



Indian Ports Association, New Delhi

Response to Pre-Bid Queries – Empanelment of Consultants/Agencies

IPA/PGAV/COE/RFP/2022

Date: 21/04/2023

SNo	Clause/ Page NO	Clause in RFP	Change Requested/ Clarification Sought	Clarification by IPA
1	NA	NA	<p>'Strategic advisory' and 'Implementation/ execution support' are two broad categories of support needed by the ports. Accordingly, consulting firms specialize in one of these two areas.</p> <p>Hence, in line with the market, we request IPA to kindly allow empanelment in two categories – "Strategic Advisors" and "Implementation Support Advisors".</p> <ul style="list-style-type: none"> • A bidder can only participate in one of the categories. • Each category shall have different eligibility and evaluation scoring criteria – while the IPA may continue to use the current criteria for "Implementation Support Advisors", the eligibility and evaluation criteria for "Strategic Advisors" be considered as per this pre-bid query. Similar approach was taken by InvestIndia, Min of Commerce and Industries to empanel consultants to support Ministries/ Govt. of India institutions for Project development activities. <p>https://static.investindia.gov.in/s3fs-public/2020-07/RFP_PDCs_Empanelment%20%281%29.pdf</p>	No changes are proposed. Tender conditions to prevail
2	Page 4		<p>It is essential to clearly define the scope for 'Strategic advisory' and 'Implementation/ execution support' consultants. Indicative broad scope for 'Strategic advisory' and 'Implementation/execution support' is provided</p>	No changes are proposed. Tender conditions to prevail
3	Page 13, Clause 5.3	<p>Current QCBS is 70% weightage to technical score and 30% weightage to financial score</p>	<p>Empaneled consultants in both categories ('Strategic advisory' and 'Implementation/ execution support') must have deep technical expertise, thorough understanding of ports sector and expertise of undertaking similar works in India and globally. Accordingly, higher weightage should be given to the technical score.</p> <p>We request that QCBS be changed to 80:20 to allow for top quality consultants to compete</p>	Tender conditions to prevail



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4	Page 32, Notes	First five ranked bidders with the combined Technical and Financial scores will be considered for empanelment	For empanelment in 'Strategic Advisors' category, we request that only maximum of 3 bidders with combined Technical and Financial scores be considered for empanelment. This is to ensure that participants provide their price bids to come in the top 3 bidders.	Tender conditions to prevail
5	NA	Additional Eligibility criteria	It is critical to leverage global expertise of the consultant on the key strategic topics. Hence, for 'Strategic Advisory' category, kindly include following eligibility criteria: <i>All the global resources including domain area experts of the Bidder should be available for this engagement without any additional costs. For this, the Bidder must provide (i) Letter of Comfort from parent company for sharing the global resources, (ii) Proof of Arrangement (e.g. shareholding pattern) establishing that the parent company owns >90% shareholding in the bidder.</i>	The change is not accepted
6	Page 11, Clause 5.1.4. Page 12, Clause 5.2.1	The bidder should have at least two engagements of minimum value Rs.5 Crore each... Bidder should demonstrate their past experience in consultancy /advisory services for Central Government or State Government or their agencies with a consulting fee of at least 5 cr during the past seven years	For the strategic advisors, the fees cut off in the eligibility criteria be amended to Rs 7 Cr. i.e., - The bidder should have at least two engagements of minimum value Rs.7 Crore each... This is in line with InvestIndia RFP The eligible projects should be of the similar value. Hence, we request to kindly add the below to the definition of eligible projects. <i>The projects must have been executed for maritime sector in India (ports, shipyards, shipping lines, etc). In case of projects spanning more than 1 years, the professional fees will be considered as average fees for 1 year of project</i>	Tender conditions to prevail
7	Page 12, Clause 5.2.2	Experience of providing consultancy support in the field of Logistics/ Industrial Infrastructure	Similar to 5.2 (1), kindly add value threshold of Rs 7 Cr for this criterion. In case of projects spanning more than 1 years, the professional fees will be considered as average fees for 1 year of project. This will ensure projects with similar size and scope are submitted by the participants	Tender conditions to prevail



