Gunjan's consulting experience includes skills financing, financial and technical due diligence, financial monitoring of skill development programs funded by Central and State Governments, working with State Skill Missions to support project monitoring and implementation, strategic financial planning and financial modelling. She has vast experience in closely working with NSDC affiliated training partners, assessment agencies and state skill implementation organizations such as Andhra Pradesh State Skill Development Corporation (APSSDC) and Uttarakhand Skill Development Mission (UKWDP)</p>			
<b>Countries of Work Experience</b>	India			
<b>Languages</b>	English, Hindi and Sindhi			
<b>Work Undertaken that Best Illustrates Capability to Handle this Project</b>				
<p><b>Nature of Work:</b> Program Management Unit – Andhra Pradesh State Skill Development Corporation (APSSDC)</p> <p><b>Year:</b> Nov 2020- Mar 2021</p> <p><b>Location:</b> Andhra Pradesh, India</p> <p><b>Company:</b> KPMG (Client: Andhra Pradesh State Skill Development Corporation (APSSDC))</p> <p><b>Position Held:</b> Financial Expert</p> <p><b>Main Features:</b> APSSDC has appointed KPMG as Program Management Unit (PMU) to conceptualize, implement and monitor various skill development initiatives in the State.</p>				





Time-Based

KPMG has been providing technical, operational and functional assistance to APSSDC since August 2016.

**Activities Performed:**

- Prepared financial models of 30+ skill colleges and universities
- Consolidated of financial statements (balance sheet and P&L) of APSSDC and proposed skill colleges
- **Established Industry partnerships and collaborations for skill Universities and colleges in Andhra Pradesh** and evaluating financial transactions and outcome for establishing industry partnerships
- Guided APSSDC on treatment of various transactions in books of accounts as per applicable accounting standards along with the tax implications
- Budgeted of various skill development initiatives
- Analyzed fund utilization of budget received and submitting utilization and progress reports to various funding agencies i.e. stakeholder departments, CSR etc.
- Created financial manuals and SOPs including reporting mechanism to be followed for the proposed skill colleges
- Devised methods for regular periodic financial review of skill colleges to APSSDC

**Nature of Work:** Assistance in establishment of Self-financing University in Maharashtra

**Year:** Sept 2020- Oct 2020

**Location:** Delhi, India

**Company:** KPMG (Client: Indian School of Design and Innovation Private Limited (ISU))

**Position Held:** Senior Consultant

**Main Features:** Preparation of detailed 10 year financial model, detailed project report and presentation for technical committee to assist ISU in establishing as a Self-financing University in Maharashtra

**Activities Performed:**

- Review the DPR prepared to identify gaps / areas that merit value additions in terms of:
- Ensuring that conceptual blueprint is in alignment with emerging trends, best practices, current gaps in the design education landscape
- Value additions/ gaps in the operating model prepared by the client in terms of student ramp up, infrastructure, positioning, collaborations, faculty related aspects
- Articulating key differentiators for the proposed university
- Preparation of detailed financial model for 10 years and ensuring the financial model is aligned to the proposed plan
- Validation of DPR to ensure compliance with self-financed university Acts, regulations and guidelines as laid out by the state of Maharashtra
- Preparation of presentation for technical committee
- **Articulation of Vision and Value proposition**, conceptual model, vertical campus concept, operating plan and financial plan supporting the case for establishment as a self-financed university
- Support on response to any clarifications/ queries raised by the technical committee/department

**Nature of Work:** AS-IS Assessment, business case and identification of growth opportunities for the Group of Institutions

**Year:** Apr 2020 - Aug 2020

**Location:** Delhi, India

**Company:** KPMG (Client: Vels Group of Institutions)

**Position Held:** Financial Expert

**Main Features:** Client has a Group of Institutions, with a strong presence in South India and is spread across early childhood, school and higher education segments. It has ~20



Time-Based

institutions spread across India, United Kingdom and Singapore, with strong presence in Tamil Nadu, AP and Telangana. It hired services of KPMG to study its existing operations, identify areas of improvement and growth opportunities, validate suggested options and develop a business case

**Activities Performed:**

- **Conducted internal stakeholder discussion** to understand financials, performance indicators and funding model for sustainability
- Conducted data trend analysis at institution level to understand past and current performance of Institutions across streams
- Supported in **benchmarking** the institutions on shortlisted parameters in line with established methodologies
- Conducted **market landscape study**
- Suggested expansion plans for the existing offerings / institutions based on **gap analysis**
- Prepared an opportunity prioritization framework for shortlisting with parameters including but not limited to investments, ease of implementation, internal capability, business model, level of competition, revenue potential, breakeven horizon, margin, risks and challenges (Regulation etc.)

