

Queries for Selection of Consultant for “Development Support Services for States (DSSS) for Infrastructure Projects From all the Prospective Applicants”

Sl.	Reference	Provision	Clarification sought/Suggestion	NITI Comments
1.	Reference: Page 8 Section 3: Payment Schedule and Deliverables	<p>Phase I: Deliverable 4 - Final Report on shortlisting of infrastructure projects for subsequent phases (around 10-12 projects)</p> <p>Phase II: Deliverable 1 - Submission of Draft high level project concept and techno-economic prefeasibility report for the shortlisted projects (up to 10 projects)</p>	We would like to highlight that it has been specified in the RfP that the Consultants would be required to shortlist projects during Phase I of the project. In the scope of work, the RfP specifies shortlisting up to 10 projects. However, the deliverables specifies shortlisting 10-12 projects. We request you to please clarify the exact number of projects that are required to be shortlisted as the payments for Phase III are on project basis.	No change contemplated
2.	Page 68	Phase I: Shortlist projects (up to 10 across various states) and define & formalize the contours of engagement between NITI Aayog and States.		
3.	Reference: Page 9 Section 3: Payment Schedule and Deliverables	<p>Phase III – Deliverable 15: Acceptance of final DPR (submitted by the selected Technical Consultant) by the concerned State Governments.</p> <p>Payment: 5% of the amount for Phase III</p>	<p>You would appreciate that Consultants selected for this opportunity would have no role in submission and acceptance of Technical Consultant's report during Phase III of the engagement. Keeping this in view, we request you to please club the 5% payment of Deliverable 15 with Deliverable 14.</p> <p>Accordingly 15% of the amount for Phase III is proposed to be released in Deliverable 14: Selection and approval of Technical Consultants (after completion of Bid process for selection) for preparation of DPR by the concerned State Governments.</p>	No change contemplated
4.	Reference: Page 13 Section 6: Eligibility of Applicants	Clause 6.8: An Applicant shall submit its Proposal either individually or as a JV/Consortium. However, it may as part of its Proposal specify specialty sub-	The RfP defines the Sub-consultant" as any entity to which the Consultants subcontract any part of the Services in accordance with the provisions of this contract. Keeping this in view, we would like you to	Refer to Addendum point 12.

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		consultants ("Sub-consultants") provided however that the compensation for the sub consultant(s) shall not exceed 30% of the value of the contract (as defined in the Standard Form of Contract of this RFQ-cum-RFP) at any time. Sub-consultant(s) envisaged to deliver the scope of work must be listed in the Proposal with their role(s) and responsibility clearly noted in the organization chart.	clarify whether the capping of 30% for compensation of sub-consultants also includes independent individual experts hired by the consultants in various domains of specialization.	
5.	Reference: Page 13 Section 6: Eligibility of Applicants	Clause 6.9: Number of members in a consortium shall not exceed 2 (two);	Considering the breadth of the expertise required and in order to propose the most qualified team to NITI Aayog, it is requested that the number of consortium member may be increased to 3.	No change contemplated
6.	Reference: Page 14 Section 6: Eligibility of Applicants	Clause 6.10: Submission of Progress Reports: The Consultant shall submit a monthly progress report and detailed time sheets in agreed formats to the Client and the concerned State Governments. The monthly progress report must include as a minimum (a) general description of the work performed in the preceding month (b) work plan for the next month and quarter (c) key issues and challenges facing the Assignment with action items (who, when, what) listed and (d) issues that need Client's or the State Government's attention and action.	We understand that payment for above captioned opportunity would be based on the submission of deliverables. We would like to seek clarity on whether there would be any payments linked to submission of MPR or these submissions are more from a project review perspective. Also these MPR are required to be submitted to the concerned State Governments. At the beginning of the project, the Consultants would be working with various state governments to identify potential opportunities. We would also like to seek clarity on whether the MPR would be submitted to all of these governments or selective governments and on what basis?	No change contemplated
7.	Reference: Page 14 Section 7: Preparation of Proposals	Clause 6.9: The Key Personnel must be permanent and full time employee(s) of the firm.	Query 1: You would appreciate that some well qualified and knowledgeable sector experts are working as independent experts in the industry. Requirement of permanent and full time employees	No change contemplated.

