



GOVERNMENT OF WEST BENGAL
WEST BENGAL STATE HAJ COMMITTEE
(Minority Affairs & Madrasah Education Department)

EOI NO.: WBSHC/e-NIQ/09/2026

DATE: 11/09/2026

INVITING EXPRESSION OF INTEREST (EOI)

For

JOGYASHREE CIVIL SERVICES COACHING FOR MINORITIES

Selection of an Academic Institution/Coaching Agency
for Comprehensive Residential Coaching of 3rd Batch for
UPSC Civil Services Examination (CSE) 2027 Aspirants
(Prelims, Mains, Essay and CSAT) with Continuous Academic and Mentoring Support

For 100 Aspirants at

Haj Tower-cum-Empowerment Centre
VIP Road, Kaikhali, Kolkata – 700052, West Bengal

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DISCLAIMER

The information contained in this Expression of Interest (EOI) document, or subsequently provided to any Bidder(s), whether orally or in writing, by or on behalf of the West Bengal State Haj Committee (WBSHC), under the Minority Affairs & Madrasah Education Department, Government of West Bengal, is provided to such Bidder(s) on the terms and conditions set out in this EOI and on such other terms and conditions as may be stipulated from time to time.

This EOI document does not constitute an agreement, an offer, or an invitation to enter into any contract or arrangement of any kind. The purpose of this document is solely to provide interested Bidder(s) with information that may assist them in preparing and submitting their proposals, including financial offers, in accordance with the requirements of this EOI.

The statements, assumptions, assessments and estimates contained in this EOI reflect the present understanding of WBSHC in relation to the proposed programme. Such statements or assumptions should not be regarded as exhaustive, complete or definitive. Each Bidder is advised to conduct its own independent investigation, analysis and verification of the information contained herein and to seek independent professional advice as deemed necessary before submitting its Bid.

The information contained in this EOI may include matters involving interpretation of laws, rules, regulations and Government orders. Such interpretations are provided for general guidance only and shall not be construed as authoritative statements of law. WBSHC, its employees, advisers and consultants shall not be responsible for any loss, damage, cost or expense arising from reliance placed upon such information, except to the extent expressly provided in the final agreement.

WBSHC reserves the right, at its sole discretion and without incurring any obligation, to amend, modify, supplement or replace any or all of the information, assumptions or assessments contained in this EOI at any time, subject to applicable rules.

The issuance of this EOI shall not be construed to imply that WBSHC is bound to select or appoint any particular Bidder(s), or to proceed with the programme in any manner whatsoever. WBSHC reserves the right to reject any or all Bids, or to annul the bidding process, at any stage, without assigning any reason, subject to applicable Government rules.

Each Bidder shall bear all costs and expenses associated with or relating to the preparation, submission and presentation of its Bid, including documentation, travel, demonstrations and other related expenditure. WBSHC shall not be liable for such costs or expenses irrespective of the outcome of the bidding process.

1. SUBJECT

Inviting Expression of Interest (EOI) for Selection of an Academic Institution/Coaching Agency for Conducting Comprehensive Residential Coaching of the 3rd Batch under “Jogyashree Civil Services Coaching for Minorities” for UPSC Civil Services Examination (CSE) 2027 Aspirants, covering Prelims, Mains, Essay and CSAT, with continuous academic, test series, mentoring and performance-monitoring support for 100 aspirants at Haj Tower-cum-Empowerment Centre, VIP Road, Kaikhali, Kolkata – 700052 commencing as per the approved academic schedule.

2. BACKGROUND

The Minority Affairs & Madrasah Education Department, Government of West Bengal, has undertaken initiatives for the educational and socio-economic empowerment of candidates belonging to minority communities. As part of this broader objective, the Department proposes to implement the “Jogyashree Civil Services Coaching for Minorities” programme through the West Bengal State Haj Committee (WBSHC).