**Nature of Work:** End to end Program Management of Creativity & Critical Thinking (CCT) Challenge being conducted by Client in Chandigarh with the motive to transform India's education system to Competency Based Learning

**Year:** Mar 2020

**Location:** Delhi, India

**Company:** KPMG (Client: Sri Aurobindo Society (SAS))

**Position Held:** Consultant

**Main Features:** CBSE (Central Board of Secondary Education) signed an MOU on November 13, 2019 with our Client wherein our client will work for transforming India's education system to Competency Based Learning. While the client will start a comprehensive intervention plan over 4 years starting April 2020, it plans to conduct CCT Workshop for 15 year old students of Chandigarh schools. The client undertook services of KPMG for Program Management of CCT Challenge being conducted by it in Chandigarh (between March 23 and April 18), appearing for PISA Field Trials in April 2020

**Activities Performed:**

- Created a project plan clearly defining tasks to be performed by each team member making them accountable along with timelines, monitoring framework and data dashboard for the CCT challenge. Tracked its status on an everyday basis, identified pendency and highlighted areas which require immediate attention
- Created weekly reports for the Steering Committee comprised of CBSE, the client and KPMG
- Identified qualified and experienced technical experts on such a short notice which **included a assessment vendor** for development of 2 practise tests, 8 assessment developers for creating assessment items for the content booklet, 8 pedagogical trainers who will train teachers and HMs in Chandigarh
- **Managed assessment developers** who created assessment items aligned to the content framework created by the client. KPMG oversaw the process of preparation of content booklets to be provided to students in the CCT challenge
- **Managed assessment vendors** who created 2 practise tests for the CCT challenge, conducted analysis of assessment data and provided an analysis report on it





Time-Based

- KPMG team **monitored** the training of teachers, HMs and other stakeholders in Chandigarh and provide recommendations to improve execution including monitoring the execution of practice tests in the selected for the CCT challenge
- **Submitted a detailed project plan and monitoring dashboard, weekly reports** for steering committee and handed over document at the completion of project documenting good practices, process of CCT challenge and roadmap for future implementation

**Nature of Work:** Market landscape and Key players analysis to understand the early years segment and evaluate various Pre-school models including need analysis and qualitative insights gathering

**Year:** Dec 2019 - Feb 2020

**Location:** Delhi, India

**Company:** KPMG (Client: Cambridge University Press India Limited)

**Position Held:** Senior Consultant

**Main Features:** Cambridge University Press (CUP) and Cambridge Assessment are part of University of Cambridge. CUP, the oldest publishing house in the world intends to introduce an Early Years offer for existing eligible Cambridge centres, standalone pre-schools and K-12 schools affiliated to education boards. CUP has sought assistance from KPMG to undertake a market assessment that will aid in the successful introduction of the Cambridge Early Years programme in India

**Activities Performed:**

- Prepare questionnaires for various **interactions and qualitative research with different stakeholders** including standalone pre-schools, franchisee schools, **content developers**, board authorities, **assessment agencies**, training authorities and K-12 formal schools
- Secondary research to understand business models of various settings of preschools, curriculum currently used by them, pricing, market size, major costs, major players, opportunities and challenges
- In depth analysis on understanding of Early Years segment in top 6 cities of India to evaluate size, scope and capabilities of different preschools franchises currently in operation in India
- Conduct interactions with management to understand various crucial aspects related to school model and its characteristic, curriculum, student teacher ratio, assessments, expectations of parents, fees charges, profit margin, training of pre-school teachers.
- Continuous end to end interaction with client including update on weekly deliverables
- Evaluating regulatory considerations, policies and risks associated with early years curriculum
- Understand prevailing awareness and perceptions about CUP and Cambridge Assessments among target audience and Propensity to pay a premium for a Cambridge offering
- Provide specific inputs to product team on product features and market expectations
- Prepare final report on market landscape and secondary research identifying business models and target segment for CUP along with projected revenue and profit margin stream
- Face to face presentation of findings across key stages of the project with clear recommendations

**Nature of Work:** Portfolio management of National Skill Development Cooperation (NSDC) affiliated Training Providers as a part of Central Management Agency including but not limited to Financial monitoring, skills financing and NPA management.

