

PRE--BID MEETING FOR Limited e-RFP for the Engagement of Project Management Consultant (PMC)

through Zoom 22.07.2020

IPA/PGAV/PMC/2020

S.No	Clause Description	Details of Item per Tender Requirement	Query/ Suggestion	Clarifications
Name of Firm: Bureau of Research on Industry & Economic Fundamentals (BRIEF)				
1	General		Wanted to clarify whether we have to submit the proposal (technical) through online portal or hard copy to IPA office or both. Financial proposal has to be submitted only through online portal? Kindly confirm on the submission mode.	Both technical and financial proposal to be submitted online on CPP portal. Additionally, ONLY Technical proposal to be submitted in hard copy at IPA office.
2	General		The financial proposal format asks for lumpsum amount for scope of service and lumpsum amount for expenses like travel, etc. in the same format it is written that ' Payment towards expenses of Travel, Boarding and Lodging, etc will be paid on actual on receipt of Tickets, Boarding pass, vouchers etc. on quarterly basis at the end of each quarter '. Kindly clarify on this.	Lump sum amount quoted for expenses will be used as upper limit for payment towards expenses like travelling, etc. However, payments will be reimburse only after submitting the bills for the expenses on actual.
Name of Firm: M/s AT Kearney Ltd.				
1	Page 21	Section 2 Part I: Objectives and Scope of Services 1. Objective of the assignment The objective of this Limited eRFP is to engage Project Management Consultant (PMC) focusing on Ease of Doing Business, Digitization and Land Portal as the key functions which requires an additional resources to manage and	Please clarify if the initiatives in the three areas of Ease of Doing business, Digitization and Land Portal are already identified by IPA or will need to be identified by the consultant during the course of the PMC engagement period	The initiatives are already identified under various strands. In due course the consultant may suggest some new initiatives or modifications to the existing ones based on the experience of the selected consultant.

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		monitor for effective implementation and output from these focus areas		
2	Page 26	Part II: TOR related information 4. Evaluation of Proposals The bidders' proposals in the bid document shall be evaluated as per the requirements specified in the eRFP and adopting the qualification criteria spelt out in this eRFP. The Bidders are required to submit all required documentation in support of the qualification criteria specified in RFP. IPA may constitute a Committee to monitor the progress/completion of assignment.	Please indicate the section / clause in the eRFP which has the qualification specified. From our understanding, only the pre-qualification criteria has been mentioned on pages 26 – 28 of the RfP in Part II: TOR related information 6. Pre-qualification criteria (PQC) May we request further clarity on what is meant by “adopting” the qualification criteria	Please refer to clause 6 at page 26 & 27
3.	Page 27	Part II: TOR related information 6. Prequalification criteria (PQC) PQ2 PQ2: Experience of the firm relevant to the engagement Consulting organization must have experience of working in the port ecosystem domain with an experience of successfully undertaken projects involving relevant domains at the major ports. Minimum three projects in the ‘port ecosystem’ and ‘ease of doing business’ domain with Project cost of over INR 50 Lakhs must have been undertaken in the last five financial years (2015 -16 onwards).	We believe that global experience beyond experience at the major ports as defined in the RfP will also be relevant in order to meet the objectives of this strategic engagement. Therefore, we request for relaxation of the pre - qualification criteria beyond the major ports to include similar sized ports globally as well Proposed Revised Clause : Consulting organization must have experience of working in the port ecosystem domain with an experience of successfully undertaken projects involving relevant domains at the major ports or ports of comparable size globally Minimum three projects in the ‘port ecosystem’ and ‘ease of	In addition to the major ports, experience in the minor ports in India will also be considered.

