

Clarifications for RFP for Appointment of consultant for “RFP for Appointment of Consultant for conducting a Business process reengineering and ERP implementation for Four Major Ports in India “

Sl. No.	Reference in RFP	Queries	Clarification	IPA Reply
WIPRO Consulting Services				
1	General	The Consultant shall set up a program management office in each Port	Please provide clarity on the scope of setting up of Project Management Office at each port by consultant 1. Whether consultant need to provide only the resources with basic infrastructure like desktops/laptops OR 2. Consultant need to setup an Project Management office at their own including all the infrastructure like space, furniture, computers, etc. at each port	Only office space and furniture for sitting will be provided alongwith electricity for connecting Laptop/desktop and printer.
2	Point No. 12.1 (iv) Page 12	No bank guarantee will be accepted in lieu of the earnest money deposit	Kindly delete the clause and modify it as "EMD shall be accepted either in the form of DD or Bank Guarantee"	Tender condition prevails
3	Point No, last para Page 20	The documented processes and the target KPIs for each process will have to be signed off by the nominated business users from each port and also the IT Centre of Excellence team	Kindly clarify the following: 1. Does nominated business user will be part of IT Centre of Excellence team 2. Will all the nominated users be available under one roof for signoff of processes 3. What is the maximum timeline for providing the signoff by business users as well as by IT COE team	1. Nominated business user may or may not be part of IT Centre of Excellence team. 2. Nominated business users will send the Recommendations/comments/signoff to IPA centrally. Further decision will be taken by IPA. 3. Maximum timeline for providing the signoff by business users is three weeks
4	Point No. j Page 22	The Consultant shall set up a program management office in each Port	Kindly clarify whether PMU needs to be setup at central location at Delhi as well or only at all (4) individual ports	Yes , PMU needs to be setup at central location at Delhi as well

5	Key Deliverables and timeframe, Minimum efforts required for each month Page 23 & 24	Phase wise deliverable timeframe and Person month efforts are given	Phase wise person month efforts are not in sync with Deliverables timeframe. Please provide clarity on this	In respect to Page No 34, minimum effort required for each expert for all phases should be indicated by the Consultant to adhere the time frame mentioned in Page no 23 and 24 (Key Deliverables). However all the Key experts as mentioned at page 34 and Page 35 should be deployed during the execution of the project. For timely and successful completion of project at each port one PMO Team Leader and two support staff should be mandatorily posted and available at each port and IPA during the execution of the project.
6	Point no. 4.3 Page 25	The consultant shall ensure timely completion of the milestones mentioned above. There will be a penalty @ 0.5% of the total value of work awarded for every week of delay (solely attributable to the consultant) in non-achieving the milestones of work order unless such delay is duly approved by IPA. Maximum penalty that could be levied is capped at 5% of the total value of the work awarded to the consultant	Please modify the point as "The consultant shall ensure timely completion of the milestones mentioned above. There will be a penalty @ 0.5% of that particular milestone value for every week of delay (solely attributable to the consultant) in non-achieving the milestones of work order unless such delay is duly approved by IPA. Maximum penalty that could be levied is capped at 5% of the milestone value of the work awarded to the consultant"	Tender Condition will prevail.
7	Point PQ2 in Eligibility Criteria Page 27	Experience and ports network: The bidder should have completed at least 3 projects (India or International) for government agencies in the	Kindly clarify whether the required experience is in Ports only or in any general domain	The required experience is in any general domain .