**Year:** Feb 2015- Nov 2019







Time-Based

**Location:** Delhi, India

**Company:** KPMG (Client: National Skill Development Cooperation (NSDC))

**Position Held:** Financial Expert

**Main Features:** The NSDC is a Public Private Partnership Company with the primary mandate of catalyzing the skills landscape in India comprising over 500 funded projects Pan India. NSDC has engaged an independent Central Monitoring Agency (CMA) to facilitate overall i.e. social and financial monitoring and evaluation of the ongoing projects as "Project Monitor".

**Activities Performed:**

- Defined the criteria and evaluated clients' credit data, bank statements, financial statements, utilization certificates in order to determine the degree of risk involved
- Designed and continuously improve existing credit rating framework and implemented best practices being followed in business processes for Portfolio Management
- **Worked closely with IT team through undertaking testing of the centre visit application** created for NSDC training partners and provided strategic inputs and assisted in re-engineering of the application to ensure an effective, orderly and output-based application is established which would act as a repository of data and facilitate automated feedback sharing process
- Developed the fund disbursement matrix for evaluation of performance of NSDC training partners and Single handily undertook disbursement of loans, grants to Training Partners
- Provided strategic inputs on credit rating framework (evaluation of financial performance of an entity) and functional inputs on **SDMS software** (Pan India data reporting software created for NSDC training partners)
- Developed a Risk Assessment Framework for NSDC training partners, in order to identify the high risk, timely completion of projects
- Invested in equity share capital in some of top NSDC funded (loan/grant) training partners after detailed analyses of return on investment (ROI), calculating internal rate of return (IRR) , analysis of balance sheet and cash flow statements, Probe reports, Audit report, analysis of Key Management Personnel (KMP), adherence to terms of the signed loan/grant agreement, etc.
- Devised the policy for financial monitoring of both funded and non-funded training partners and sector skills councils including BFSI sector
- Reviewed the financial monitoring process followed of training partners based on Revenue, Capex and Opex, raised queries and collected responses to suggest areas of improvement
- Conducted budgeted vs Actual analysis of training partner basis training, placements and financial parameters
- **Worked closely across different stakeholders including Legal department, Finance department, CSR and policy initiatives team, IT department, social and credit department** across NSDC
- Prepared legal formats for sector addition and course approval process
- Prepared regular presentations and Status Reports on the overall status of Fund Disbursement to NSDC funded TPs for the NSDC Management.
- Submitted **weekly/monthly dashboard** in order to highlight the performance of the existing portfolios and new portfolios, to identify early warnings, improvement plan.
- Assisted in the **implementation of loan management system software for automation and generation of reports for monitoring purpose**
- Designed the process of monitoring of innovation proposals and special projects including **designing of monthly information submission of reporting templates**



Time-Based

- Developed the credit rating model incorporating both financial and non-financial parameters to calculate a rating number to quantify and compare performance of different training partners
- Interacted with the Risk Management Department and sanctioning authority to present the proposal at the time of sanction
- Expertise in ratio analysis and identification of stress and NPA cases
- Prepared the site visit plan and conducted surprise centre visits and reported cases/feedback
- Responsible for monitoring and evaluation of Revenue, Operational Expenditure, Capital Expenditure and other financial parameters submitted by NSDC funded training providers
- Wrote a detailed report on BFSI sector in response to requirement from top management of NSDC including various aspects such as trainings reported, placements conducted, technological disruptions, future growth in the sector, listed existing job roles and identified future job roles, regulatory norms affecting the sector and international trends.

**Nature of Work:** Audit of loans disbursed for international exports by Syndicate Bank

**Year:** 2012- 2013

**Location:** India

**Company:** Chandiook and Guliani (Client: Syndicate Bank)

**Position Held:** Team Lead

**Main Features:** Providing financial assistance to companies dealing in business of exports and imports

**Activities Performed:**

- Conducted test of controls by assessing the reasonableness of internal control relevant client personnel and documented the same
- Checked on sample of selected transactions covering the whole period that all preventive controls are exercised on all the transactions
- For sample of disbursements made, checked approval of appropriate level of management and that the employee has fulfilled all formalities necessary before disbursement of loans
- Performed test of design and test of effective operation activities
- Re-calculated interest income on test basis to verify rate of interest from the agreement/policy along with number of days for which the interest is to be charged
- Test checked loan agreement and legal documents to verify the terms and conditions of the advances
- Ensured that closing balances as per our working paper file are in match with general ledger

**Nature of Work:** Conduct and Conclude Statutory and Tax Audit of the State trading Corporation of India (STC, India)

**Year:** 2011- 2012

**Location:** India

**Company:** Chandiook and Guliani (Client: State trading Corporation of India)

**Position Held:** Team Lead (Audit)

**Main Features:** State Trading Corporation of India functions under the administrative control of the Ministry of Commerce and industry, Govt. of India handles canalized exports and imports of large number of items varying from chemicals and drugs to bulk commodities such as edible oils, cement, sugar, newsprint, wheat, urea, gold, etc.