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			<p>of the firm for key positions/core team would limit the possible options of well qualified and seasoned professionals. Keeping this in view, we request you to please relax the requirement of permanent and full time employee(s) of the firm for Key personnel.</p> <p>Query 2: Tender document mention that the key personnel must be permanent and full time employee(s) of the firm.</p> <p>In the interest of the project, We request you to consider the following changes in the existing clause:</p> <p>“Consultant can associate an expert for proposed key positions. However, the Consultant’s firm shall take the responsibility of any liability on behalf of such experts”.</p> <p>Query 3: We request you to kindly also consider individual consultants as Key Personnel. The delivery responsibility anyways lies with the firm.</p>	
8.	Pg. no 14 & Pg. No. 33 Annexure 2 – Team Composition		<p>Query 1: Our understanding is that the Project Director will have to be deployed full time at the client site. Is this understanding correct?</p> <p>Based on our experience, similar engagement typically utilize around 6-8 man days / month of such experts. The role of project director is typically that of a supervisor and may not necessarily be needed to have full-time deployment at client premises. Operations of such engagements are typically managed by the Project Manager who is the full-time deployed resource with his/her project team. We suggest that the Team Leader’s input be benchmarked with a threshold of 6-8 man days / month in order to attract financially competitive bids.</p> <p>Query 2: We understand that the entire professional / core team shall be required to be made available in all the phases of the said project, for a full time</p>	Refer to Addendum point 13.

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	Annexure 2, Page 32, Team Composition		<p>deployment. Kindly confirm.</p> <p>Query 3: It is mentioned that consultant shall ensure that core team is deployed on an exclusive basis in order to ensure the required coordination with Authority and the concerned State Governments. The total time period for the assignment is 35 months (5 + 6 + 24).</p> <p>Please clarify whether the consultants need to propose 5 member core team on full time basis for 35 months (implying total inputs of 175 person month – 35 months * 5 experts).</p>	
9.	Reference : Page 33 Key Personnel/Core Team	Experience Required for Project Director/Team Leader: Minimum 20 years of professional experience in advisory/consulting	<p>Query 1: We would like to highlight that are only a few well-qualified experts in PPP transaction advisory, program management and policy advisory related domains with more than 20 years of experience. Keeping this in view, we request you relax this criteria as follows: Experience Required for Project Director/Team Leader: Minimum 15 years of professional experience in advisory/consulting.</p> <p>Also we understand that role of the Project Director would be to review the deliverables and timelines under the engagement, monitor the progress of the tasks and provide his expert inputs for successful execution of the engagement. Keeping this in view, we understand that Project Director may not be required to provide full time commitment to the engagement. We therefore request you to relax the requirement of full time involvement of Project Director in the engagement.</p> <p>Query 2: It is suggested that requirement for MBA/Master degree in Engineering with 20 years of experience for the Team Leader may limit the availability of suitable expert, especially</p>	<p>Refer to Addendum point 1.</p> <p>Refer to Addendum point 19.</p>