		last 5 years for development of business processes redesign and ERP project management support. This work should have been done by the Legal entity bidding for the project		
8	Section 10 - Evaluation of Proposal. S. no 1.a Page 30	Engagements related to IT strategy / Enterprise Architecture and / or detailed Business Process Reengineering for Govt. owned infrastructure2 companies / Ministries undertaking infrastructure assignments around the world. This work should have been done by the Legal entity bidding for the project. This would be assessed inter-alia on the recency, size, relevance and quality of the assignments. Ideally, the bidder should demonstrate experience of having undertaken a comprehensive/ process analysis and redesign for infrastructure agencies. Marks will be provided as below: a. >15 crore – 5 marks b. Between 5 crores and 15 crore – 3 marks c. < 5 crores – 0 marks Maximum 2 projects will be	As per the eligibility criteria, consulting firm in order to get the maximum marks should have executed minimum 2 consulting assignment each worth 15 crores. It may be noted that in general the overall cost of large consulting vary from 3 to 5 crores and rarely it is seen as high as 15 crores. Also the cost of the consulting assignment in discussion will also be less than 15 crores. Considering the above fact and also the total turnover of the consulting firm (which should be around 100 crores) as per the RFP requirement it is requested that changes should be made in the evaluation criteria and the cost of the project should be revised as below - Marks will be provided as below: a. >5 crore – 5 marks b. Between 2 crores and 5 crore – 3 marks c. < 2 crores – 0 marks Maximum 2 projects will be considered for scoring	During discussion in the Pre-bid meeting it emerged that in Consultancy projects 15 Crore Project value is high and hence should be amended as a. > 5 crore – 5 marks b. Between 2 crore and 5 crore – 3 marks a. < 2 crore – 0 marks Maximum 2 projects will be considered for scoring

		considered for scoring		
9	Section 10 - Evaluation of Proposal. S. no 1.c Page 31	<p>Consulting assignments with IT Strategy and Enterprise Architecture for Government agencies around the world. This work should have been done by the Legal entity bidding for the project. Marks will be provided as below:</p> <p>a. >15 crore – 5 marks b. Between 5 crores and 15 crore – 3 marks c. < 5 crores – 0 marks Maximum 2 projects will be considered for scoring</p>	<p>As per the eligibility criteria, consulting firm in order to get the maximum marks should have executed minimum 2 consulting assignment each worth 15 crores. It may be noted that in general the overall cost of large consulting vary from 3 to 5 crores and rarely it is seen as high as 15 crores. Also the cost of the consulting assignment in discussion will also be less than 15 crores. Considering the above fact and also the total turnover of the consulting firm (which should be around 100 crores) as per the RFP requirement it is requested that changes should be made in the evaluation criteria and the cost of the project should be revised as below -</p> <p>Marks will be provided as below: a. >5 crore – 5 marks b. Between 2 crores and 5 crore – 3 marks c. < 2 crores – 0 marks Maximum 2 projects will be considered for scoring</p>	<p>During discussion in the Pre-bid meeting it emerged that in Consultancy projects 15 Crore Project value is high and hence should be amended as</p> <p>a. > 5 crore – 5 marks</p> <p>b. Between 2 crore and 5 crore – 3 marks</p> <p>c. < 2 crore – 0 marks Maximum 2 projects will be considered for scoring</p>
10	Section 10 - Evaluation of Proposal. S. no 1.d Page 31	<p>Consulting assignments with large Project Management projects covering design and IT related roll-outs for Government agencies in India. This work should have been done by the Legal entity bidding for the project. Marks will be awarded on the basis</p>	<p>As per the eligibility criteria, consulting firm in order to get the maximum marks should have executed minimum 2 consulting assignment each worth 15 crores. It may be noted that in general the overall cost of large consulting vary from 3 to 5 crores and rarely it is seen as high as 15 crores. Also the cost of the consulting assignment in discussion will</p>	<p>During discussion in the Pre-bid meeting it emerged that in Consultancy projects 15 Crore Project value is high and hence should be amended as</p> <p>a. > 5 crore – 3 marks</p> <p>b. Between 2 crore and 5 crore – 2 marks</p>

