

IPA Pre-Bid Queries Clarifications  
RFP for Appointment of Reputed MC for Global Best Practice Benchmarking & Support in across Major Ports

<u>S.no</u>	<u>Clause Description</u>	<u>Details of Item per Tender Requirement</u>	<u>Query/ Suggestion</u>	<u>Clarifications</u>
<b>1.</b>	<b>Name of Firm: M/s Pricewater house Coppers Private Ltd.</b>			
i)	<p>Clause- 3.1 If the Consultant has formed an association of consultants, each member of the association of consultant shall be evaluated as per the qualification/eligibility criteria set forth in Part II of Section 2, except for the financial criteria which has to be met independently by the lead consultant. The combined score of the each member of the association of consultant shall be taken into account for evaluation purpose....</p>	<p>While financial eligibility would be evaluated only for the lead consultant, however in case of project experience criteria – it is our understanding that the consortium members need not individually meet the eligibility criteria and the combined scores of the consortium would be taken into consideration. Please clarify if our understanding is correct.</p>		<p>Agreed. However, financial criteria which has to be met independently by the lead consultant.</p>
ii)	<p>Section 2 – Part I – 3. B) Terms of reference Define technology and process improvement solutions for Major Ports...</p>	<p>We understand that a port has some internal aspects of operation such as berthing, etc. and some in which it has to interact with external systems such as railways, customs, CFS, shipping companies etc. Request you to clarify the various aspects – internal and external - of port operations/ processes that the consultant would be required to study in terms of technology and processes.</p>		<p>All systems affecting port operations have to be studied in terms of Technology and Processes (including internal and external linkages )</p>

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<p><b>iii)</b></p>	<p>Section 2 – Part I – 3. D) Profit improvement Plan</p>	<p>The RFP highlights the need for finding solutions through policy changes and marketing efforts with focus on 4 key commodities- Coal, Iron ore, Fertilizers, Containers. Further, it states that focus for future growth will be on coastal movement It is requested to confirm if</p> <ul style="list-style-type: none"> <li>(i) Scope highlighted in point D 1 to 6 only needs to be done for coastal traffic and not EXIM traffic</li> <li>(ii) (ii) The focus commodities would be only the 4 mentioned in the RfP or will encompass other commodities highlighted in Sagarmala report</li> </ul>		<p>All possible coastal cargo types should be considered. Listed in the TOR are the major commodities.</p>
<p><b>iv)</b></p>	<p>Section 2 – Part I – 3. D) 2. Cargo flow study: The consultant shall undertake a quick diagnosis to update the key commodity flows across country where modal shift is possible. The consultant will use study undertaken as part of Sagarmala and further add details / granularity to the analysis.</p>	<ul style="list-style-type: none"> <li>• It is requested that the level of review and validation required be clarified. Is it envisaged that the validation needs to be based on extensive primary interactions (say ~ 60) or limited primary interaction (say ~25) plus secondary analysis or solely focused on secondary validation</li> <li>• Also, please confirm if the base excels/reports/ data currently available on Sagarmala study and other MOS reports would be made available</li> </ul>		<p>Validation is to be done to re-confirm the potential and then roadmap shall be prepared to achieve the same</p> <p>Relevant data/report available in public domain will be shared</p>
<p><b>v)</b></p>	<p>Section 2 – Part I – 3. D) 3. Stakeholder discussions: The consultant shall conduct detailed discussions with the stakeholders identified in the cargo study to understand positions on modal</p>	<p>Request you to clarify if stakeholder discussions need to be conducted across all the major ports or across some of the major ports</p>		<p>Across all relevant Major Ports</p>