**Activities Performed:**

- Conducted the Statutory Audit for Financial Year 2013-14 whereby conducted in-dept checking of all transactions





Time-Based

- Concluded the Tax Audit for FY 2014-15 and prepared a report as per Accounting standards
- Undertook Verification and Vouching across all the departments of transactions on a sample basis
- Devised a mechanism for selection of sample transactions to be verified in detail
- Verified the Internal Control and Internal Check processes being followed by STC of India at all levels

**Nature of Work:** Finance and accounting of receipts of Sears Holding Corporation including Processing, manage, audit, review and application of funds

**Year:** Jan 2010 - Sept 2010

**Location:** India

**Company:** Chandiook and Guliani (Client: WIPRO, Sears Holding Corporation)

**Position Held:** Team Lead

**Main Features:** Wipro supports Sears Holdings by providing a comprehensive set of retail analytics and outsourced back office services

**Activities Performed:**

- Application of payments received by Sears holding Corporation into the correct account based on analysis of the nature of receipt daily
- End to end client management and reporting on weekly basis
- Developed a competency framework on vendor receivables
- Determined the flow of activities along with responsibilities of each participant. Ensured proper Risk control and monitoring mechanism exists within system
- Reviewed existing processes and implement modifications whenever required considering the various Risk associated
- Prepared dashboards and planned for upcoming tasks via meetings through conference calls with client
- Devised a mechanism to identify loopholes and early warning signals thereby minimizing bad debts
- Maintained log of unrecorded cheque receipts or unreconciled deposits
- Reconciled Lockbox receipts against the Sears Holding's revenue recorded
- Designed training modules on communication skills and receivables management for the entire team and undertook various training programs.

**Certification**

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

Additionally, I also certify that I shall be available for the entire duration of the contract.

Gunjan Vaswani

(Insert Full Name and Signature)

Date: August 05, 2021





Time-Based

	<b>Name</b>	Aparna Dass		
	<b>Position:</b>	Senior Consultant		
	<b>Date of Birth</b>	19 <sup>th</sup> January 1979		
	<b>Education:</b>	<ul style="list-style-type: none"> <li>MBA, Faculty of Management Studies, Dr. H.S Gour University, Sagar [2000-2002]</li> <li>B.Sc.(Hons.), with Chemistry from LN Mithila University, Darbhanga – [1996-2000]</li> </ul>		
<b>Employment Record</b>	<b>From</b>	<b>To</b>	<b>Company</b>	<b>Position Held</b>
	2019	Present	KPMG	Senior Consultant (Expert, FCDO's Skills for Job Programme)
	2017	2019	KPMG	Senior Consultant (Capacity Building Expert, National SC ST Hub)
	2016	2017	Enable India	Head – Program Development
	2010	2016	The American India Foundation Trust	Program Manager
	2010	2010	Global Cancer Concern India	Dy. Director, Resource Mobilization
	2008	2010	Cheshire Homes India, Bangalore	Project Manager, Livelihood Resource Centre
	2007	2008	Rajiv Gandhi Foundation	Project Manager, Natural Resource Management
<b>Brief Profile</b>	<ul style="list-style-type: none"> <li>Aparna has close to 19 years of professional experience in managing Capacity Building, Institution Building, Livelihoods and Skill Development programs</li> <li>Currently working with KPMG India as the PWD Expert for Skills for Job programme of FCDO (Previously known as DFID)</li> <li>Earlier worked as Capacity Building Expert for National SC ST Hub program of Ministry of MSME as part of KPMG's Government Advisory Team</li> <li>Worked closely with international experts in area of skill development and capacity building</li> <li>She has extensively worked on Capacity Building, skill development, strategy, policy, partnership management, development of monitoring and evaluation framework, institutionalization of M&amp;E framework etc.</li> </ul>			