The programme is intended to provide a structured and supportive residential academic environment for deserving minority-community aspirants preparing for the UPSC Civil Services Examination (CSE) 2027. The programme shall combine classroom teaching, regular testing, answer-writing practice, current-affairs orientation, individual mentoring, doubt-clearing, performance review and continuous academic support.

The programme shall be conducted for 100 aspirants at Haj Tower-cum-Empowerment Centre, VIP Road, Kaikhali, Kolkata – 700052. The selected institution/coaching agency shall be responsible for professional academic delivery in accordance with the scope, standards and timelines prescribed by WBSHC.

3. OBJECTIVE OF THE PROGRAMME

- To provide comprehensive and structured preparation for UPSC CSE 2027 covering both Preliminary and Main stages.
- To provide an integrated academic programme covering General Studies, CSAT, Essay, answer writing and Prelims & Mains test series.
- To create a disciplined residential learning environment with continuous academic and mentoring support.
- To provide individualized guidance, performance tracking and corrective interventions for aspirants requiring additional academic support.
- To improve the quality of answer writing, analytical ability, conceptual clarity, current-affairs integration and examination strategy.
- To support minority aspirants in competing effectively in the UPSC Civil Services Examination through professional coaching and sustained mentoring.

4. NATURE AND SCOPE OF WORK

4.1 Comprehensive Residential Coaching

The selected institution/coaching agency shall conduct comprehensive residential coaching for 100 UPSC CSE 2027 aspirants at Haj Tower-cum-Empowerment Centre. The programme shall preferably be structured over approximately nine (9) to eleven (11) months, or such period as may be decided by WBSHC in accordance with the UPSC Examination Calendar 2027 and the approved academic plan.

- Offline classroom teaching for the prescribed UPSC CSE syllabus.
- Integrated preparation for Prelims and Mains.
- Dedicated coverage of Essay and CSAT.

- Regular current-affairs classes and issue-based discussions.
- Previous-Year Question (PYQ) analysis and examination-oriented guidance.
- Regular doubt-clearing and remedial sessions.
- Study material, class notes, topic-wise material and relevant reference resources in suitable formats.
- Recorded/digital academic support, where proposed and approved.
- Academic counselling and examination-strategy sessions.
- Continuous mentoring, progress review and individual handholding.

4.2 Course Components

Component	Indicative Coverage
General Studies	Integrated Prelims-cum-Mains preparation covering the UPSC CSE syllabus.
CSAT	Concept building, practice, sectional tests and examination strategy.
Essay	Regular essay classes, topic discussion, writing practice and evaluation.
Prelims Test Series	Sectional, subject-wise and full-length tests, including current affairs and examination-oriented practice.
Mains Test Series	GS answer-writing and full-length tests, with structured evaluation and feedback.
Current Affairs	Daily/weekly/monthly consolidation, issue-based analysis and linkage with static syllabus.
Mentorship	Individual progress tracking, study-plan guidance, doubt-clearing and corrective intervention.

4.3 Mode and Place of Delivery

The principal mode of delivery shall be offline/residential classroom coaching at Haj Tower-cum-Empowerment Centre, VIP Road, Kaikhali, Kolkata – 700052. Any online or hybrid academic support proposed by the selected agency shall be supplementary to the residential/offline programme and shall require approval of WBSHC.

4.4 Number of Aspirants

The programme shall cater to 100 aspirants. WBSHC reserves the right to adjust the number of aspirants, divide the batch into sections, or make other operational arrangements as may be necessary in the interest of effective academic delivery, subject to the terms of the final agreement/work order.

5. ACADEMIC DELIVERY FRAMEWORK

5.1 Curriculum Planning

- The selected agency shall submit a detailed month-wise and subject-wise academic calendar before commencement of classes.
- The academic calendar shall indicate teaching hours, faculty deployment, tests, answer-writing sessions, revision cycles, current-affairs sessions and mentoring activities.
- The programme shall be designed to ensure timely completion of the relevant UPSC CSE syllabus followed by adequate revision and test practice.
- The teaching plan shall maintain an appropriate balance between conceptual foundation, analytical understanding, application and examination-oriented practice.
- The programme shall be designed to ensure the conduct of monthly motivational sessions by life coaches/motivational speakers to motivate, inspire and boost the confidence of the aspirants and help them remain focused and committed to their preparation.