		<p>of team size and value of the project (Single value of the contract is considered for evaluation. Contract extension will not be considered). Marks will be provided as below:</p> <p>Project value:</p> <p>a. >15 crore – 5 marks b. Between 5 crores and 15 crore – 1 mark c. < 5 crores – 0 marks</p> <p>Team Size:</p> <p>a. > 25 team-members – 2 marks b. Between 10 and 25 team-members – 1 mark c. <10 team-members – 0 marks</p> <p>Maximum 2 projects will be considered for scoring</p>	<p>also be less than 15 crores. Considering the above fact and also the total turnover of the consulting firm (which should be around 100 crores) as per the RFP requirement it is requested that changes should be made in the evaluation criteria and the cost of the project should be revised as below –</p> <p>Marks will be provided as below:</p> <p>a. >5 crore – 5 marks b. Between 2 crores and 5 crore – 3 marks c. < 2 crores – 0 marks</p> <p>Maximum 2 projects will be considered for scoring</p>	<p>c. < 2 crore – 0 marks Maximum 2 projects will be considered for scoring</p>
11	Section 10 - Evaluation of Proposal. S. no 1.d Page 31	<p>Consulting assignments with large Project Management projects covering design and IT related roll-outs for Government agencies in India. This work should have been done by the Legal entity bidding for the project. Marks will be awarded on the basis of team size and value of the project (Single value of the contract is considered for evaluation. Contract extension will not be considered). Marks will be provided as below:</p> <p>Project value:</p>	<p>Maximum marks given for this are 10. Whereas if 2 projects are considered with both Project Value and Team Size, total maximum marks become 10 and 4 for 2 projects, thus making it 14. Please provide clarity on this</p>	<p>During discussion in the Pre-bid meeting it emerged that in Consultancy projects 15 Crore Project value is high and hence should be amended as</p> <p>a. > 5 crore – 3 marks b. Between 2 crore and 5 crore – 2 marks c. < 2 crore – 0 marks Maximum 2 projects will be considered for scoring</p>

		a. >15 crore – 5 marks b. Between 5 crores and 15 crore – 1 marks c. < 5 crores – 0 marks Team Size: a. > 25 team-members – 2 marks b. Between 10 and 25 team-members – 1 marks c. <10 team-members – 0 marks Maximum 2 projects will be considered for scoring		
12	Section 10 - Evaluation of Proposal. S. no 2a Page 32	BE/BTech and PGDBM/MBA along with valid PMP Certification with minimum 12 years work experience	Please modify the same as "BE/BTech and PGDBM/MBA along with valid PMP/Prince-2 or equivalent Project Management Certification with minimum 12 years work experience"	BE/BTech and PGDBM/MBA along with valid PMP / Prince / TOGAF Certification with minimum 12 years work experience
13	Section 10 - Evaluation of Proposal. S. no 2e Page 32	Cyber Security Expert (One) BE / MBA with overall 7 Years work experience. International experience is also strongly preferred. The expert should have been a permanent employee of the bidder for at least 2 years. Marks will be provided as below: No of Cyber Security projects: >=5 projects – 2 marks <5 projects – 0 marks No of International Cyber Security projects: >=3 projects – 2 marks	As per marks criteria, a total of 6 marks can be obtained in given criterias by bidders whereas maximum marks given are 5	Page No 34 ISO 27001,ISO 2000 and CISA Certification <ul style="list-style-type: none"> • Yea – 1 mark for each certificate (maximum 2 marks will be provided) • No – 0 Marks Should be read as ISO 27001 / ISO 2000 / CISA Certification <ul style="list-style-type: none"> • Yes – 1 mark • No – 0 Marks