Time-Based

	<ul style="list-style-type: none"> <li>• She has previously worked on program design, project management, development of livelihood models, policy, and strategy development for national level programs</li> <li>• Worked with National and International NGOs and Corporate Sector on technical assistance, skill development, livelihood, employability, and inclusion</li> <li>• Served as honorary chairperson for POSH Committee for ITC Royal Gardenia Hotel, Bangalore</li> </ul>
<b>Countries of Work Experience</b>	India
<b>Languages</b>	English, Hindi, Maithili
<b>Work Undertaken that Best Illustrates Capability to Handle the Task Assigned</b>	
<p><b>Nature of Work:</b> Technical Assistance, capacity building, strategy, coordination, facilitating innovation and UK best practices in Indian skilling eco-system as part of FCDO's Skills for Job Programme.</p> <p><b>Year:</b> 2019- 2021</p> <p><b>Location:</b> Gurugram, India</p> <p><b>Company:</b> KPMG</p> <p><b>Position Held:</b> PWD Expert for Skills for Jobs programme (Client FCDO, Govt. of UK)</p> <p><b>Main features:</b> The Skills for Jobs is programme by FCDO, Govt. of UK to give technical assistance to Govt. of India in the skilling ecosystem.</p> <p><b>Activities Performed:</b></p> <ul style="list-style-type: none"> <li>• <b>Technical assistance for development of Centre of Excellence for PWDs in ITI Rajkot</b> in collaboration with DET, Govt. of Gujarat. On boarded partners from including Indian and UK experts for implementation of project, coordinated with stakeholders for capacity building, accessibility audit, procurement assistance, market analysis etc.</li> <li>• <b>Managed Capacity Building Programmes</b> in collaboration with <b>SCPWD and UK Experts</b> to conduct TOMT, TOT, ToA, module development etc.</li> <li>• <b>Managed Capacity Building Programmes</b> in collaboration with <b>DGT and UK Experts</b> to conduct TOT with NSTI Mumbai and CSTARI Kolkata and training programmes for STCC Conveners, State Representatives and NSTI Representatives.</li> <li>• Analysis of ITI enrolment data for disability inclusion in collaboration with DGT</li> <li>• Reviewed and developed course matrix for CTS and ATS courses for DGT for inclusion</li> <li>• Coordinated for development of manual of inclusive practices for ITIs</li> <li>• Coordinated for development of e-learning sensitization modules for NSDC</li> </ul>	
<p><b>Nature of Work:</b> Development of strategy, guidelines, monitoring &amp; evaluation framework, institutionalisation of frameworks for Capacity building as part of National SC ST Hub, Ministry of MSME, Government of India</p> <p><b>Year:</b> 2017-2019</p> <p><b>Location:</b> New Delhi, India</p>	





Time-Based

**Company:** KPMG

**Position Held:** Capacity Building Expert

**Main features:** The National SC ST Hub is a program of Ministry of MSME, GOI for Upliftment of SC ST Entrepreneurs, in order to achieve the mandate of public procurement policy.

**Activities Performed:**

- Developed and strengthened processes for smooth execution of the program including curricula **standardization, training standards, reporting mechanism**, monitoring indicators.
- Designed **Monitoring & evaluation framework** to be used for monitoring the performance of training partners. As a part of this project, anchored the research on **issues faced by SC-ST Entrepreneurs including other exclusive group** and accordingly, **designed the capacity building strategy**.
- Reviewed training proposals, curricula, plan, and prepared recommendations for further action.
- Drafted scheme for reimbursement of training fees for SC ST owned SMEs with detailed guidelines for short term courses from Top 50 Management Institutions
- Drafted guidelines for toolkit distribution to SC ST Entrepreneurs

**Nature of Work:** Head, Program Development

**Year:** 2016-17

**Location:** Bangalore, India

**Company:** Enable India

**Position Held:** Head of Program Development

**Main features:**

- Led capacity building program for SCPWD and worked with Tata Steel to embrace inclusion of through policy intervention, and making jobs and working conditions more accesible for PWDs

**Activities Performed:**

- Developed and implemented the Training of Trainers program
- Managed the partnership with SCPWD, various state governments and NGO partners for successful implementation of the project
- Trained over 100 trainers from SCPWD partners and other NGOs
- Managed the inclusion project with Tata Steel to facilitate inclusion in company. Training for the Senior leadership of Tata Steel
- Strategic inputs for institution building

**Nature of Work:** Program Management for Skill development and employability of youth

**Year:** 2010-16





Time-Based

**Location:** Delhi, India

**Company:** The American India Foundation

**Position Held:** Program Manager, Livelihoods

**Main features:** Program development and strategic management; liaison with government and corporate sector, Partnership development and grant management; Capacity building, monitoring and evaluation; Knowledge creation including curricula development, market research etc.; Fund raising, donor relations and stakeholder engagement; Communication and reporting; Employer sensitization and media engagement