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			<p>international experts. The field of educational qualification may be widened to include planning professional (e.g. Masters in Transport Planning) also, who have relevant field experience and years of experience to be reduced to 15 years. This would bring forth a larger pool of professionals for selection by NITI Aayog.</p> <p>Query 3: Request if Minimum experience requirement can be reduced to 15 years instead of 20 years.</p> <p>15 year of experience provides sufficient time and holistic all round project experiences. Further, this is a minimum requirement and bidder is free to provide more senior personnel. Finally, in the rapidly growing Indian economy, the career progressions are rapid with senior responsibilities being placed on personnel in consulting organizations with 10 years+ experience. However, considering the complex and ambitious nature of this assignment, we suggest that the Team Leader be considered with 15 years' experience.</p>	
10.	Pg. No. 33 Annexure 2 – Team Composition, Key Professionals, S. No. 1: Project Director/Team Leader	“Experience of leading at least two Project Management Consulting assignments in Infrastructure Sector with Central or State Government agencies and with each project having a minimum total consultancy fee of Rs. 3 crore. Preference to be given to such experience in India”	<p>Query 1: We request you to kindly reduce the said amount of consultancy fee from Rs. 3 crore to 50 Lakhs.</p> <p>Query 2: Request if Minimum experience requirement can be reduced to 1 large PMU of value > INR 1 cr.</p> <p>Govt. projects are competitively bid and older projects may be of lower cost as well. Hence, the threshold limit may please be re-considered.</p> <p>Request if Minimum experience requirement can be reduced to “Demonstrated experience of leading at</p>	Refer to Addendum point 14

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	Section 2: Instructions to Applicants- Anexure-2: TEAM COMPOSITION: Minimum Required Experience Page 33 to 37	Minimum Experience requirement of all Key Personnel in core team sl no. 1 to 5	<p>least 3 assignments....”</p> <p>Large PMUs or large value assignments typically span multiple years. Further, project development life cycle may be between 2 to 5 years. Thus, the experience of the consulting firm may be considered for 10 years to provide an opportunity to present credentials of long running assignments and ongoing assignments.</p> <p>Query 3: Professionals may kindly be asked to submit experience. However requirement of number of assignments in Particular project experience may kindly be deleted. Instead the requirement as mentioned in resource pool experience may be given.</p> <p>The professions of required educational and years of experience may not have exact experience of particular type of project as mentioned in tender.</p>	<p>Refer to Addendum point 15</p> <p>No Change Contemplated</p>
11.	Page 33, S.no 2 Project manager	<p>Request if Minimum experience requirement can be reduced to 7 years instead of 10 years</p> <p>Request if Minimum experience requirement can be reduced to 2 projects instead of 3</p>	<p>7 year of experience provides sufficient time a holistic all round project experiences. Further, this is a minimum requirement and bidder is free to provide more senior personnel. Finally, in the rapidly growing Indian economy, the career progressions are rapid with project management responsibilities being placed on personnel in consulting organizations with 7 years+ experience. However, considering the complex and ambitious nature of this assignment, we suggest that the Project Manager be considered with 7 years' experience</p> <p>Large PMUs or large value assignments typically span multiple years. Further, project development life cycle may be between 2 to 5 years. Thus, the experience of the consulting firm may be considered for 10 years to provide an opportunity to present credentials of long running assignments and ongoing assignments.</p>	<p>Refer to Addendum point 16.</p> <p>Refer to Addendum point 17.</p>

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12.	Page 34 , S.no 5, Associates		<p>Query 1: How many associates are required? Are they considered a part of Key personnel? Will travel costs be reimbursed on actuals or on a billable basis? As it is a long duration assignment, hence travel and stay costs might change – request you to keep them outside the purview of biddable cost and reimburse on actual basis.</p> <p>Query 2: What is the minimum number of associate(s) that the client expects? We suggest that this position be evaluated for technical scoring with maximum 10 marks total with maximum number of associate(s). The number of associate(s) shall have a direct and significant impact on financial cost estimate (since these staff members shall form a part of full time deployed resources at client premises). An indicative minimum number of Associate(s) or minimum number of man days estimated for associate(s) should be provided by the client in order to develop a realistic financial quote.</p>	Please refer to clarification Note at the end of the table.
13.	Reference: Page 15 Section 7: Preparation of Proposal, Section 7.5 (i)	The Proposals must be properly signed by the partner holding the Power of Attorney in case of a partnership firm/limited liability partnership (A certified copy of the Power of Attorney shall accompany the Proposal).	We would like to highlight that the authorization document of the authorized signatory is in the form of the Board Resolution. Given this, could you please clarify if Power of Attorney is required to be accompanied with this document. We request you to accept the Board Resolution in lieu of the Power of Attorney.	No change contemplated
14.	Reference: Page 16 Section 7: Preparation of Proposal	Clause 7.10: A firm can bid for a project either as a sole consultant or in the form of joint venture with other consultant. Experience of sub-consultant will not be considered while evaluating the bid.	We would like to highlight that as the sub-consultants would also be involved in delivering the projects, experience relevant to their core domains should be evaluated as part of the RfP.	No change contemplated