		<p><3 projects – marks</p> <p>ISO 27001, ISO 20000 and CISA Certification:</p> <p>Yes – 1 mark for each certificate (maximum 2 marks will be provided)</p> <p>No – 0 marks</p>		
14	Financial Score (Y) Page 37	The Financial proposals shall be evaluated on the basis of total lump sum charges offered by the bidder to Indian Ports Association for a period of 3 months	Please provide clarity on total period of contract as it is written as 3 months in this statement	<p>The Financial proposals shall be evaluated on the basis of total lump sum charges offered by the bidder to Indian Ports Association for a period of 3 months should be read as</p> <p>The Financial proposals shall be evaluated on the basis of total lump sum charges offered by the bidder to Indian Ports Association for the project</p>
15		“Documentation of to-be processes in ARIS or equivalent process modeling tool and in the form of walkthrough presentation”	Whether ARIS or equivalent tool is mandatory or MS Visio will suffice.	<p>“Documentation of to-be processes in ARIS or equivalent process modeling tool and in the form of walkthrough presentation”</p> <p>Should be read as</p> <p>“Documentation of to-be processes in any standard process modeling tool and in the form of walkthrough presentation”</p>
16	Section 1a Page 30	Engagements related to IT strategy / Enterprise Architecture and / or detailed Business Process Reengineering for Govt. owned infrastructure2 companies / Ministries undertaking infrastructure assignments around the world. This work should have	whether only projects completed would be considered or project under implementation will also be considered. Also please specify whether implementation projects will also be considered for the same or not. Also this should be considered for investor owned companies as well.	only completed projects would be considered for technical evaluation

		been done by the Legal entity bidding for the project. This would be assessed inter-alia on the recency, size, relevance and quality of the assignments. Ideally, the bidder should demonstrate experience of having undertaken a comprehensive/ process analysis and redesign for infrastructure agencies.Marks will be provided as below:>15 crore – 5 marksBetween 5 crores and 15 crore – 3 marks< 5 crores – 0 marksMaximum 2 projects will be considered for scoring				
17	Payment Schedule Page	Deliverables during Project Monitoring Phase (Year 1) a. Monthly Project Status Report for each Port Deliverables during Project Monitoring Phase (Year 2- 8 months) b. Monthly Project Status Report for each Port c. Half yearly review of information security of production environment (2 reports) d. Half yearly Vulnerability Assessment & Penetration Testing (2 reports) Remaining	The project monitoring phase has been considered for a period of 20 months with payments to the consultant on monthly basis. What happens if the overall implementation gets delayed beyond 20 months. How will the consultant be compensated as the milestones under the project monitoring phase would be delayed. This delay will be out of control of consultant. Please clarify.	Please quote for lumpsum charges per month if any extension of the timelines that would be agreed and paid for by the IPA after mutual discussion between the Bidder and IPA in the format given at table below. These lump sum charges are required primarily to establish the costs in case required at any subsequent stage and will not be considered for financial evaluation: <table><tr><td>Lumpsum Charges/Month</td><td>Rs</td></tr></table>	Lumpsum Charges/Month	Rs
Lumpsum Charges/Month	Rs					

		40 % to be paid monthly in equal installments		
18	General	Bid submission date shall be extended by 23 rd Feb 2016. This will enable us to submit the bid in timely manner.		Please refer addendum-1.
Royal HaskoningDHV India Pvt Ltd				
19	General	In order to submit a quality and competitive bid we would request you to kindly extend the date of submission of bid for one week		Please refer addendum-1.
EY Ernst & Young LLP				
20.	Page 19 <ul style="list-style-type: none"> • Clause 2 (b) • Clause 2 (d) 	<p>The consultant should aim to use the standard optimized ERP modules for all business processes. Consultant will have to plan a series of workshops with the port teams/business users to explain the standard optimized modules and these processes will help in drive efficiencies versus existing processes.</p> <p>The consultants will have to develop a detailed documentation of the 'to be' end state business processes, as agreed with the business users in the workshop.</p>	<p>In order to effectively plan and size workshops within the proposal, would request to provide tentative number of personnel which form part of "port teams / business users" within ports landscape.</p> <p>We also assume that logistics related to workshops will be provided by individual ports / IPA. Please confirm.</p>	It is the responsibility of the consultant to conduct the required workshops with the target audience for completing the tasks.