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	<p>shift. Further, discussions need to be done with marine stakeholders – ports, coastal shipping lines, cargo agents etc. Basis the discussions, the consultant needs to articulate current challenges to modal shift basis viewpoints of different stakeholders</p>			
<b>vi)</b>	<p>Section 2 – Part I – 3. F) Quarterly refresh of key port technology and process trends (for Six months – Phase 1 and for Six months for Phase 2)</p>	<p>This aspect of the scope broadly requires updation of latest trends in technology, processes etc. During Phase 1, which is essentially a Design phase, the entire information would be collected by the consultant, as per the overall scope of the assignment. The phase 2 would be the implementation phase where collated information is updated every quarter. Therefore, we request to divide this particular deliverable into two parts – Phase 1 (design phase) and Phase 2 (implementation phase with 2 quarterly updates in 6 month period)</p>		<p>First quarter information will be collected, shared and posted at Knowledge base. Subsequent updates to the knowledge base will be on quarterly basis.</p>
<b>vii)</b>	<p>Section 2 – Part I – 3. F) f. maintain a repository of all such information in the form of a knowledgebase accessible to authorized personnel of Port sector through portal, mobile apps etc;</p>	<p>We request you to clarify if the development of an online portal and mobile app would be undertaken by the consultant.</p>		<p>Yes. Both online portal and mobile app development and its implementation shall be undertaken by consultant.</p>
<b>viii)</b>	<p>PART II : TOR related information – 10. Evaluation of Proposal</p>	<p>Please clarify if completed as well as partially completed assignments would be considered for evaluation purpose.</p>		<p>Only fully completed assignments will be considered.</p>

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	The qualification criteria, does not specify if partially completed assignments would be considered for evaluation purpose.			
<b>ix)</b>	<p>PART II : TOR related information – 10. Evaluation of Proposal</p> <p>The qualification criteria, B.1 Sector Experience in Ports specifies – Number of Best in class Ports worked with assignment focused on Technology, Productivity and Profitability improvement in the last 5 years.....</p>	We request a clarification on the criteria to be considered for categorization of ports as “best-in-class ports”.		Best in class port/terminal for major cargo types as per leading international journals.
<b>x)</b>	<p>PART II : TOR related information – 10. Evaluation of Proposal</p> <p>In the Resources Requirements, the criteria for the Marks Allocation has been defined as discussed below.</p> <ul style="list-style-type: none"> <li>• Quality of Quality of Education Institute/ degree</li> <li>• Number of Assignments</li> </ul> <p>Quality / Relevance of Assignments</p>	<p>Quality of Quality of Education Institute/ degree – Please clarify the criteria for quality of education to attain full marks here. As per our understanding education from AICTE accredited institute (Government of India accreditation) will constitute quality education.</p> <p>Number of Assignments: Please clarify the no. of assignments required for attaining full marks here</p> <ul style="list-style-type: none"> <li>• Quality / Relevance of Assignments: Please clarify the criteria for assessing the quality and relevance of assignments for attaining full marks here</li> </ul>		<p>Reputed AICTE, and other Globally accredited institute will constitute quality education</p> <p>Relative marking will be done. Bidder who completed maximum relevant qualified assignments will be given maximum marks and other bidders are evaluated accordingly.</p>

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<b>xi)</b>	<p>FORM FP-2 Phase 1 Fees quoted (exclusive of all Taxes) – for the first 6 months of the project. Same quote will apply for Phase 2 (6 months) and also for any subsequent extension given by the employer (pro-rated at the same monthly run rate)</p>	<p>Phase 2 involves implementation of recommendations made during Phase 1. Therefore, the effort required in Phase 2 would depend on the outcome of Phase 1.</p> <ul style="list-style-type: none"> <li>• Please confirm if the consultant will be engaged until all the suggested recommendations are implemented at the ports and consultant will be given automatic extensions till all such schemes/transactions are completed</li> <li>• We request that for parity of costing, the minimum months for implementation of recommendations during Phase 2 be defined. Over and above this time, the consultant may be reimbursed based on the relevant man-month rate.</li> </ul>		<p>Clause remains unchanged.</p>
<b>xii)</b>	<p>Section 2 – Part I – Mode of execution deliverables  Benchmarking report covering technology, coastal and large project managements – T+8 weeks Report on key gap areas basis base lining study of 12 major ports T+12 weeks</p>	<p>In order to ensure that global best practices are adequately captured and level of detailing of technology and processes are in line with global standards, it is request that the activity time frame for phase 1 deliverables be modified to</p> <ul style="list-style-type: none"> <li>• Benchmarking report covering technology, coastal and large project managements – T+10 weeks</li> <li>• Report on key gap areas basis base lining study of 12 major ports T+16 weeks</li> </ul>		<p>Clause remains unchanged.</p>
<b>xiii)</b>	<p>Section 2 – Part I – Mode of execution deliverables Phase 1 and Phase 2</p>	<p>It is requested to clarify</p>		<p>1. Payment will be due after acceptance of the reports</p>