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15.	Reference: Page 17 Section 7: Preparation of Proposals	Clause 7.12: (vii) Ongoing consulting assignments can be submitted with detail of progress supported by suitable documents.	We would like to bring to your notice that while we are undertaking ongoing projects, many times no progress reports are available for the same. In this case we request you to please allow submission of Notice of Award, Letter of Intent, or certificate issued by authorized signatory (whichever available) as a supporting proof for undertaking that project. As an alternative, copy of invoices could be submitted to show the progress of work.	Refer to Addendum point 2.
16.	Page 22, 9.4 (a), Minimum Qualification Criteria	It is mentioned that the lead company should have, directly or as a lead member of the consortium, undertaken at least two advisory assignments in India as Project Management Consultant providing multi-disciplinary advisory services in implementing Infrastructure projects with a minimum fee of Rs 3 crore.	<p>Query 1: The maximum consulting fees for transaction advisory for PPP projects in India is generally not more than Rs 1 crore. Further the transaction advisors for PPP projects have generally been appointed on a project to project basis and PMUs have not been established for providing transaction advisory services for multiple PPP projects in India. This is a new concept. Hence we request you to reduce this to say may be one experience of providing general PMU services at the Central Government/State/ULB level (International experience may not be considered for this). Further we request you to kindly reduce the eligibility criteria of minimum fee of Project Management Unit experience of Rs 3 crores to Rs 1 crore to ensure level playing field for all the bidders. The eligibility criteria of Rs 3 crores will restrict competition.</p> <p>Query 2: We appreciate your requirement for experience in large scale PMUs and therefore the minimum eligibility criteria. However, considering that the involvement of consultants in large scale PMUs do not necessarily result in higher fees, we request that the minimum fee for the project be reduced from Rs. 3 crores to Rs. 50 lacs and above and also the minimum number of project to one.</p>	Refer to Addendum point 3.

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			<p>Query 3: We request you to reduce the limit of minimum fee to Rs. One crore for eligible projects.</p> <p>Similar changes is suggested in clause 9.5.4.</p>	
17.	<u>Clause 9.5.4 (A1), Page 24, Technical Evaluation Criteria</u>	<p>Over the last five (5) years, the Applicant should have undertaken projects by establishing a Project Management Office (PMO)/Project Management Unit (PMU) for providing multi-disciplinary advisory services assisting the client in implementing Infrastructure Sector project(s)/programme(s) to a government, government agency, regulatory commission, tribunal, multilateral agencies, statutory authorities or public sector entity with a minimum fee of INR 3 crore for each project.</p>	<p>Query 1: Request this to be changed as below, since the experience of long duration projects is being assessed here, hence 5 years' time period would be too short to assess the same:</p> <p>Over the last Seven (7) years, the Applicant should have, directly or as a lead member of consortium, undertaken advisory assignments in India as Project Management Consultant providing multi-disciplinary advisory.</p>	Refer to Addendum point 18.
18.	Reference: Page 22, S.No (b) Section 9.4: Minimum Qualification Criteria	<p>Query 1: Criteria B: Over the last five (5) years, the Sole Applicant or any member of the Consortium should have provided advisory services to a government or a government agency in India within Infrastructure Sector related to:</p> <ol style="list-style-type: none"> i. At least three projects involving development of techno-commercial feasibility studies for project(s)/program(s) with a total assignment fee of at least Rs. 30 lakhs each; and ii. At least three projects involving project structuring, development of bid transaction documents and assistance in bid process management till financial closure for selection of private sector developers/concessionaires with a 	<p>Query 1: We would like to highlight that there are very few consulting engagements with contract value in excess of INR 1 crore for project structuring and bid process management and INR 30 lakhs for techno-commercial feasibility studies. Prescribing such a condition would be restrictive to competition and may not provide level playing field for fair competition, and thus INR 1 Cr. and INR 30 lakhs threshold may be lowered suitably from pre-qualification criteria. Also in the last five years, very less PPP projects in India have reached financial closure. We would request to waive the criteria of financial closure, instead include criteria for successful award of contract to private sector developers/concessionaires.</p> <p>Also we would request to please consider similar scope of work projects executed by the lead agency in countries outside India.</p>	<p>Refer to Addendum point 3.</p> <p>No Change Contemplated</p>