21.	Page 31 clause 1(d)	<p>Consulting assignments with large Project Management projects covering design and IT related roll-outs for Government agencies in India. This work should have been done by the Legal entity bidding for the project. Marks will be awarded on the basis of team size and value of the project (Single value of the contract is considered for evaluation. Contract extension will not be considered).</p> <p>Marks will be provided as below:</p> <p>Project value:</p> <ul style="list-style-type: none"> ➤ 15 crore – 5 marks <p>Between 5 crores and 15 crore – 1 marks</p> <ul style="list-style-type: none"> ➤ < 5 crores – 0 marks <p>➤ Team Size :</p> <ul style="list-style-type: none"> ➤ 25 team members – 2 marks <p>Between 10 and 25 team – members – 1 marks</p> <p><10 team members – 0 marks</p> <p>Maximum 2 projects will be considered for scoring.</p>	<p>Since the maximum marks that can be scored against this evaluation criterion are 10, we assume that the maximum that can be obtained on the basis of Project value would be 3 marks and not 5 marks.</p> <p>We understand that this evaluation criteria will be revised as follows:</p> <p>Project value :</p> <p>15 crore – 3 marks</p> <p>Between 5 crore and 15 crore – 1 marks</p> <p>< 5 crore – 0 marks</p>	Pl refer point no 10 & 11 above
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22.	Page 36	The key experts and the non key experts have to be named against the minimum qualifications.	While the RFP clearly mentions the requirement for providing the detailed CVs (one CV for each role) of the key-experts as a part of the proposal, it only requires the names of the non- key experts. Request for clarification on number of non –key resources who need to be identified and their names provided as a part of the proposal.	PI refer form TP-5 which clearly indicates requirement of non key expert. Pages 35 and Page 36 indicates qualification required for non key expert .The CV's are required for both Key and Non key expert.																											
23.	Page 23	<div>Currently, the timelines of the project are as follows:</div> <table><tr><td>1</td><td>Inception report depicting the methodology, variances if any, timelines, work plan</td><td>2 weeks</td></tr><tr><td>2</td><td>Identification of all key business processes to be brought under ERP and base lining of current process parameters / SLA (process time, number of steps, manual intervention required etc.)</td><td>6 weeks</td></tr><tr><td>3</td><td>Completion of business process reengineering workshops for all processes and across all four ports and agreed 'tobe' processes along with target</td><td>14 weeks</td></tr></table>	1	Inception report depicting the methodology, variances if any, timelines, work plan	2 weeks	2	Identification of all key business processes to be brought under ERP and base lining of current process parameters / SLA (process time, number of steps, manual intervention required etc.)	6 weeks	3	Completion of business process reengineering workshops for all processes and across all four ports and agreed 'tobe' processes along with target	14 weeks	<table><tr><td>1</td><td>Inception report depicting the methodology, variances if any, timelines, work plan</td><td>2 weeks</td></tr><tr><td>2</td><td>Identification of all key business processes to be brought under ERP and base lining of current process parameters / SLA (process time, number of steps, manual intervention required etc.)</td><td>16 weeks</td></tr><tr><td>3</td><td>Completion of business process reengineering workshops for all processes and across all four ports and agreed 'tobe' processes along with target business improvement outcomes / process SLAs</td><td>22 week s</td></tr><tr><td>4.</td><td>Detail the to-be operating model, business process design documents detailing out 'to-be' processes, process ownerships, linked KPIs and KRAs and overall process SLAs signed. The process</td><td>26 wee ks</td></tr><tr><td>5</td><td>Defining an end state Enterprise IT Architecture</td><td>32 weeks</td></tr><tr><td>6</td><td>Package evaluation and procurement strategy</td><td>40 weeks</td></tr></table>	1	Inception report depicting the methodology, variances if any, timelines, work plan	2 weeks	2	Identification of all key business processes to be brought under ERP and base lining of current process parameters / SLA (process time, number of steps, manual intervention required etc.)	16 weeks	3	Completion of business process reengineering workshops for all processes and across all four ports and agreed 'tobe' processes along with target business improvement outcomes / process SLAs	22 week s	4.	Detail the to-be operating model, business process design documents detailing out 'to-be' processes, process ownerships, linked KPIs and KRAs and overall process SLAs signed. The process	26 wee ks	5	Defining an end state Enterprise IT Architecture	32 weeks	6	Package evaluation and procurement strategy	40 weeks	Tender condition prevails
1	Inception report depicting the methodology, variances if any, timelines, work plan	2 weeks																													
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			business improvement outcomes / process SLAs		7	Implementation planning	40 weeks	
					8	RFP for selection of System Integrator	45 weeks	
		4	Completion of business process reengineering workshops for all processes and across all four ports and agreed 'tobe' processes along with target business improvement outcomes / process SLAs	14 weeks	9	Techno-commercial evaluation report	60 weeks	
					10	Project Monitoring Services	26 months from selection of System Integrator	
		5	Package evaluation and procurement strategy	22 weeks				
		6	Package evaluation and procurement strategy	28 weeks				
		7	Implementation planning	28 weeks				
		8	RFP for selection of System Integrator	36 weeks				
		9	Techno-commercial evaluation report	44 weeks				
		10	Project Monitoring Services	20 months from selection of system integrator				