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8	Page 29, Note	<p>Managing Consultant - Resume of 3 resources Principal Consultant - Resume of 5 resources Senior Consultant - Resume of 8 resources Consultant - Resume of 10 resources</p>	<p>For 'strategic advisory' category empanelment, it is critical to evaluate the expertise of bidder's senior leadership in the infrastructure/ ports sector on the topics of strategic transformation, growth, operational efficiency improvement, downstream industries, etc. Hence, we request to allow submission of CVs of following key topics experts (Managing consultants level) only:</p> <ul style="list-style-type: none"> • Ports & shipping expert • Industrial infrastructure expert • Logistics expert • Industry4.0 expert • Downstream industries experts (Oil & Gas, Power, Cement, Auto, Iron & Steel) • Project leader :3 resources – with experience of driving maritime, infrastructure, logistics sector projects, minimum 5 years of experience and MBA from reputed institute • Consultants : 10 resources – with experience of driving analysis, strategy, performance improvement topics within industries such maritime sector, infrastructure, logistics. <p>All projects cited by strategic advisor shall have at Rs 7 Cr of fees if executed in India and \$1 Mn if executed globally. The managing director of the bidder shall self certify the fees cut off for the team</p>	Tender conditions to prevail
9	Page 32	<p>GTV is calculated as weighted average of cost of each resource type</p>	<p>Generally, consultancy firms deploy different sized teams (small, medium), depending on the scale of the project. Pricing is based on the size and number of teams deployed for the assignment rather than costing of specific resources like Managing Consultant, Principal Consultant, Senior Consultant, Consultant, etc.</p> <p>We request to allow us to quote the rates for 2 types of teams:</p> <ul style="list-style-type: none"> • Small team: 3 consultants + 3 experts (>12 yrs of exp, 25% deployment) • Medium team: 5-7 consultants + 5 experts (>12 yrs of exp, 25% deployment) <p>Similar approach was taken by InvestIndia, Min of Commerce and Industries to empanel consultants to support Ministries/ Govt. of India institutions for Project development activities.</p> <p>https://static.investindia.gov.in/s3fs-public/2020-</p>	Tender conditions to prevail



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			07/RFP_PDCs_Empanelment%20%281%29.pdf	
10	NA	NA	<p>Additional Pre Qualification Criteria</p> <p>All the global resources including domain area experts of the Bidder should be available for this engagement without any additional costs. For this, the Bidder must establish that the parent owns >90% shareholding in the bidder/ associates.</p> <p>Supporting Document to be furnished</p> <p>Letter of comfort from parent company Board-level member of the global parent</p>	Tender conditions to prevail
11	NA	NA	<p>Proposed Evaluation of Technical Bid</p> <p>The minimum Technical Qualification score for the bidder to be qualified is 70 for opening of Financial Bid. The Bidder shall be selected on the basis of QCBS Method, whereby technical proposal will be allotted weightage of 80% and financial proposal will be allotted weightage of 20%.</p> <p>Experience in Providing Consultancy Services – Bidder should demonstrate their past experience in consultancy /advisory services for Central Government or State Government or their agencies with a consulting fee of at least 7 cr during the past five years. (10 marks per engagement). The projects must have been executed for maritime sector in India (ports, shipyards, shipping lines, etc). In case of projects spanning more than 1 years, the professional fees will be considered as average fees for 1 year of project</p> <p>Relevant proofs including Work Order / LoA / LoI etc shall be furnished. For the projects covered confidentiality clauses, the consultant may provide self</p>	Tender conditions to prevail



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			certification and CA certificates (30 marks)	
12	NA	NA	<p>Experience of providing consultancy support in the field of Logistics/ Industrial Infrastructure/ Ports/Infrastructure and regional Planning and other similar domains for Government or Private Sector client. International Projects are allowed. (5 marks per engagement). Consulting fee should be >Rs 7Cr (or \$1Mn, in case of global projects). In case of projects spanning more than 1 years, the professional fees will be considered as average fees for 1 year of project Relevant proofs including Work Order / LoA / Lol etc shall be furnished (10 marks)</p>	Tender conditions to prevail
13	NA	NA	<p>Turnover Turnover from Management Consultancy/Advisory Services in last financial year i.e. FY 2021-22 >=50 Cr. and < =250 Cr.: 02 Marks >250 Cr and <=500 Cr: 05 Marks >500Cr: 10 marks</p>	Tender conditions to prevail
14	NA	NA	<p>Experts/ managing consultants on payrolls (each expert: 3 marks) • Ports & shipping expert • Industrial infrastructure expert • Logistics expert • Financial and PPP expert • Downstream industries experts (Oil & Gas, Power, Cement, Auto, Iron & Steel) Expert shall be evaluated basis the relevance of the CV (limit the number to 10 relevant projects in the field of expertise) and interaction during technical presentation (Total 15 Marks)</p>	Tender conditions to prevail