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		Contract/LoA/appointme nt letter and Project completion certificate/Auditor’s certificate certifying receipt of full payment to be furnished as documentary proof	doing business’ domain with Project cost of over INR 50 Lakhs must have been undertaken in the last five financial years (2015 -16 onwards). Contract/LoA/appointme nt letter and Project completion certificate/Auditor’s certificate certifying receipt of full payment to be furnished as documentary proof	
4.	Page 27	<p>Part II: TOR related information 6. Pre - qualification criteria (PQC) PQ 3</p> <p>PQ3: Strategy experience • Expertise in working on the infrastructure gap analysis and infrastructure reforms at the major ports will be required.</p> <ul style="list-style-type: none"> • Expertise of working on Government of India’s different initiatives in the logistics and port ecosystem domain. • The consultant should showcase the expertise by giving the details of the relevant projects undertaken in the last five years in the Port ecosystem and ease of doing business domain • Preference will be given to the consultants who have worked on the digitization of EXIM procedures, digital platforms such as Port Community System (PCS), PCS 1x etc. • At least one team member of the core team based in Delhi should have global 	<p>We believe that global experience beyond experience at the major ports as defined in the RfP will also be relevant in order to meet the objectives of this strategic engagement. Therefore, we request for relaxation of the pre - qualification criteria beyond the major ports to include similar sized ports globally as well In addition, the number of proj ects required for PQ3 is not mentioned, request for clarification Proposed Revised Clause :</p> <ul style="list-style-type: none"> • Expertise in working on the infrastructure gap analysis and infrastructure reforms at the major ports or ports of comparable size globally will be required. • Expertise of working on Government of India’s different initiatives in the logistics and port ecosystem domain. • The consultant should showcase the expertise by giving the details of the relevant projects undertaken in the last five years in the Port ecosystem and ease of doing business domain • Preference will be given to the consultants who have worked 	<p>This is the expertise that is expected out of the team that is identified for the project. Given the nature of the work, It is expected that the team to have certain expertise which have been highlighted in the clause.</p> <p>Experience of working in Major ports as well as minor ports will be considered.</p>

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		experience of working in trade facilitation and port ecosystem domain.	on the digitization of EXIM procedures, digital platforms such as Port Community System (PCS), PCS 1x etc. • At least one team member of the core team based in Delhi should have global experience of working in trade facilitation and port ecosystem domain.	
5.	Page 28	Bidders who meet all the above PQC's shall only be considered for price bid evaluation.	PQ3 does not clearly specify the minimum number of projects to meet the pre - qualification criteria, request for clarification as mentioned in point #4 above	The consultant should highlight the maximum experience in these projects through the CVs. Experience in the mentioned domain is key to the qualification criteria.
6.	Page 28	7. Self Certified Documentary Evidence to be submitted in support of Eligibility with Technical Proposal vi) A Certificate regarding non - disclosure/sharing of confidential information with third parties.	May we request a standard format of non - disclosure to be shared as it is a critical legal document	Refer to section 3 at page 37. Clause remain unchanged
7.	Page 30	8. Proposal Submission I. Technical proposal content Technical Proposal must be a complete document and should be bound as a volume. The documents should be page numbered and duly signed by Authorized Representative who has the capacity to	Since this is an online submission, we request omission of the requirement of binding the technical proposal as a volume. Further we request for digital signatures to be allowed for the online submission	Hard copy of technical proposal to be submitted at IPA office.

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		sign along with Authorization Letter		
8.		10. Evaluation of Proposal Bidders who meet all the PQC's as per clause 6 and team composition shall only be considered for price bid evaluation.	PQ3 does not clearly specify the minimum number of projects to meet the pre - qualification criteria, request for clarification as mentioned in point #4 above Further, please clarify if price bid evaluation is to be awarded to the lowest bidder which has met PQC's as per clause 6 and team composition. We request for QCBS to be used for evaluation of the technical and financial proposal as earlier.	Clause remain unchanged
<u>Name of Firm: Ernst & Young LLP</u>				
1.			What is the selection criteria? We suggest 80-20, since this is a prestigious project and technical competency is extremely important. Moreover, the bidders should have an incentive to propose a more meticulous approach and stronger, including international experts, and larger team.	Clause remain unchanged
2.			Only three resources on fulltime basis is highly insufficient to execute this scope of work. The Project Lead can be 50% deputed	Clause remain unchanged