**Activities Performed:**

- Managed AIF's Livelihood Programs including Skill Development and Rickshaw Sangh
- Worked on women empowerment through skill development, SHGs and income generation programmes
- Initiated the Ability Based Livelihood empowerment (ABLE) program from inception and developed it as one of AIF's signature programs. Impacted over 10,000 PWDs through skill training and employability.
- Managed training programmes for empowerment of domestic workers
- Recruited and managed the team of 6 full time members and other part time consultants
- Developed partnerships and managed Partners for effective program management
- Part of the ILT (Indian leadership team) of AIF to work on Organisational strategies and policies including HR policy review, drafting of policy against sexual harassment at workplace etc.

**Nature of Work:** Developed the Livelihood Resource Centre, Cheshire Homes India Bangalore

**Year:** 2008-2010

**Location:** Bangalore, India

**Company:** Cheshire Homes India, Bangalore

**Position Held:** Project Manager

**Main features:** Conceptualised and developed the Livelihood resource Centre as part of Cheshire Homes India, Bangalore. It was a flagship project of Leonard Cheshire Disability, UK in collaboration with Accenture. The model was later replicated by Leonard Cheshire Disability across South Asia and African Countries.

**Activities Performed:**

- Conceptualised the model of Livelihood Resource Centre with detailed activity plan
- Started the Centre from inception, developed training programs and various services to be given by the centre to the persons with disabilities
- Planned the human resource requirement and did recruitment and selection for team building. Managed performance of the team.





Time-Based

- Publicity of the centre, networking with stakeholders including corporate sector, other NGOs, Special Schools, Disabled candidates, academic institutions, Government Offices etc.

**Nature of Work:** Natural Resource Management project of Rajiv Gandhi Foundation

**Year:** 2007-2008

**Location:** Dausa, India

**Company:** Rajiv Gandhi Foundation

**Position Held:** Project Manager

**Main features:** Managed the Natural Resource Management Project, funded by GTZ (now known as GIZ)

**Activities Performed:**

- Managed Natural Resource Management (NRM) program of RGF
- Promote watershed program in remote areas of Rajasthan
- Promote innovative agriculture practices for conservation of natural resources
- **Worked with rural women through facilitating self-help groups, training programs and income generation activities**
- Managed a team of 16 people
- Regular coordination of program and reports to donor

**Nature of Work:** Employability project of Action Aid India

**Year:** 2003-2006

**Location:** Delhi, India

**Company:** Action Aid International, India

**Position Held:** Project Coordinator

**Main features:** Managed the project for facilitating employment of persons with disabilities, worked closely with Corporate sector and NGOs for awareness generation, job mapping studies, curricula development for persons with disabilities. Worked closely with industry associations for promoting the cause of employability of PWDs

**Activities Performed:**

- Developed capacity building programmes for employers on inclusion and diversity
- Organised sensitization workshops with corporate sector and industry associations such as CII, FICCI, PHDCCI, IOD etc.
- Conducted job mapping study for Garment sector and IT/ITES sector
- Developed training curricula for training of persons with disabilities on job roles in Garment Sector and IT/ITES sectors
- Capacity building of NGOs for adapting to industry-oriented programs

**Nature of Work:** Corporate Social Responsibility and Employee welfare of Balloons

**Year:** 2002-2003

**Location:** Delhi, India

**Company:** Balloons, a garment Export House



Time-Based

**Position Held:** Project Coordinator

**Main features:** Balloons, a garment export house was actively engaged in facilitating employment of persons with disabilities. I managed this initiative along with other employee welfare programs of the company

**Activities Performed:**

- Need assessment of all employees with disabilities of company
- Plan and organise training programs for the employees with disabilities and ensure their integration in the workforce
- Conduct employer sensitization workshops to share the best practices and facilitate inclusion
- Plan and implement employee welfare programs
- Organised health camp for employees and nearby community for Hepatitis B vaccination
- Coordinate the scholarship program for children of staff members

**Certification**

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

Additionally, I also certify that I shall be available for the entire duration of the contract.