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15	NA	NA	Presentation, Approach to address the scope elements and unique value proposition (35 Marks)	Tender conditions to prevail																																																												
16	Page 32	<p style="font-size: small;">Annexure 3 - Summary of Cases of Previous Consultants</p> <p style="font-size: x-small; text-align: center;">To be submitted to the Q&A Desk :-</p> <table border="1" style="width: 100%; border-collapse: collapse; font-size: x-small;"> <thead> <tr> <th>Sr. No.</th> <th>Key Personnel with Experience</th> <th>Work Order No.</th> <th>Weightage</th> <th>Total</th> </tr> <tr> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> </tr> <tr> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> </tr> <tr> <td>3</td> <td>7</td> <td>8</td> <td>9</td> <td>10</td> </tr> <tr> <td>4</td> <td>11</td> <td>12</td> <td>13</td> <td>14</td> </tr> <tr> <td colspan="4">Gross Total Value (GTV) =</td> <td>A+B</td> </tr> </tbody> </table>	Sr. No.	Key Personnel with Experience	Work Order No.	Weightage	Total	1	2	3	4	5	1	1	2	3	4	2	3	4	5	6	3	7	8	9	10	4	11	12	13	14	Gross Total Value (GTV) =				A+B	<p style="font-size: small;">Financial evaluation</p> <table border="1" style="width: 100%; border-collapse: collapse; font-size: x-small;"> <thead> <tr> <th>Sr. No</th> <th>Key Personnel with Experience</th> <th>Team Rate in Rupees (INR) without GST</th> <th>Weightage</th> <th>Total</th> </tr> <tr> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Small Team (2-3 Consultants + Expert of 12 years of experience *25% of time)</td> <td></td> <td>50%</td> <td>(A)</td> </tr> <tr> <td>2</td> <td>Medium Team (5-7 Consultant + 5 Experts of 12 years of experience *25%</td> <td></td> <td>50%</td> <td>(B)</td> </tr> <tr> <td colspan="4">Gross Total Value (GTV) =</td> <td>A + B</td> </tr> </tbody> </table> <p style="font-size: x-small;">Only one Proposal Each bidder will submit only 1 (one) proposal in only one of the categories. If a Bidder submits or participates in more than 1 (one) proposal, all such proposals shall be disqualified from both types of services.</p>	Sr. No	Key Personnel with Experience	Team Rate in Rupees (INR) without GST	Weightage	Total	1	2	3	4	5	1	Small Team (2-3 Consultants + Expert of 12 years of experience *25% of time)		50%	(A)	2	Medium Team (5-7 Consultant + 5 Experts of 12 years of experience *25%		50%	(B)	Gross Total Value (GTV) =				A + B	Tender conditions to prevail
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17	Page 11, Clause 5.1.4.	The bidder should have at least two engagements of minimum value Rs.5 Crore each during the last 10 Years for Central Government or State Government or its agencies. Only completed works shall be considered	We would like to get clarified which type of projects will be considered. It will be more clear if department can amend the clause by adding "experience in consultancy with government will be considered".	Please refer Annexure - I at the end of the document																																																												
18	Page 12, Clause 5.2.1	Experience in Providing Consultancy Services – Bidder should demonstrate their past experience in consultancy /advisory services for Central Government or State Government or their agencies with a consulting fee of at least 5 cr during the past seven years. (10 marks per engagement) Relevant proofs including Work Order / LoA / Lol etc shall be furnished	<p>We would like to get clarified whether the consulting of each project should be 05 crore or department is asking overall consulting of all assignments should be more than 05 crore.</p> <p>If department is asking for 05 crore consulting fee for each assignment then we request you to kindly reduce it to 50 lakh Rs. consulting fee for each assignment. So that growing and Indian organizations can take part in this project.</p>	The consultancy fee of INR 5 Cr will be for each assignment. Assignments over the last 10 financial years shall be considered																																																												