5.2 Weekly Academic Cycle

- Regular classroom instruction on scheduled topics.
- Weekly topic-wise/sectional tests based on the preceding academic coverage.
- Answer-writing practice at regular intervals.
- Current-affairs discussion and integration with General Studies.
- Doubt-clearing/remedial sessions.
- Individual or small-group mentoring and progress review.
- Weekly/fortnightly academic performance reporting, as directed by WBSHC.

5.3 Examination and Evaluation Framework

Evaluation shall form a core component of the programme and shall be conducted continuously.

- Weekly class tests on topics covered during the preceding academic period, wherever appropriate.
- Prelims sectional and full-length tests at suitable stages of syllabus completion.
- CSAT practice and mock tests.
- Mains answer-writing tests with structured evaluation.
- Essay tests at regular intervals.
- Full-length Prelims and Mains simulations before the respective examinations.
- Performance analysis and identification of strengths, weaknesses and improvement areas.
- Evaluated answer scripts shall be returned within a reasonable, pre-agreed timeline so that feedback can be acted upon before subsequent tests.

5.4 Feedback and Academic Improvement

- UPSC-standard qualitative feedback shall be provided to aspirants.
- The selected agency shall maintain individual performance records.
- Aspirants showing persistent academic difficulties shall be identified for remedial support.
- Mentors/faculty shall provide actionable guidance on answer structure, content, time management and examination strategy.

6. CONTINUOUS ACADEMIC AND MENTORING SUPPORT

- A structured Mentorship and Guidance Programme (MGP) shall operate in parallel with classroom teaching.
- At least one dedicated mentor shall be assigned for every 25 aspirants, with the exact mentor deployment plan to be approved by WBSHC.
- The agency shall provide individualized academic guidance and progress review.
- Regular doubt-clearing, motivational and strategy sessions shall be conducted.
- Mentors shall monitor attendance, test performance, study discipline and academic progress.
- Corrective interventions shall be undertaken for aspirants falling behind the academic plan.
- Mentoring shall continue through the relevant stages of the CSE 2027 cycle as specified in the work order/agreement.

7. FACULTY AND HUMAN RESOURCE REQUIREMENTS

The selected institution/coaching agency shall deploy adequate, qualified and experienced faculty members for all components of the programme.

- Faculty members should have demonstrated expertise in the subjects assigned to them.
- The agency shall submit CVs/credentials of proposed faculty members along with the Technical Bid.
- The agency shall ensure continuity of faculty and shall not change key faculty members without prior approval of WBSHC, except in unavoidable circumstances.
- Adequate academic coordination and administrative support shall be maintained at the programme venue.
- A designated Programme Coordinator/Academic Coordinator shall remain responsible for day-to-day academic coordination with WBSHC.

8. STUDY MATERIAL AND DIGITAL SUPPORT

- Topic-wise study materials and class notes shall be provided to enrolled aspirants.
- Relevant reference resources and current-affairs compilations shall be provided in suitable formats.
- Where offered, digital resources/recorded lectures shall remain accessible to enrolled aspirants for the period specified in the agreement.
- The agency shall ensure that all learning resources are updated and aligned with the UPSC examination pattern and syllabus.
- No unauthorized use or distribution of copyrighted materials shall be permitted.

9. LIST OF IMPORTANT DATES

The following dates are to be finalised by WBSHC and inserted in the final EOI/e-Tender Notice.