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			on this project, while the two core team members should be working fulltime from IPA office in Delhi. There are multiple govt and private stakeholders with which at least one person's total effort will get consumed. Another person is required for secondary research, documentation and project management. Further, at least one team member should be deputed fulltime at each of the port locations.	
3.			In addition to the fulltime resources, additional part-time experts should be required for areas like media & communication, investment planning, promotion, tracking and grounding, and technology	IPA has its own in-house media committee. The selected consultant will interact with the media team in due course.
4.			An important part of such project is Change management and Capacity building. Please include the same in the scope and team requirement.	Clause remain unchanged
5.			What are the technical evaluation parameters? This should include marks on proportionately higher turnover, relevant	No parameter defined. Clause remain unchanged

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			credentials and team.	
6.			Will the out of pocket expenses be included in the evaluation or excluded?	Yes, it will be included in the evaluation of proposal
7.			Is there an expectation to design, develop, operate and maintain a technology tool or dashboards?	There is a separate IT team deputed by IPA which works on the IT development, design, etc. The selected consultant is not expected to develop and design IT platforms.
8.			The initial period of the engagement should be at least 2 years, not 1, because the onground study, process reengineering exercise, seeking stakeholder inputs, getting internal approvals and helping implement the recommendations takes a long time.	We want to initiate this exercise with a 1 year program and decide on extension based on the feedback.
9.			The extension after 2 years should be at an annual increment of 10% in the consulting fee.	Clause remain unchanged
10.			Is there a platform where all consultants hired by CBIC and respective ports collaborate?	There will be interaction between various stakeholders including CBIC as well as other important stakeholders in the port ecosystem like CONCOR, terminals, CFS, etc.

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11.	2. Duration of the Project	The duration of the initial contract shall be 1 year (12 months) from the time of issuing the letter of award to the selected PMC. The overall duration of the project may be extended upto three years by IPA with mutual discussion and agreement on the same terms and conditions.	It is requested that in the current RFP, IPA should clearly define the annual percentage increase in the contract price in case the contract is extended for up to 3 years	Clause remain unchanged
12.	II. Financial Proposal Content	The lump sum quote should be inclusive of all expenses which consultant may incur while executing the assignment including Travel, Boarding & Lodging as required and the Taxes shall be provided separately as per Form FP - 2. The reimbursement of expenses shall be made on actual expenditure after submitting the tickets Boarding Pass etc. However, consultant shall ensure that wherever possible meetings shall be arranged through Video Conference (VC).	It is requested that Expense of Travel, Boarding & Lodging should not be part of Financial proposal. IPA should pay the Expenses on actuals separately.	Clause remain unchanged
13.	10. Evaluation of Proposal		It is requested that Evaluation criteria should be Quality and Cost Based Selection(QCBS)	Clause remain unchanged
14.	Team Composition for PMC:		Considering the Scope of work defined in the RFP, we feel that Project team of 3	Clause remain unchanged

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			resources is not sufficient. IPA is requested to consider increasing the number of resources in the Project team.	
Name of Firm: Deloitte Touche Tohmatsu India LLP (DTTILLP)				
1.	Page No. 17 Clause 13.2,	The authorization shall be in the form of a written power of attorney accompanying the proposal or in any other form demonstrating that the representative has been duly authorized to sign	We request a Board resolution in favour of the authorized signatory may also be considered on par with Power of Attorney	Accepted. Please refer to Addendum - I
2.	Page No. 23 Section 2 TOR, 3.3	3.3 The consultant shall ensure timely completion of the milestones mentioned above. There shall be a penalty @ 0.5% of the contract value for delay of each week or part thereof subject to a maximum of 10% of contract value in non-achieving the milestones of work order unless such delay is duly approved by IPA. In case of non-submission of final report by the prescribed date the consultant has to refund the entire amount released by IPA together with a penal rate of interest @15%.	Given the nature of work provided which requires continuous support and external outreach, this clause is not relevant or possible to administered. We request that the same may be removed or amended suitably.	Clause remain unchanged
3.	Page No. 26/27, Part II, 6. Pre-	Experience of the firm relevant to the	1. Ease of Doing Business and Trade	Clause remain unchanged