24	Page 38 Clause 13 i	Please amend the clause as	<p>Data provided for the study are confidential in nature. The consultant should not share the data without IPA permission. A certificate regarding non-sharing/informing of confidential data to third party is to be given by the consultant along with Technical Proposal. Except as otherwise permitted by this Agreement, neither of the parties may disclose to third parties the contents of this Agreement or any information/report/advice provided by or on behalf of the other that ought reasonably to be treated as confidential and/or proprietary, except to its employees, vendors, subcontractors or other member firms/affiliates. Parties may, however, disclose such confidential information to the extent that it: (a) is or becomes public other than through a breach of this Agreement, (b) is subsequently</p> <p>received by the receiving party from a third party who, to the receiving party's knowledge, owes no obligation of confidentiality to the disclosing party with respect to that information, (c) was known to the receiving party at the time of disclosure or is thereafter created independently, (d) is disclosed as necessary to enforce the receiving party's</p>	Tender condition prevails
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			rights under this Agreement, or (e) must be disclosed under applicable law, legal process or professional regulations. These obligations shall be valid for a period of 3 years from the date of termination of this Agreement.	
25.	General	Request an extension of atleast 3 weeks be provided on the submission deadline		Please refer addendum-1.
IBM				
26.	NA	NA	We request that Bidders may be allowed to provide their deviations to the terms and conditions of the Contract for services which should be discussed and agreed upon prior to the execution of the Contract for services. If parties are unable to agree on the deviations, a bidder may be declared as an unsuccessful bidder without any commercial implications like EMD or performance security forfeiture or otherwise such as, blacklisting or debarment	No deviations will be accepted
27.	5.2 Para 3 – Page 9 of 58	Conflicting Relationship	The scope of language which in effect constitute "conflict" is open-ended and expansive. IBM has several thousand employees and it would not be feasible to evaluate whether its personnel have to business or family relationship. It would be advisable to restrict this	Tender condition prevails.

			requirement to promoter/members of the Board of Directors of the Consultants.	
28.	5.3 page 9 of 58	Disclosure of conflict	This para requires disclosure of actual or “potential” conflict or any situation which may reasonably be perceived as impacting the Consultant’s capacity to serve the best interest of the Employer. Once again, this is a subjective and open-ended obligation and introducing specific parameters would enable the Bidders to make a more informed and relevant disclosure.	Tender condition prevails.
29.	9 Page 11 of 58	Bid Validity	Does the reference to the validity of the proposal being up to 180 days from the date of opening the proposal – refer to opening of the technical proposal ? Further, if the Employer specifies a stipulated period to time for award of the bid, it would lend certainty to the bidding process.	Date of opening the proposal be read as Date of opening of the technical proposal
30.	Clause 12.2 (iii) – Page 12 of 58	EMD forfeiture – Attempt to influence the evaluation process	One of the grounds for forfeiture of EMD is where the “Consultant tried to influence the evaluation process” - In view of both, the loss suffered on account of forfeiture, as well as, the reputation risk attached to such a decision, it would be advisable to provide a documented process of show-cause and response from the relevant consultant, to meet the ends of natural justice.	Tender condition prevails