Sl. No.	Particulars	Date & Time
1	Date of issue/publication of EOI/e-Tender Notice	11.09.2026 at 6:50 PM
2	Date and Time of Uploading EOI and related documents	11.09.2026 at 6:50 PM
3	Date of Commencement of Download of Documents	11.09.2026 at 6:50 PM
4	Pre-Bid Meeting	23.09.2026 at 11:00 AM
5	Bid Submission Start Date and Time	11.09.2026 at 6:50 PM
6	Last date and time of submission of Technical and Financial Bids	06.10.2026 at 10:00 AM
7	Date and Time of Opening of Technical Bid	08.10.2026 at 11:00 AM
8	Date of Technical Presentation	to be informed later
9	Date of Publication of Technically Qualified Bidders	to be informed later
10	Date and Time of Opening of Financial Bid	to be informed later

10. NOTICE INVITING EOI – KEY PARTICULARS

Sl. No.	Subject	Description
1	Name of Work	Selection of an Academic Institution/Coaching Agency for Comprehensive Residential Coaching of 3rd Batch under Jogyashree Civil Services Coaching for Minorities for UPSC CSE 2027 Aspirants (Prelims, Mains, Essay and CSAT) with Continuous Academic and Mentoring Support for 100 aspirants.
2	Location of Work	Haj Tower-cum-Empowerment Centre, VIP Road, Kaikhali, Kolkata – 700052.
3	EMD	The bidder shall be required to deposit Earnest Money of Rs. 4,00,000.00 (Rupees Four Lakh only) in online mode only (as per Finance Memo No. 3975-F(Y) dated 28 July 2016). The bidder shall select the applicable ICICI Bank payment mode and make payment through net banking. In case of ICICI NEFT/RTGS, an online challan shall be generated, and the bidder shall deposit the EMD through NEFT or RTGS at the concerned bank branch, as applicable.
4	Availability of EOI Documents	https://wbtenders.gov.in
5	Site Visit	Bidders may visit the programme venue before submission of Bid, subject to prior coordination with WBSHC.
6	Pre-Bid Meeting	[Date, time and venue to be inserted]
7	Submission of EOI	Technical and Financial Bids shall be submitted online within the prescribed date and time through the designated e-procurement system.

11. SUBMISSION OF THE EOI

The Expression of Interest shall ordinarily be submitted under a two-bid system comprising a Technical Bid and a Financial Bid, in accordance with the applicable e-procurement procedure.

11.1 Technical Bid

The Technical Bid shall contain the complete technical proposal and all supporting documents required to establish eligibility, experience, institutional credentials, faculty strength and proposed methodology.

- EOI/Technical Proposal duly signed by the authorized signatory.
- Proof of Earnest Money Deposit, where applicable.
- Declaration regarding non-blacklisting/non-debarment, in the prescribed format.
- PAN Card.
- GST Registration Certificate.
- Valid Trade Licence/registration document, as applicable.
- Certificate of incorporation/registration/constitution of the organization, as applicable.
- Power of Attorney/authorisation of signatory, wherever applicable.
- Audited Profit & Loss Accounts and Balance Sheets for the prescribed financial years.
- Income Tax Returns for the prescribed financial years.
- Documents establishing experience in similar coaching/training/academic programmes.
- Details of previous UPSC CSE coaching programmes and outcomes.
- Details and CVs of proposed faculty members.
- Detailed academic methodology, course calendar and mentoring plan.
- Any other document specified in the final EOI/e-Tender Notice.

11.2 Financial Bid

The Financial Bid shall be submitted in the prescribed format/BOQ. The bidder shall clearly indicate the quoted cost for providing the complete academic and mentoring services for the approved number of aspirants, along with applicable taxes, as required by the bidding document.

The Financial Bid shall clearly state whether the quoted amount is inclusive or exclusive of applicable taxes and shall conform to the BOQ and financial instructions issued by WBSHC.

11.3 Instructions to Bidders

- Bidders shall familiarise themselves with the scope of work and programme venue before submitting the Bid.
- The Bid shall be complete, unambiguous and signed by the authorized signatory wherever required.
- All supporting documents shall be submitted in the prescribed form and within the specified time.
- All bids and supporting documentation shall be in English unless otherwise permitted in the bidding document.
- Bidders shall provide complete contact details including address, telephone/mobile number and e-mail.
- Submission shall be made through the designated online procurement system.
- The quoted price shall remain firm for the period specified in the EOI/agreement, subject to applicable rules.