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		<p>total assignment fee of at least Rs. 1 crore each</p> <p>It may be noted that the same project can be claimed under (i) and (ii) above provided the scope of services and other qualification requirements as specified under this item are complied with.</p>	<p>We suggest to change the criteria as follows:</p> <p>Over the last five (5) years, the Sole Applicant or any member of the Consortium should have provided advisory services to a government or a government agency within Infrastructure Sector related to:</p> <p>i. At least three projects involving development of techno-commercial feasibility studies for project(s)/program(s) with a total assignment fee of at least Rs. 10 lakhs each; and</p> <p>i. At least three projects involving project structuring, development of bid transaction documents and assistance in bid process management for selection of private sector developers/concessionaires till successful award of contract to private sector developers/concessionaires with a total assignment fee of at least Rs. 20 lakhs each.</p> <p>Query 2: Generally, role of transaction advisor in a projects confined up to selection of concessionaire and therefore financial closure is beyond the scope of work. Hence, consultant would not be able to furnish any supporting document regarding the same.</p> <p>Therefore, we request you to remove the service of “financial closure” under the ambit of eligible projects category.</p> <p>Similar changes is suggested in clause 9.5.4.</p> <p>Query 3: We would like to make a request to kindly reduce the fee from 1crore to 10 lakhs.</p> <p>Query 4: It is requested that the clause on financial closure for PPP projects is removed as transaction advisors do not have control on this component of transaction and typically transaction</p>	<p>Refer to Clarification Note.</p> <p>Refer to Addendum point 3.</p> <p>Refer to Clarification Note.</p>

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			<p>advisory mandates does not include assistance for financial closure.</p> <p>Please consider international projects as well.</p> <p>Query 5: Request this to be changed as follows: Over the last Seven (7) years, the Sole Applicant or any member of the Consortium should have provided advisory services to a government or a government agency in India within Infrastructure Sector related to: i. At least three projects involving development of techno-commercial feasibility studies for project(s)/ programme(s) with a total assignment fee of at least Rs. 30 lakhs each; and ii. At least three projects involving project structuring, development of bid transaction documents and assistance in bid process management till financial closure for selection of private sector developers/ concessionaires with a total assignment fee of at least Rs. 50 lakhs each The reason for the above request is that usually transaction advisory services do not involve fee of such large sums, however, given that same projects are being considered for both the categories, it would be ideal to revise the fee limits as requested above.</p>	<p>No change contemplated.</p> <p>Refer to Addendum point 18.</p>
19.	Pg. (24) A1	Over the last five (5) years, the Applicant should have undertaken projects by establishing a Project Management Office (PMO)/Project Management Unit (PMU) for providing multi-disciplinary advisory services assisting the client in implementing Infrastructure Sector	<p>Query 1: It is our submission to you to kindly reduce the minimum fee from 3 crore to 50 lakhs</p> <p>Query 2: Request if minimum consulting fee can be reduced to INR 1 cr from INR 3 cr.</p> <p>It says "projects" but does not mention the number of projects needed for scoring maximum marks of 10.</p>	<p>Refer to Addendum point 4.</p> <p>Refer to Addendum point 4.</p> <p>RFP Provisions are clear.</p>