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	Payment milestones in two phases	<p>1. Whether the payment will be due on submission or acceptance of reports</p> <p>2. In case they are due on acceptance of reports, it is requested that authority indicates the time frame for (i) giving comments (ii) time to consultant for addressable of comments and (iii) overall time frame for acceptance of report from first submission</p> <p>3. Further, the above comments and updation timelines may lead to extension of timelines of submission of next deliverable. It is requested that applicability of liquidation damages for next milestone be clarified in case the delay is owing to time taken in acceptance of previous deliverable</p>		<p>2. Clause remains unchanged.</p> <p>3. Clause remains unchanged.</p>
2.	<b>Name of Firm: M/s A T Kearney Pvt. Ltd (dated 12/07/2017 1132 AM)</b>			
i)	<b>Part II Section 6.PQ2 (page 25)</b>	<p>“Experience in Large Ports Assignments: The bidder should have completed at least 3 projects with ports dealing with minimum of 50MMT of annual cargo (India or International) in the last 5 years.”</p>	<p>a) Request that the projects with Terminals of 1M+ TEU cargo also be considered for this clause, as Terminals are similar to ports in terms of operations.</p> <p>b) Request that the timeframe be extended to 7 years,</p>	<p>a) Terminals of 2 million TEU per annum and above can be considered</p> <p>Please refer to Addendum-I</p> <p>b) Clause remains unchanged.</p>

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			since globally, projects awarded in this sector are limited.	
ii)	<b>Part II Section 10.A (page 27):</b>	<p>“Firm Size: Average Annual Turnover*, over the three preceding financial years (FY 14-15, 15-16, 16-17) from consultancy business in India: &gt; 100 Cr : 3 marks, &gt; 150 Cr : 4 marks, &gt; 200 Cr : 5 marks”</p> <p>a. Request that the clause be restated as follows: “Firm Size: Average Annual Turnover*, over the three preceding financial years (FY 14-15, 15-16, 16-17) from consultancy business in India: <b>&gt; 75 Cr : 3 marks, &gt; 100 Cr : 4 marks, &gt; 150 Cr : 5 marks</b></p>		Clause remains unchanged
iii)	<b>Part II Section 10. B1 (page 28):</b>	“Number of Best in class Ports worked with assignment focused on Technology, Productivity and Profitability improvement in the last 5 years”	<p>a) Request that the timeframe be extended to 7 years, since globally, projects awarded in this sector are limited.</p> <p>b) Request that the projects with Terminals of 1M+ TEU cargo also be considered for this clause, as Terminals are similar to ports in terms of operations.</p>	<p>a) Clause remains unchanged.</p> <p>b) Refer to the Addendum-I</p>