Aparna Dass  
05, 2021

**Date:** August

*Signature of staff member*  
*Day/Month/Year*





Time-Based

## APPENDIX C: REMUNERATION

Name	Position	Staff-month Rate (in INR)	Input (Staff- months)	Total (in INR)
Local Staff				
Narayanan Ramaswamy	Program Leader	412,288	2	824,576
		412,288	2	824,576
K.K. Jha	Deputy Program Leader/ Team Leader	386,520	12	4,638,240
		386,520	7	2,705,640
Dr. Chadrashekar Balakrishnan	Skill Development Specialist	373,636	0	0
		373,636	0	0
To be advised	Apprenticeship Consultant - 1	354,310	10	3,543,100
		354,310	9	3,188,790
Praveen Manikpuri	Apprenticeship Consultant - 2	322,100	10	3,221,000
		322,100	9	2,898,900
Ashish Katiyar	Institutional Development Consultant - 1	373,636	10	3,736,360
		373,636	9	3,362,724
Krishna Prakash Singh	Institutional Development Consultant - 2	373,636	10	3,736,360
		373,636	9	3,362,724
Jayant Srivastava	Financial Management Consultant	335,940	14	4,703,160
		335,940	5	1,679,700
Mrityunjay Arya	M&E Consultant - 1	354,310	13	4,606,030
		354,310	6	2,125,860
Dr. Bijay Kumar Sahu	M&E Consultant - 2	334,984	13	4,354,792
		334,984	6	2,009,904
Mahaveer Agarwal	Support Consultants - 1	289,890	15	4,348,350
		289,890	4	1,159,560
Akshay Bhatia	Support Consultants - 2	289,890	15	4,348,350
		289,890	4	1,159,560
To be advised	Support Consultants – 3	289,890	15	4,348,350
		289,890	4	1,159,560
To be advised	Support Consultants – 4	289,890	15	4,348,350
		289,890	4	1,159,560
Total Costs			232	77,554,076

Time-Based



Model Form I  
Breakdown of Agreed Fixed Rates in Consultant's Contract

We hereby confirm that we have agreed to pay to the Experts listed, who will be involved in performing the Services, the basic fees and away from the home office allowances (if applicable) indicated below:

(Expressed in Indian Rupees)\*

Experts		1	2	3	4	5	6	7	8
Name	Position	Basic Remuneration rate per Working Month/Day/Year	Social Charges <sup>1</sup>	Overhead <sup>1</sup>	Sub total	Profit <sup>2</sup>	Away from Home Office Allowance	Agreed Fixed Rate per Working Month	Agreed Fixed Rate per Working Month
Home Office									
Narayanan Ramaswamy	Program Leader							412,288	412,288
K.K Jha	Deputy Program Leader/ Team Leader						As per Appendix D (refer per diem allowances )	386,520	386,520
Dr. Chadrashekar Balakrishnan	Skill Development Specialist							373,636	373,636
Abhishek Chaturvedi	Apprenticeship Consultant - 1							354,310	354,310





Time-Based

Praveen Manikpuri	Apprenticeship Consultant - 2									322,100	322,100
Ashish Katiyar	Institutional Development Consultant - 1									373,636	373,636
Krishna Prakash Singh	Institutional Development Consultant - 2									373,636	373,636
Jayant Srivastava	Financial Management Consultant									335,940	335,940
Mrityunjay Arya	M&E Consultant - 1									354,310	354,310
Dr. Bijay Kumar Sahu	M&E Consultant - 2									334,984	334,984
Mahaveer Agarwal	Support Consultants - 1									289,890	289,890
Akshay Bhatia	Support Consultants - 2									289,890	289,890



Time-Based

Aparna Dass	Support Consultants – 3									289,890	289,890
Gunjan Vaswani	Support Consultants - 4									289,890	289,890

1 Expressed as percentage of 1  
2 Expressed as percentage of 4  
\* If more than one currency, add a table

Signature

Name and Title:

Date





## APPENDIX D – REIMBURSABLES

N°	Description	Unit	Unit Cost (in INR)	Quantity	Total (in INR)
1	Per diem allowances	Day	10,307	250	2,576,750
2	International flights	Trip	322,100	1	322,100
3	Miscellaneous travel expenses	Trip	25,768	125	3,221,000
4	Communication costs between [Insert place] and [Insert place]		-	-	
5	Drafting, reproduction of reports	Per Report	322,100	3	966,300
6	Equipment, instruments, materials, supplies, etc.		322,100	1	322,100
7	Shipment of personal effects	Trip	64,420	0	0
8	Use of computers, software		-	-	
9	Laboratory tests		-	-	
10	Subcontracts		-	-	
11	Local transportation costs	Trip	1,288	200	257,600
12	Office rent, clerical assistance		-	-	
13	Training of the Client's personnel	Per Workshop	644,200	5	3,221,000
<b>Total Costs</b>					<b>10,886,850</b>

- No change at the contract negotiation stage
- All reimbursable expenses shall be reimbursed at actual cost, unless otherwise explicitly provided in this Appendix, and in no event shall reimbursement be made in excess of the Contract amount.