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19	Page 29 Qualification & Competence of Professional Staff	<p>Managing Consultant >= 15 Years Prescribed Qualification BE/B-Tech/ Post Graduate with at least 60% marks with MBA/ PGDM</p> <p>Principal Consultant >= 10 Years BE/B-Tech/ Post Graduate with at least 60% marks with MBA/ PGDM.</p> <p>Senior Consultant >= 6 Years BE/B-Tech/ Post Graduate with at least 60% marks with MBA/ PGDM.</p> <p>Consultant >= 3 Years BE/B-Tech/ Post Graduate with at least 60% marks with MBA/ PGDM.</p>	<p>Please provide detailed job description of the experts</p> <p>To source suitable and relevant profiles against the positions, there is a requirement of detailed job description. Otherwise it will create confusion during the sourcing and as well as the evaluation of the proposal.</p> <p>According to the scope of work given in tender document it is very hard to assume the Job description of the particular expert because the given scope of work is very wide and It is very hard to source professionals who fits according to the given scope of work.</p> <p>Job description should contain educational qualification, required past experience and job responsibilities as well.</p>	Please refer Annexure - I at the end of the document
20	Page 29, Note	<p>Please attach resumes for each of the above categories to illustrate the competency and experience as follows:</p> <p>Managing Consultant - Resume of 3 resources Principal Consultant - Resume of 5 resources Senior Consultant - Resume of 8 resources Consultant - Resume of 10 resources</p>	<p>Please clarify, whether we have to submit the CV's of all experts we provide or only one in each category.</p> <p>We just want to confirm that do we have to submit all CVs against each position at the bidding stage or not.</p> <p>If bidder has to submit CVs then we request you to kindly ask only for Top 02 Positions i.e. Managing Consultant and Principal Consultant.</p>	<p>Managing Consultant - Resume of 3 resources Principal Consultant - Resume of 5 resources Senior Consultant - Resume of 8 resources Consultant - Resume of 10 resources</p>



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21	<p>Page 11, Clause 5.1.2 and Clause 5.1.4</p>	<p>The Company/Agency should be operating in the field of providing Consultancy Services involving consultancy services from the last ten financial years.</p> <p>The bidder should have at least two engagements of minimum value Rs.5 Crore each during the last 10 Years for Central Government or State Government or its agencies. Only completed works shall be considered</p>	<p>As per Manual for Procurement of Consultancy & Other Services, 2022, Govt of India, Ministry of Finance, For Pre-qualification evaluation,</p> <p>1. 50% weightage should be given to “Past experience of studies of similar nature”. In the current RFP, no criteria are mentioned for any experience of similar projects. Without this clause, companies without Port, Shipping, Maritime experience would also qualify the Pre qualification criteria, which is required to meet the objective of this tender.</p> <p>2. 25% of weightage should be given to “General profile of qualification, experience and number of key staff (not individual CVs)”. Without these clauses, companies without Port, Shipping, Maritime experience and relevant personnel would also qualify the Pre-qualification criteria, which are required to meet the objective of this tender. Request you consider revising the Technical qualification criteria</p>	<p>As regards to experience requirement, please refer Annexure - I at the end of the document.</p> <p>All other tender conditions to prevails</p>
22	<p>Pages 12-13 Clauses 5.2.1 5.2.2 5.2.3 5.2.4</p>	<p>Technical Bid Qualification evaluation criteria</p>	<p>As per Manual for Procurement of Consultancy & Other Services, 2022, Govt of India, Ministry of Finance, For Technical evaluation criteria, 30-60% weightage should be given to “Qualification and relevant experience of Key Staff”. No such criteria is currently mentioned in the current Tender. Request you consider revising the Technical qualification criteria.</p>	<p>As regards to experience requirement, please refer Annexure - I at the end of the document.</p> <p>All other tender conditions to prevails</p>
23	<p>Pages 4-7</p>	<p>Scope of Work</p>	<p>Scope of work involves Consulting as well as Engineering related work. Firms specializing in Engineering would not be able to perform Consulting assignment to meet the objective of the Tender. Similarly, Consulting firms would not be able to perform Engineering related scope. Scope should be divided between Consulting and Engineering related services and a separate Tender for each should be released</p>	<p>Tender conditions to prevail</p>
24	<p>Page 32, Notes</p>	<p>The first five ranked bidders with the combined Technical and Financial scores will be considered for empanelment. These four bidders will have to match the lowest rate quoted by any of</p>	<p>The selection of empanelment should be based only on Technical evaluation to meet the objective of the scope. IPA could keep the Man month rate pre-defined. For example, IPA could fix the man-month rate as per NICS! empanelment rates or any other Central Govt empanelment agency rates for the all the selected bidders through Technical evaluation.</p>	<p>Tender conditions to prevail</p>