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iv)	<b>Part II Section 10. C3 (page 30):</b>	Technology Expert evaluation criteria includes “Experience in Number of Global Ports”	Request that this criteria be removed as Technology is applicable across the transportation sector.	Agreed.  Please refer to the Addendum-I
v)	<b>Part II Section 10. C4,C5,C6 (page 30,31)</b>	Team evaluation criteria includes “Experience in Number of Ports”	Request that this criteria be changed to “Experience in the Transportation sector” as projects awarded in the ports sector are limited.	Clause remains unchanged.
vi	<b>Section 1. Clause 18. Timelines and schedule (page 14):</b>	“b. Receipt of offers on or before 3.00 pm (1500 Hrs) on 27/07/2017” Request that the receipt of offers be deferred to 2 weeks after the issuance of pre-bid clarifications, so that adequate time is available for preparation of the bid documents	prospective	Please refer to the Addendum-I
4.	<b>Name of Firm: M/s Unihorn India Pvt. Ltd.</b>			
	Title of the Project, Page 1 -----reputed Management Consultant -- ----- for	Does it mean that the assignment requires only Management Firms to participate in this tender even though it requires technical knowhow of port sector its operations? Please clarify		Consulting firms with relevant experience shall participate in the proposal
ii)	Page 11, Proposal Validity	We feel that it should be reduced to 90 days as you have only asked 75 pages in technical proposal which should not take		Clause remains unchanged.

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	180 Days...	more time for evaluation and decision to award the work unless this assignment is not to be executed on priority. Pl. consider.		
iii)	Page 11, Taxes  Financial bid exclusive of taxes	Pl. clarify the amount of taxes will be paid to the consultant.		Clause remains unchanged.
iv)	Scope, page – 16  Phase – 1 and Phase -2 duration – 6 months each	Will there be any gap between these two phases? Since the scope of both phases is too elaborate and wide, the activities of Phase -2 will be taken up on acceptance of Phase -1 output by the IPA or Port Authorities. Pl. clarify.		Clause remains unchanged.
v)	Page 20, Knowledge base  ----A Tentative list of area ----- in only indicative but not exhaustive ---	It is not clear what is expected from the Consultant under this section. Pl. elaborate		Please refer to page 19 F(f)
vi)	Page 22, Completion Time,  The employer chose to extend the project beyond phase -2 ----- using pro-rata monthly rate as per financial bid.	Since the consultant will quote the lump sum amount for phase – 1 and phase 2 separately and the input may vary beyond 12 months, it would be appropriate to ask the consultant to give monthly fee of each experts at proposal stage. The client may ask for any such expert to deploy if there is a requirement beyond 12 months. Pl. consider.		As per page 52, Quote is for Phase 1 and same quotes will apply in phase 2. Any further extension after phase 2 will be at pro rata.

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vii)	<p>Page 25, 6. Eligibility Criteria and Foot note 1</p> <p>PQ1 – Size and Financial Solvency – Bidder to be an Indian Organisation with a minimum turnover of INR 100 Cr (revenue from management consulting )</p>	<p>Does it mean that Only Indian companies will be allowed to participate and that to only management consulting firm? The Scope expects the documentation of global management practices so how only Indian firms (management category) can meet the technical requirement of the scope. It would have better if international firms with experience in port and port operations should be allowed to participate. Pl. clarify.</p> <p>There is expectation of international expertise to be used in the study. Thus request to modify the clause of eligibility criteria and international firms should be allowed to participate and de-limit the turnover of only from management consulting</p>		<p>Clause remains unchanged</p>
viii)	<p>Page 48, Point 7 (ii)</p> <p>Registered company under company act 1956 for last 5 years ---</p>	<p>My query is same as above. Pl. allow international firms to participate even if they are not registered in India. This will allow a good participation</p>		<p>Clause remains unchanged</p>
ix)	<p>Page 49, Point 7 (iv)</p> <p>Gross Annual Revenue (audited annual account) from consultancy ----</p>	<p>Such sheets will run in several pages and whereas Table under para 10 (page 27), there is a limit to one page only. Can we attach these audited sheet as Annexure? Pl. Confirm</p>		<p>Supporting documents can be attached as appendix.</p>
x)	<p>Page 28, Bidders experience</p>	<p>Will it be acceptable if we submit Letter of Award or relevant pages of contract</p>		<p>Letter of Award /Relevant pages of contract documents alongwith</p>