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	Qualification Criteria (PQC)	<p>engagement Consulting organization must have experience of working in the port ecosystem domain with an experience of successfully undertaken projects involving relevant domains at the major ports. Minimum three projects in the ‘port ecosystem’ and ‘ease of doing business’ domain with Project cost of over INR 50 Lakhs must have been undertaken in the last five financial years (2015-16 onwards). Contract/LoA/appointment letter and Project completion certificate/Auditor’s certificate certifying receipt of full payment to be furnished as documentary proof.</p>	<p>Facilitation studies extend beyond port eco-system and such studies are typically commissioned at State or Sector level. We understand that such sector or state level studies, where bidder has undertaken work related to Ease of Doing Business and Trade Facilitation and other relevant domain shall be considered.</p> <p>2. Many Ease of Doing business studies are long term studies which are taken over multiple years. We request that on-going studies, where the fee received in more than INR 50 Lakhs may be considered. Accordingly, the clause may be revised as below: Minimum three projects in the ‘port ecosystem’ and/or ‘ease of doing business’ domain with Project cost of over INR 50 Lakhs must have been undertaken in the last five financial years (2015-16 onwards). Contract/LoA/appointment letter and Project completion certificate/Auditor’s certificate certifying receipt of over INR 50 lakhs full payment to be furnished as documentary proof.</p>	
4.	Page No. 26/27, Part II, 6. Pre-	*Relevant Assignment is defined as Trade facilitation, ease of doing business	Engagement where planning for Trade facilitation, ease of doing business in	Clause remain unchanged

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	Qualification Criteria (PQC)	in port/maritime ecosystem and EXIM procedures through maritime trade excluding Preparation of DPRs, IT implementation, Forensic/ Internal Audit/ Risk Assessment and Transaction/M&A engagements. IPA reserves the right to validate the credentials.	port/maritime ecosystem and EXIM procedures through maritime trade is integral part of the scope, followed by Transaction or IT implementation may be considered.	
5.	Page no. 31, Part II, 10. Evaluation of Proposal	The consultant is expected to appoint three resources on full-time basis with provision of having two resources stationed at IPA from core team.	<p>We understand that the core-team shall be full time stationed at IPA. Please specify the number, qualification and experience requirement for full-time professional for the bidders to assess the input required.</p> <p>Given the scope of work extends to varied themes such as Ease of doing business, Land monetization, PCS implementation, investment promotion, capacity building – core team may not be able to undertake all the tasks adequately across the themes.</p> <p>We suggest a detailed teaming requirement may be provided by IPA across various themes.</p>	<p>Please refer clause 10 at page 31</p> <p>Clause remain unchanged</p>
6.	Page no. 31, Part II, 10. Evaluation of Proposal	The core team should be qualified in line with the following minimum criteria.	We understand that “port ecosystem” shall include experience related to trade &	Clause remain unchanged

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		<p>a) Project Lead:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Minimum experience of 15 years with at least ten years' experience working on international trade and logistics. <input type="checkbox"/> Must have been involved in at least 5 projects as a lead in the port ecosystem, trade facilitation, and ease of doing business domain. <input type="checkbox"/> Must have been involved as project lead in the projects of different government departments in the port ecosystem, trade facilitation, ease of doing business domain. <input type="checkbox"/> Any policy related outreach in the form of newspaper articles, journal articles, reports, member of relevant government committee, etc in the port ecosystem, ease of doing business domain will be an added advantage. <p>b) Project Team:</p> <ul style="list-style-type: none"> • Minimum experience 5 years experience working on international trade and logistics domain. 	<p>logistics, railways, ports, and other activities related trade at ports.</p>	