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		<p>project (s)/program me (s) to a government, government agency, regulatory commission, tribunal, multilateral agencies, statutory authorities or public sector entity with a minimum fee of INR 3 crore for each project.</p>	<p>Request if Experience over the last 10 years can be considered instead of 5</p>	<p>Refer to Addendum point 18.</p>
20.	<p>Reference: Page 24, S.no. A2 Technical Evaluation</p>	<p>Criteria A2 : Experience in Financial feasibility, Project Structuring and Bid Process management advisory for infrastructure projects</p> <p>Over the last five (5) years, the Sole Applicant or any member of the Consortium should have provided advisory services to a government or a government agency within Infrastructure Sector related to:</p> <ul style="list-style-type: none"> i. Projects involving development of techno-commercial feasibility studies for project(s)/program(s) with a total assignment fee of at least Rs. 30 lakh each; ii. Projects involving project structuring, development of bid transaction documents and assistance in bid process management till financial closure for selection of private sector developers/concessionaires with a total assignment fee of at least Rs. 1 crore each <p>It may be noted that the same project can be claimed under (i) and (ii) above</p>	<p>Query 1: We would like to highlight that there are very few consulting engagements with contract value in excess of INR 1 crore for project structuring and bid process management and INR 30 lakhs for techno-commercial feasibility studies. Prescribing such a condition would be restrictive to competition and may not provide level playing field for fair competition, and thus INR 1 Cr. and INR 30 lakhs threshold may be lowered suitably from technical evaluation criteria. Also in the last five years, very less PPP projects in India have reached financial closure. We would request to waive the criteria of financial closure, instead include criteria for successful award of contract to private sector developers/concessionaires.</p> <p>We suggest to change the criteria as follows:</p> <p>Over the last five (5) years, the Sole Applicant or any member of the Consortium should have provided advisory services to a government or a government agency within Infrastructure Sector related to:</p> <ul style="list-style-type: none"> i. Projects involving development of techno-commercial feasibility studies for project(s)/program(s) with a total assignment fee of at least Rs. 10 lakh each; 	<p>Refer to Addendum point 4.</p>

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		<p>provided the scope of services and other qualification requirements as specified under this item are complied with.</p>	<p>ii. Projects involving project structuring, development of bid transaction documents and assistance in bid process management for selection of private sector developers/concessionaires till successful award of contract to private sector developers/concessionaires with a total assignment fee of at least Rs. 20 lakh each.</p> <p>It may be noted that the same project can be claimed under (i) and (ii) above provided the scope of services and other qualification requirements as specified under this item are complied with.</p> <p>Query 2: It is our request to kindly reduce the assignment fee from 1 crore to 10 lakhs.</p> <p>Query 3: Request if Experience over the last 10 years can be considered instead of 5.</p> <p>Request if minimum consulting fee can be reduced to INR 25 lacs from INR 1 cr.</p> <p>It says "projects" but does not mention the number of projects needed for scoring maximum marks of 5 in each of the sub criteria listed.</p> <p>Please advise if the same project can be used in A1 and A2 both if it satisfies requirements of both the criteria.</p> <p>Request if global credentials of our Network firms can also be considered for the technical evaluation.</p>	<p>Refer to addendum point 4.</p> <p>Refer to Addendum point 18.</p> <p>Refer to addendum point 4.</p> <p>RFP provisions are clear.</p> <p>Same may be considered subject to the terms of the RFP.</p> <p>No change contemplated.</p>