12. BASIC ELIGIBILITY FOR EVALUATION OF THE TECHNICAL BID

The following are proposed as basic eligibility requirements and shall be finalized in accordance with the applicable procurement rules and approval of the competent authority.

- Submission of EMD, wherever prescribed.
- Valid PAN Card.
- Valid GST Registration Certificate, where applicable.

- Valid Trade Licence/Registration/Incorporation Document, as applicable.
- Firm/Company Registration Certificate.
- Income tax return for last three (3) years.
- Audited Profit & Loss Accounts and Balance Sheets of last three (3) years
- The bidder shall not have been blacklisted, debarred or otherwise prohibited from participating in Government work, as applicable; a declaration/affidavit shall be submitted in the prescribed format.
- Demonstrated experience in providing UPSC Civil Services coaching/academic training of comparable nature.
- Availability of qualified and experienced faculty for General Studies, CSAT and Essay.
- Demonstrated institutional capacity to conduct classroom coaching for 100 aspirants in a residential academic environment.
- Submission of audited financial statements and Income Tax Returns for the prescribed period.
- The bidder must have successfully implemented and completed at least one UPSC Civil Services Examination Coaching Programme for a minimum of 50 candidates under any State Government, Central Government, Public Sector Undertaking (PSU), Autonomous Body, Statutory Body, Government-funded Institution, or reputed educational institution during the preceding five (5) years. Documentary evidence in support of such experience, including work orders/agreements and satisfactory completion certificates issued by the concerned authority, shall be submitted along with the bid.
- The bidder shall furnish a list of candidates from its own coaching programme who have qualified in the UPSC Civil Services Examination during the preceding five (5) years. Only candidates who underwent regular coaching at the bidder's centre shall be considered; those availing only correspondence courses, test series, mock interviews, or similar support services shall not be counted. The list shall be supported by documentary evidence.
- Compliance with all applicable statutory, tax and labour requirements.

13. GENERAL TERMS OF REFERENCE

- Prospective bidders shall submit all documents specified in the EOI, including institutional credentials, experience, faculty profile, technical proposal and financial information.
- The successful bidder shall obtain and maintain all statutory approvals, registrations and clearances required for performance of its obligations, at its own cost, where applicable.
- A Letter of Intent/Work Order shall be issued to the successful bidder after obtaining approval of the competent authority and completion of required formalities.
- The selected agency shall execute an agreement/MoU/work order containing detailed terms and conditions before commencement of the programme.
- WBSHC shall retain the right to supervise, monitor and review the academic performance and quality of services.
- The agency shall cooperate with inspection, monitoring and evaluation by WBSHC or any committee/authority authorized by it.
- The Agreement/MoU/Work Order shall remain valid up to the Preliminary Examination of the UPSC Examination Calendar 2027 and may be extended up to for further UPSC Examination calendar -2028 on satisfactory completion of the UPSC Examination Calendar 2027.

14. REQUIREMENTS DURING IMPLEMENTATION

- The selected agency shall submit a mobilisation plan before commencement.
- A detailed faculty deployment schedule shall be shared with WBSHC.
- Monthly academic progress reports shall be submitted.

- Attendance and test-performance records shall be maintained.
- Any material deviation from the approved academic plan shall require prior approval.
- The agency shall promptly address complaints relating to academic delivery, faculty performance, test evaluation or study materials.

15. EVALUATION AND COMPARISON OF BIDS

After opening of the Bids, each Bid document shall be examined for compliance with the basic eligibility requirements. Bids not meeting the essential requirements may be rejected. Technical Bids of eligible bidders shall thereafter be evaluated by a Selection Committee constituted/authorized by WBSHC.

Original documents shall be produced by bidders whenever requested. WBSHC may seek clarification from a bidder for the purpose of Technical Evaluation, provided that such clarification does not amount to a material alteration of the Bid.