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		these four bidders for an individual key personnel		
25	Page 28	<p>THE PRESENTATION SHOULD DEMONSTRATE COMPETENCE AND EXPERIENCE WITH PROOF FOR THE SERVICES PROPOSED AND THE PAST EXPERIENCE IN SUPPORT OF EVALUATION. PRESENT OF THE HIGHLIGHTS OF NO MORE THAN THREE (3) PROJECTS SUBMITTED FOR EVALUATION INCLUDING GOVERNMENT SECTOR EXPERIENCE, INCLUDING STAFF STRENGTH, COMMERCIAL INFORMATION (where applicable), SERVICE DELIVERY APPROACH, LOCAL OFFICE INFORMATION, etc. SHOULD BE SPECIFIED. Note: All of the above projects should be from the project references submitted in their proposal and should not exceed 20 slides. The bidder shall be invited.</p>	<p>We would request if bidders are allowed to highlight the similar experience /services proposed in the ToR undertaken by the firm in any other infrastructure sector. We suggest the overall bidders competence shall be evaluated at the empanelment stage. Hence we request to modify the criteria as mentioned below: <i>“The presentation should demonstrate competence and experience with the proof for the services proposed and the past experience in support of evaluation. The presentation should demonstrate competence and similar experience being undertaken by bidder across different sector. Present and highlights projects / sector to establish the capability and strength of the bidder to deliver the proposed scope of services. The bidder can highlight experience with government sector including staff strength, commercial information (where applicable), service delivery approach, local office information, etc.</i> Note: Presentation should not exceed 20 slides.</p>	<p>Please refer Annexure - II at the end of the document</p>



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ANNEXURE – I

The tender aims at empanelling consultants/agencies for the Major Ports for providing consulting services for which a sample list of projects is indicated in the scope of work.

The personnel engaged for the assignment(s) should have prior experience of providing consultancy support in the field of Logistics/ Industrial Infrastructure/ Ports/Infrastructure and Regional Planning and other similar domains for Government or Private Sector client. Experience requirements for each category of key resources shall be as follows:

S.No	Key Resource Category	Educational Qualification	Minimum Years of Experience	Experience in Projects Listed at Scope Work
1	Managing Consultant	BE/B-Tech/ Post Graduate with at least 60% marks with MBA/PGDM	15 Years	At least 5 projects listed in the sample scope of work
2	Principal Consultant	BE/B-Tech/ Post Graduate with at least 60% marks with MBA/PGDM	10 Years	At least 4 projects listed in the sample scope of work
3	Senior Consultant	BE/B-Tech/ Post Graduate with at least 60% marks with MBA/PGDM	6 Years	At least 3 projects listed in the sample scope of work
4	Consultant	BE/B-Tech/ Post Graduate with at least 60% marks with MBA/PGDM	3 Years	At least 2 projects listed in the sample scope of work



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ANNEXURE – II

The evaluation of the presentations shall be carried out on the following parameters:

Evaluation of the firm/agency:

- Domain Experience (Logistics/ Industrial Infrastructure/ Ports/Infrastructure and Regional Planning and other similar domains)
- Consulting Experience
- IT Consulting Expertise
- Government Project Experience
- Value of Projects Handled
- No: of Resources Available

Evaluation of Presentation

- Structure
- Content
- Methodology and Case Studies