31.	Section 2 – Part 1 – Clause 4.1 – Page 24 of 58	Deliverables/Contents of the Consultant's report	Any report submitted by IBM may contain information which is IBM proprietary information, or IBM's unique value proposition. All such information shall continue to be the property of IBM and may be used for future projects, without compromising any confidential or proprietary information of the Employer, to the extent it is so identified by the Employer	Tender condition prevails
32.	Part II – TOR – Clause 1 (i)	Employer's right to disqualify bidder	Any disqualification of the bidder shall invite forfeiture of the EMD or performance security, only in the specific instances set out in Clause 12.1 of section I.	Tender condition prevails
33	Section 1 – Term of Reference		<p>Does BPR scope imply common standardized business process across four ports? If yes, what is the expected process variation acceptable across 4 ports. (in terms of % age variation from the standardized processes)</p> <p>Will documented as-is processes and as-is architecture be made available to the consultants? If the information, for which port whose documents is available.</p> <p>Does scope include selection of only SI partners or ERP/application packages as well? Can you please provide the count of such application for which product selection/ SI selection is to be supported by the consultants.</p>	<p>PI refer clause 2 b iii , Page no 19.</p> <p>Yes, The documents available with MbPT (BPR document), KOPT(BPR document), Kandla Port, Paradeep (BPR report) Port can be utilized for study.</p> <p>PI refer clause 2 b , Page no 19. Please refer scope of work. Remotely joint meetings are not possible. PI refer to the scope of work</p>

			<p>What is the infrastructure available for conducting joint meetings remotely with the respective stakeholders in different ports (Audio conferencing/video conferencing) both for the design phase and for the implementation phase?</p> <p>What will be primary locations for the design phase of the project and for the implementation phase of the projects?</p>	
34.	General	It is requested that an extension of four weeks be granted from current date of submission of bids		Please refer addendum-1.
PWC				
35.	Clause 6 PQ2 & 10 1(a-e)	<p>The current eligibility criteria are –</p> <ul style="list-style-type: none"> The bidder should have completed at least 3 projects (India or International) for government agencies in the last 5 years for development of business processes redesign and ERP project management support. This work should have been done by the Legal entity bidding for the project Engagements related to IT strategy / Enterprise Architecture and / or detailed Business Process 	<p>We suggest the below mentioned eligibility criteria for experience in port network and ERP implementation</p> <ul style="list-style-type: none"> The consulting firm should have completed one assignment for a Government or Public Sector company in India, having turnover more than Rs 10000 Crore , which involved Strategy Formulation, Business Process Reengineering and preparation of the IT Strategy of value not less than one crore but such assignment should result in recommending project of value not less than Rs 70 crore. The consultancy firm should have 	Tender condition prevails