A bidder shall be required to obtain a minimum of 60% marks in the Technical Bid to qualify for financial evaluation, subject to the final procurement framework approved by the competent authority.

15.1 Proposed Technical Evaluation Matrix – 100 Marks

Sl. No.	Evaluation Item	Maximum Marks
A	Technical Presentation: institutional background, past experience, demonstrated achievements, proposed academic methodology, course plan, mentoring model, innovation/value additions and implementation strategy	40
B	Credentials of proposed faculty and academic team, including relevant UPSC/CSE teaching experience and experience of key faculty members proposed for the programme	30
C	Demonstrated success/outcomes in UPSC CSE coaching and test series programmes during the prescribed previous period, supported by documentary evidence	20
D	Experience in providing coaching/training/academic services to any State or Central Government entity or Government-supported institution	10
	TOTAL	100

15.2 Technical Presentation

The bidder may be required to make an offline technical presentation before the Selection Committee at a venue/date notified by WBSHC. The presentation shall, inter alia, cover:

- Institutional background and past experience.
- Demonstrated UPSC CSE results and achievements, supported by documentary evidence.
- Detailed proposed course structure and academic calendar.
- Faculty deployment plan.
- Test-series and answer-evaluation mechanism.
- Mentoring and performance-monitoring framework.
- Innovative academic initiatives and value additions.
- Arrangements for residential academic discipline and continuous student support.
- Any other relevant information concerning the scope of work.

16. FINANCIAL EVALUATION

Financial Bids of only those bidders who qualify in the Technical Bid shall be considered. The lowest evaluated financial quote (L1) may be awarded full 100 marks and other qualifying bids may receive proportionately lower marks using the following formula, subject to the applicable procurement rules:

$$\text{Financial Score} = (L1/L) \times 100$$

Where L1 = lowest evaluated financial bid value and L = financial bid value of the bidder under consideration.

17. COMBINED EVALUATION

Unless otherwise prescribed in the final tender document, the selection may be based on a two-part evaluation comprising Technical and Financial scores, each carrying 50% weight.

$$\text{Final Score} = (\text{Technical Score} \times 0.50) + (\text{Financial Score} \times 0.50)$$

The bidder obtaining the highest combined score may be considered for selection, subject to approval of the competent authority and compliance with all applicable procurement rules.

18. TIE BID

- In the event that two or more bidders obtain the same combined score, the procedure prescribed in the final e-procurement/tender document shall apply.
- WBSHC may consider the bidder having stronger relevant technical credentials/experience in accordance with the approved evaluation criteria.
- Where applicable under Government procurement rules, further financial or other permissible mechanisms may be adopted to resolve a tie.

19. REJECTION OF BID

- Submission of false, forged or misleading documents may result in rejection at any stage.
- Failure to meet essential eligibility requirements may result in rejection.
- Failure to achieve the prescribed minimum technical score may render the bidder ineligible for financial evaluation.
- WBSHC reserves the right to reject any or all Bids in accordance with applicable rules.

20. PAYMENT SCHEDULE

The payment schedule shall be finalised in the Work Order/Agreement and shall be linked to satisfactory performance and submission/acceptance of prescribed deliverables. A model structure, subject to approval, may be as follows:

Installment	Indicative Payment
1st	One-fourth of the gross value shall be payable at the end of the 1st month after commencement of course.
2nd	One-fourth of the gross value shall be payable at the end of the 4th month after commencement of course and on satisfactory performance.
3rd	One-fourth of the gross value shall be payable at the end of the 7th month after commencement of course and on satisfactory performance.
4th/Final	One-fourth of the gross value shall be payable after completion of the course and on satisfactory performance.

Applicable deductions, taxes, statutory liabilities and performance security/retention, if prescribed, shall be governed by the final tender document and agreement.

PERFORMANCE SECURITY DEPOSIT:

Retention money towards performance security amounting to 10% of the gross value of each bill will be deducted from each installment of the selected bidder. The security deposit shall be released upon satisfactory completion of the work by the selected bidder. No interest shall be paid on the security deposit.