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	B1, B2 and B3	document as in many international projects, we do not completion certificate. Pl. clarify		statutory auditors Certificate of received full project fees can also be considered as completion certificate upon the discretion of the employer.” <b>Please refer to Addendum I</b>
xi)	Issue of Pre-bid query and last date	Pl give atleast 3 weeks time after issue of minutes thus request to extend the last date.		<b>Please refer to the Addendum-I</b>
5.	<b>Name of Firm: M/s Boston Consultancy Group</b>			
i)	Page 19 Clause 3F Quarterly refresh of key port technology and process trends (for Six months – Phase 1 and for Six months for Phase 2)	We understand that in first 6 months (Phase 1) the consultant will be engaged in creating the benchmarking report and closure of the same with the authorities. Also technology trends over 3 to 6 months are unlikely to change. Hence the revisions as part of quarterly refresh are expected to be minimal.		First quarter information will be collected, shared and posted at Knowledge base. Subsequent updates to the knowledge base will be on quarterly basis.
ii)	Page 19, <b>Clause 3 F.b</b> identify and group areas of the maritime trade and transportation eco system under which regular information updates will be collected and disseminated;	We understand that information referred as part of this clause is related to technology and related process Please confirm		Group as per port process and cargo type
iii)	Page 19, <b>Clause 3 F.c</b> continually monitor the developments in technology, industry best practices, emerging trends globally in the maritime trade and transportation eco-system, categorize them in to different segments,	In our understanding the points covered in this clause is a reiteration of the points covered in 3 F.a and 3.F.b, request you to please confirm		3 F(a)&(b) are w.r.t best practices implemented and 3f(c) is for the latest tech available.

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	index them and keep the Port sector updated at regular intervals;			
iv)	Page 19, <b>Clause 3 F.d</b> collect case studies, success stories of implementation of new technology, legal and regulatory requirements relating to Maritime trade and transportation	In our view, legal and regulatory aspects are in context to specific laws in different countries. In India, this is determined by directions issued by MoS. Collecting best practices on this will not add value to IPA. Please suggest.		Clause remains unchanged
v)	Page 19, <b>Clause 3.F.f</b> maintain a repository of all such information in the form of a knowledgebase accessible to authorized personnel of Port sector through portal, mobile apps etc;	As we understand, consultant is required to source material in form of case studies, articles, white papers and other relevant information/data from reputed sources in India and outside and will be paid for directly by the authority. Please confirm.		Clause remains unchanged
<b>6.</b>	<b><u>Name of Firm: M/s McKinsey</u></b>			
i)	Page No. 3 & 14 Notice for appointment	We would request IPA to provide at least a week's extension of the deadline for this RFP.		Clause remains unchanged
ii)	Page no.28 Section 2, Part II 10. Evaluation of Proposal B.1	Kindly define "Best in class Ports"		Best in class port/terminal for major cargo types as per leading journals such as JOC and Lloyds Intelligence.
iii)	Page No.25 Eligibility Criteria	PQ2: Supporting documents: The current requirement is to furnish Work order and completion certificate. MD certification can be provided for confidential projects. We would like to clarify, if we could provide a CA certificate as a		<i>Letter of Award /Relevant pages of contract documents alongwith statutory auditors Certificate of received project fees can also be considered as completion certificate</i>

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		documentary evidence of the project fee received and other relevant project details which proves that this project was completed by the bidder.		upon the discretion of the employer.”  Please refer to Addendum I
iv)	Page no. 29, 30 Section II, Part II 10. Evaluation of Proposal C2 & C3	Global Port & Shipping Sector Expert & Technology Expert: The total number of years as a permanent employee is not mentioned for these positions. Kindly clarify if the experts on these positions are exempted from this condition, which means they can be hired/on-boarded/empaneled by the consultant for this project.		Clause remains unchanged