		<p>Reengineering for Govt. owned infrastructure2 companies / Ministries undertaking infrastructure assignments around the world. This work should have been done by the Legal entity bidding for the project. This would be assessed inter-alia on the regency, size, relevance and quality of the assignments. Ideally, the bidder should demonstrate experience of having undertaken a comprehensive/ process analysis and redesign for infrastructure agencies.</p> <ul style="list-style-type: none"> • Consulting assignments with Ports and Shipping sector in India on Business Process Redesign and IT strategy (Excluding assignments on transaction advisory, risk management and audit). This work should have been done by the Legal entity bidding for the project • Consulting assignments with IT Strategy and Enterprise Architecture for Government agencies around the world. This work should have been done by the Legal entity bidding for the project 	<p>secured one ERP implementation consultancy project in a Government or Public sector in India, with turnover over Rs 20000 crore and multi-unit operation, with a value not less than one crore.</p> <ul style="list-style-type: none"> • The consultancy firm should have done one IT strategy work for a Government agency in India for value not less than 2 crore. • The consultancy firm should possess world class IT certification SEI CMM Level V which is essential for IT maturity and capability required for qualitative review of large ERP implementation projects. 	
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		<ul style="list-style-type: none"> Consulting assignments with large Project Management projects covering design and IT related roll-outs for Government agencies in India. This work should have been done by the Legal entity bidding for the project. Marks will be awarded on the basis of team size and value of the project (Single value of the contract is considered for evaluation) Consulting assignment in respect of monitoring of ERP implementation or ERP implementation 		
36.	Clause 4.1 (Pg 24)	The consultant is required to submit reports on all deliverables in the form of soft copies as well as hard copies inclusive of the working, assumptions, source of obtaining information, different methodology used for reaching logical conclusion and these documents will remain the property of IPA and will not be used for any other purpose other than those intended under RFP without obtaining permission of IPA. IPA will issue completion certificate to this effect.	We agree to provide all deliverables and upon payment of fees / expenses IPA will own the final deliverables submitted to them. Please clarify whether we will be able to retain our rights for the materials we bring in under the engagement.	Tender condition prevails

37.	Clause 13.1 (Pg 38)	Data provided for the study are confidential in nature. The consultant should not share the data without IPA permission. A certificate regarding non-sharing/informing of confidential data to third party is to be given by the consultant along with Technical Proposal.	It should be noted that Confidentiality obligations under the contract will not apply to information already in the public domain or available to us independently of this contract.	Tender condition prevails
38.	Clause 5 (Pg 8)	<p>Conflict of Interest</p> <p>5.1 Employer requires that Consultants provide professional, objective, and impartial advice and at all times hold the Employer's interests paramount, strictly avoid conflicts with other Assignment/jobs or their own corporate interests and act without any consideration for future work.</p> <p>5.2 Without limitation on the generality of the foregoing, Consultants, and any of their affiliates, shall be considered to have a conflict of interest and shall not be recruited.</p>	Please consider that nothing in this engagement shall affect our or other PwC firms' ability to perform services for our other clients so long as we do not use or disclose your confidential information.	Tender condition prevails

		<p>5.3 Consultants have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of their Employer, or that may reasonably be perceived as having this effect. Any such disclosure shall be made as per the Standard forms of technical proposal provided herewith. If the consultant fails to disclose said situations and if the Employer comes to know about any such situation at any time, it may lead to the disqualification of the Consultant during bidding process or the termination of its Contract during execution of assignment.</p> <p>5.4 No agency or current employees of the Employer shall work as Consultants under their own Ministries, Departments or agencies</p>		
39	Clause 4.3 (Pg 25)	<p>The consultant shall ensure timely completion of the milestones mentioned above. There will be a penalty @ 0.5% of the total value of</p>	<p>It should be clarified that LDs (if any) shall be applicable only for delays solely attributable to us? The overall amount of LDs shall not exceed 5% of</p>	Tender condition prevails

		work awarded for every week of delay (solely attributable to the consultant) in non-achieving the milestones of work order unless such delay is duly approved by IPA. Maximum penalty that could be levied is capped at 5% of the total value of the work awarded to the consultant.	the contract value.	
40	Clause 13(xi) (Pg 40)	Either Party may terminate this Agreement with immediate effect by serving prior written notice to the other party if services are not possible to be rendered as per applicable laws or professional obligations. Upon termination Consultant shall be entitled to receive payments of the Services performed, work in progress and expenses incurred by it, till the date of such termination.	It should be clarified that either party may terminate the contract if- (i) A breach by the other goes uncured for 30 days after receipt of a notice from the breaching party, or (ii) continuation causes breach of applicable law or regulation. Upon termination whether we shall be paid for the work done till date of termination?	Tender condition prevails
Alia Consulting Solution				
41		Please reduce the average annual turnover to 20 crore		Tender condition prevails
42		Request to extend the last submission date by one week		Please refer addendum- 1.