## APPENDIX F – FORM OF EXTENDED PERFORMANCE SECURITY

## Performance Security

*[The bank, as requested by the successful Consultant, shall fill in this form in accordance with the instructions indicated]*

*[Guarantor letterhead or SWIFT identifier code]*

**Beneficiary:** *[insert name and Address of Client]*

**Date:** *\_\_ [Insert date of issue]*

**PERFORMANCE GUARANTEE No.:** *[Insert guarantee reference number]*

**Guarantor:** *[Insert name and address of place of issue, unless indicated in the letterhead]*

We have been informed that *\_\_ [insert name of Consultant, which in the case of a joint venture shall be the name of the joint venture]* (hereinafter called "the Applicant") has entered into Contract No. *[insert reference number of the contract]* dated *[insert date]* with the Beneficiary, for the assignment of *\_\_ [insert name of contract and brief description of Consulting Services]* (hereinafter called "the Contract").

Furthermore, we understand that, according to the conditions of the Contract, a performance guarantee is required.


At the request of the Applicant, we as Guarantor, hereby irrevocably undertake to pay the Beneficiary any sum or sums not exceeding in total an amount of *[insert amount in figures]* (\_\_\_\_\_) *[insert amount in words]*,<sup>1</sup> such sum being payable in the types and proportions of currencies in which the Contract Price is payable, upon receipt by us of the Beneficiary's complying demand supported by the Beneficiary's statement, whether in the demand itself or in a separate signed document accompanying or identifying the demand, stating that the Applicant is in breach of its obligation(s) under the Contract, without the Beneficiary needing to prove or to show grounds for your demand or the sum specified therein.

This guarantee shall expire, no later than the .... Day of ....., 2...<sup>2</sup>, and any demand for payment under it must be received by us at this office indicated above on or before that date.

<sup>1</sup> The Guarantor shall insert an amount representing the percentage of the Contract Amount specified in the Contract, and denominated either in the currency(ies) of the Contract or a freely convertible currency acceptable to the Beneficiary.

<sup>2</sup> Insert the date twenty-eight days after the expected completion date. The Client should note that in the event of an extension of this date for completion of the Contract, the Client would need to request an extension of this guarantee from the Guarantor. Such request must be in writing and must be made prior to the expiration date established in the guarantee. In preparing this guarantee, the Client might consider adding the following text to the form, at the end of the penultimate paragraph: "The Guarantor agrees to a one-time extension of this guarantee for a period not to exceed [six months][one year], in response to the Beneficiary's written request for such extension, such request to be presented to the Guarantor before the expiry of the guarantee."



 This guarantee is subject to the Uniform Rules for Demand Guarantees (URDG) 2010 Revision, ICC Publication No. 758, except that the supporting statement under Article 15(a) is hereby excluded.


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*[signature(s)]*

***Note: All italicized text (including footnotes) is for use in preparing this form and shall be deleted from the final product.***

**ANNEXURE ON UNDERTAKING TO BE PROVIDED BY M/s. KPMG ADVISORY SERVICES PRIVATE LIMITED,**

Mr. Ashok Kumar Ahuja, Mr. Basant Kumar Sutar, Mr. Ganapati Hegde, Mr. Hemant Chadha, Dr. Anoop Kumar Satpathy, Mr. Arvind Prakash have left the employment/ contract of KPMG Advisory Services Private Limited with effect from 11<sup>th</sup> January 2019, 03<sup>rd</sup> September 2018, 8<sup>th</sup> October 2018, 17<sup>th</sup> July 2020, 03<sup>rd</sup> May 2018 and 16<sup>th</sup> July 2019 respectively and will not be used by KPMG Advisory Services Private Limited for any other assignment for a period of one year. We fully understand that any wrong declaration given by us will attract sanctions under Clause No. 10.1 of the Contract signed between Directorate General of Training (DGT), Ministry of Skill Development & Entrepreneurship, and KPMG Advisory Services Private Limited dated May 03, 2018 for Hiring of Firm for providing Project Management Consultancy Service for implementation of scheme STRIVE "Skills Strengthening for Industrial Value Enhancement" with World Bank assistance.

  
.....  
[Mr. Narayanan Ramaswamy]  
Partner – Head (Education and Skilling)  
M/s. KPMG Advisory Services Private Limited,