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		<ul style="list-style-type: none"> Must have been involved in at least 3 projects in the port ecosystem, trade facilitation, and ease of doing business domain 		
7.	Page No. 32, Part II, 12. Payment terms	<p>12. Payment Terms</p> <p>The consultant shall be eligible to receive the payment on a retainership (monthly) basis.</p> <p>Monthly Retainership fee will be payable every quarter and will include quoted fee in the financial proposal and fees for additional inputs of the resource pool if any on the basis of their actual contribution in man days as approved by the employer. If the employer has removed any role(s) of Key Personnel, from the list mentioned in this RFP Document, then the Monthly retainership fee will be calculated as per the revised list of personnel and based on the rates quoted by the consultant.</p>	<p>We understand that the OPEs including lodging, boarding and travel expense related to outreach, supporting IPA in representations and incidental to services provided to IPA (except domestic travel and boarding in Delhi/NCR) shall be paid as per actuals.</p> <p>The form FP-2 requires bidder to submit lumpsum fee proposal, while the referred clause mentions time based payment. Please clarify the basis of financial proposal.</p>	<p>Lump sum amount quoted for expenses will be used as upper limit for payment towards expenses like travelling, etc. However, payments will be reimburse only after submitting the bills for the expenses on actual.</p>
8.		Technical evaluation	<p>Technical evaluation of the bid especially in terms of parameters and corresponding scores allotted is not specified in the RFP. Requesting you to provide the same.</p>	<p>Clause remain unchanged</p>
<u>Name of Firm: KPMG Advisory Services Private Ltd</u>				

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1.	PQ3, Page No. 27/28	Preference will be given to the consultants who have worked on the digitization of EXIM procedures, digital platforms such as Port Community System (PCS), PCS 1x etc	<p>Considering the type of assignment, prior experience of working with the stakeholders would be highly beneficial.</p> <p>Preference will be given to the consultants who have worked on the digitization of EXIM procedures, digital platforms such as Port Community System (PCS), PCS 1x, <u>experience of digital / technology related engagements in the port ecosystem</u> etc</p> <p><u>Preference should be given for TFA implementation projects</u></p>	Clause remain unchanged
2.	No. 10, Page 31	Technical evaluation	<p>Request you to consider making the evaluation on the basis of 70:30 QCBS.</p> <p>Also, please elaborate the technical evaluation criterion. The evaluation can be done on the basis of the following:</p> <p>Experience of similar assignments – 30 Marks</p> <p>Financial turnover - 10 Marks</p> <p>Team Leader (More than 15 years of</p>	Clause remain unchanged

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			experience in port / maritime sector) – 20 Marks Digital / technology expert - 20 Marks Port / Maritime expert (10-15 years of experience in ports and maritime sector and working with port stakeholders) 10 Marks Trade facilitation expert (10-15 years of experience in trade facilitation engagements) - 10 Marks.	
3.	Section – 2, Part – I, Cl 3.3	The consultant shall <u>ensure timely completion</u> of the milestones mentioned above. There shall be a penalty @ 0.5% of the contract value for delay of each week or part thereof subject to a maximum of 10% of contract value in non-achieving the milestones of work order unless such delay is duly approved by IPA. <u>In case of non-submission of final report by the prescribed date the consultant has to refund the entire amount released by IPA together with a penal rate of interest @15%.</u>	We request you to please specify the timelines, currently no timelines have been specified in the RFP. Also, we request you to remove the last line of the LD clause.	please refer key deliverables and time frame under clause 3
4.	12.1 EMD		Please allow online payment of EMD through e-procurement portal also.	Payment of EMD can be done thru RTGS. Please