21. PERFORMANCE MONITORING

- WBSHC/authorized committee shall review the progress of the programme periodically.
- Academic quality, attendance, test performance, faculty deployment, mentoring and student feedback may be monitored.
- The selected agency shall provide all reports and records required for monitoring.
- Persistent under-performance may invite corrective measures as specified in the agreement.

22. TERMINATION AND FORFEITURE

WBSHC shall reserve the right to terminate the agreement/work order under specified circumstances including non-performance, material breach of contractual obligations, submission of false documents, persistent failure to provide agreed services, or any action materially detrimental to the objectives of the programme, subject to the terms of the agreement and applicable rules.

Where applicable, EMD/performance security may be forfeited in accordance with the final tender conditions.

23. OTHER TERMS AND CONDITIONS

- WBSHC reserves the right to assess the quality, experience, credentials and proposed methodology of intending bidders.
- WBSHC may seek clarification and/or documentary evidence in support of claims made in the Bid.
- The selected agency shall maintain confidentiality of official/student information and shall comply with applicable data-protection and Government instructions.
- No unauthorized fee shall be collected from sponsored aspirants under the programme.
- The agency shall comply with applicable student safeguarding, campus discipline, safety and institutional conduct requirements.
- WBSHC reserves the right to modify operational arrangements in the interest of the programme, subject to the approved contract.
- The EOI is solicited for professional academic/coaching services and does not guarantee selection of any bidder.

24. ANNEXURES/FORMATS

Annexure-I: Bidder Information

Particular	Details to be furnished
Name of Institution/Agency	[_____]
Constitution/Legal Status	[Proprietorship/Partnership/Company/Society/Trust/Other]
Registered Address	[_____]
Correspondence Address	[_____]
Authorised Signatory	[_____]
PAN	[_____]
GSTIN	[_____]
Trade Licence/Registration No.	[_____]
Telephone/Mobile	[_____]
E-mail	[_____]
Website	[_____]

Annexure-II: Declaration of Non-Blacklisting/Non-Debarment

To be furnished on the bidder's letterhead/affidavit in the format prescribed in the final EOI, declaring that the bidder has not been blacklisted, debarred or prohibited from participating in Government procurement, except as may be specifically disclosed.

Annexure-III: Faculty Deployment Statement

Sl. No.	Name of Faculty	Subject/Area	Qualification	Relevant Experience	Proposed Role
1	[Name]	General Studies	[Details]	[Years]	[Role]
2	[Name]	CSAT	[Details]	[Years]	[Role]
3	[Name]	Essay/Answer Writing	[Details]	[Years]	[Role]
4	[Name]	General Studies/Current Affairs	[Details]	[Years]	[Role]

Annexure-IV: Experience in Similar Assignments

Sl. No.	Name of Client/Institution	Nature of Assignment	Period	No. of Candidates	Outcome/Evidence
1	[_____]	[_____]	[_____]	[_____]	[_____]
2	[_____]	[_____]	[_____]	[_____]	[_____]
3	[_____]	[_____]	[_____]	[_____]	[_____]

Annexure-V: Indicative Technical Presentation Checklist

- Institutional profile and relevant experience.
- UPSC CSE results and documentary evidence.
- Detailed 9 to 11-month academic plan/proposed academic calendar.
- Faculty deployment and backup faculty plan.
- Prelims, Mains, Essay and CSAT strategy.
- Test-series design and evaluation turnaround.
- Mentoring and individual performance-tracking mechanism.
- Residential academic support and student discipline framework.
- Digital/recorded learning support, if proposed.
- Innovative measures and measurable outcome indicators.

The contact address of WBSHC is given below:

**The EXECUTIVE OFFICER
WEST BENGAL STATE HAJ COMMITTEE
(Minority Affairs & Madrasah Education Department)
Government of West Bengal**

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**Executive Officer
West Bengal State Haj Committee
&
Joint Secretary
to the Government of West Bengal**