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				refer clause 12.1(i) Clause remain unchanged
5.	Submission due date Page no. 3	Receipt of offers on or before 3.00 pm (1500 Hrs) on 10/08/2020	Request you to extend the due date for submission and provide 3 week time, after uploading the replies to queries.	Please refer to the addendum-I
Name of Firm: Price Water House Coopers Pvt. Ltd.				
1.	Section 1	14. Proposal Evaluation 14.4 The selection committee shall evaluate the Technical Proposal on the basis of their responsiveness to the Terms of Reference and by applying the evaluation criteria specified in Section 2. 14.5 Financial proposal of only those firms who are technically qualified shall be opened on the date & time specified by the employer in the presence of the consultants' representatives who choose to attend.	The RFP details out the pre-qualification criteria and other eligibility criteria for Technical Proposal. Further, it also mentions the evaluation of the bid will be based on technical and financial proposal. It will be helpful, if the weightages for evaluation of the Technical and Financial bid is mentioned in the RFP as 80:20. Further, request you to also allot score/weightage for the presentation of the technical bid	Clause remain unchanged
2.	Section 2	1. Objective of Assignment Terms of Reference 5. Managing the land portal cell at IPA and take steps in attracting investments in the land portal. 6. Monitor allotment of land to different	Consultants will support the activities undertaken by IPA for attracting investments and will not be directly involved in marketing activities. Request to amend the ToR as below Managing the land portal cell at IPA and support in activities carried out by IPA in attracting investments in the land portal.	Clause remain unchanged

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		industries and also help in marketing the port land to potential investors	Monitor allotment of land to different industries and support in activities carried out by IPA in marketing the port land to potential investors.	
3.	Section 2	3. Key Deliverables and time frame In case of non-submission of final report by the prescribed date the consultant has to refund the entire amount released by IPA together with a penal rate of interest @15%.	Due to current pandemic situation, there can be travel restrictions which may result in unavailability of officers/ stakeholders, which may impact the consultants deliverable. Request you to please re-consider this clause	Clause remain unchanged
4.	Section 2	7. Self-Certified Documentary Evidence to be submitted in support of Eligibility with Technical Proposal i.Copy of Contract/work orders along with completion certificate indicating the details of previous assignment completed, client, value of assignment/proportionate value in use of projects/ assignment in process date and year of award	In many engagements, especially with Multilateral and Government clients, completion certificates are not issued to the consultants. We request to consider self-declarations of completion from partners, along with other project documents (e.g. work order) in such cases.	Statutory auditor Certificate for receipt of full payment w.r.t project along with self-certified by MD may be submitted.
5.	Section 2	10. Evaluation of Proposal Team Composition for PMC: The consultant is expected to appoint three resources on full-time basis with provision of having two resources stationed at IPA from core team. Apart	Please specify the evaluation criteria and weightages for each of the profiles.	Please refer to Clause 6 at Page 26.

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		from these, the program has to be supported by the organizational expertise and other relevant team members		
6.	Section 2 Point 3.3 Part I	In case of non-submission of final report by the prescribed date the consultant has to refund the entire amount released by IPA together with a penal rate of interest @15%.	This clause may be removed. Delay in account of unavailability of officers/stakeholders due to various reasons like travel restrictions etc should not impact the Consultants	Clause remain unchanged
7.	Part II : Section 12	Monthly Retainership fee will be payable every quarter and will include quoted fee in the financial proposal and fees for additional inputs of the resource pool if any on the basis of their actual contribution in man days as approved by the employer	Kindly clarify what is meant by "fees for additional inputs of the resource pool". Further, the commercial bid requires fee to be quoted port wise. However, the RFP requires 3 people (1 Team Lead and 2 Team Members) to be deployed. Kindly clarify the meaning of payment on "man days" and how will this be derived from the per port cost. Also, Form FP-2 mentions the payment will be made on successful completion of milestone(s) which is again in contradiction to the man days payment being referred here.	Please refer Form FP-2
8.	Section 3 Form TP 4	Organization and Staffing: The consultant should propose and justify the structure and composition of your team. You should list the main disciplines of the Assignment/job, the key expert responsible, and proposed technical and support staff	It is assumed that this is only for the 3 people to be deployed on the project. Request you to clearly specify the size of PMC team with break up across the profiles so that there is parity in effort estimation of all the bidders.	Please refer Clause 10. at Page 31