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21.	Pg 24 Technical Evaluation – S.no B		Request you to clarify if only the shortlisted firms will be required to make presentation or all bidders will be required to make the presentation.	All bidders who submit their bids may be requested to give presentation.
22.	Pg 25, clarifications		“A proposal will be considered unsuitable and rejected if it does not respond to important aspects of this RFQ cum RFP document” What important aspects does this refer to? Kindly elaborate on this criteria.	RFP provisions are clear
23.	Page 25 clarifications	Clarification - It is further clarified that Project Management Consulting would mean providing multi-dimensional advisory services by establishing a Project Management Office (PMO)/Project Management Unit (PMU) in the Infrastructure Sector for assisting the Client in implementing the whole Programme.	As most of the project specific PMC services too entail provision of multi-dimensional expertise through a full-fledged team, it is requested to consider the same as eligible assignments.	No change contemplated.
24.	Reference: Page 17 Section 7: Preparation of Proposals Reference: Page 64 Form 3M: Curriculum Vitae (CV) for Proposed Staff (Key Professional) with one page of summary of experience	Clause 7.12 (v): The CV shall as per the prescribed format and shall be maximum of 6 single sided pages (3 sheets double sided) for each Key Professional. In addition, a one page executive summary shall be provided. Limit each CV to 10 pages single-sided (2 sheets double-sided) plus a one page executive summary	Query 1: We would like to highlight that there is a discrepancy in the specified number of pages for preparation of CV. We request to please clarify the maximum page limit for CV of each Professional. Query 2: In the format on pg. 64 it says 10 pages (2 pages double sided) – Please advise which is correct - 6, 10 or 4 pages?	Refer to Addendum point 6.
25.	Reference: Page 24	While awarding marks for the number	We would like to highlight that assigning maximum	No change

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		of eligible assignments, the Applicant, as the case may be, that has undertaken the highest number of eligible assignments shall be entitled to the maximum score for the respective category and all other competing Applicants or respective Applicants shall be entitled to a proportionate score.	score based on highest number of eligible projects would severely limit the competition for various firms in the infrastructure segment. Keeping this in view, we would request you to provide a threshold for number of project that would fetch maximum marks for the specified category.	contemplated
26.	Reference: Page 32 Annexure 2: Team Composition	The PMO/PMU should include the number of people with the level of education and experience to be deployed along with timeframes as indicated.	We would like to highlight that the timeframes for deployment of people has not been provided. We request you to please facilitate with the same.	Refer to Addendum point 7.
27.	Reference: Page 35 Resource Pool	Educational Background and Experience	<p>Query 1: You would appreciate that execution of any assignment is highly dependent on the experience and knowledge of the personnel in the relevant industry and sectors. There are various renowned experts in the industry who have experience highly relevant to the above captioned opportunity, however have their educational qualifications in the field of Engineering, Masters in Business Administration, Chartered Accountancy and/or Economics. Keeping this in view we would request you to relax the Educational Qualifications of the following experts from the resource pool to “Should be a Post graduate in Engineering/Masters in Business Administration or equivalent”:</p> <ol style="list-style-type: none"> i. Transport Planner ii. Highway Design Expert iii. Water Supply Expert iv. Sewerage and Waste Water Expert v. Solid Waste Expert vi. Environmental Expert 	Refer to Addendum point 8

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			<p>vii. Inland Waterway Expert viii. ICT Expert ix. MIS Expert x. Capacity Building and Training Expert</p> <p>Query 2: Minimum Educational Qualification requirement of all Key Personnel may kindly be modified to bachelor's Degree in Engineering instead of Masters. The persons with large experience of 20 years in the respective field, but with Bachelor's Degree, are equally qualified to perform the work as required.</p>	
28.	Pages 35, Annexure 2 Resource Pool 1. Urban Designer		<p>Does an Urban Planner fit more suitably than an Urban Designer We suggest that the this Expert can either be an Urban Designer / Urban Planner</p>	No change contemplated.
29.	Reference: Page 40 Form 3A: Pre-Qualification Proposal Submission Form	We further certify that no investigation by a regulatory Authority is pending either against us or against our affiliates or against our CEO or any of our Directors/Managers/employees.	We request that this clause be made applicable to the team members being proposed as part of the project. Given the size and scale of operations of the firm, it may be difficult to confirm / adhere to the clause.	No change contemplated
30.	Reference: Page 43 Format for Pre-Qualification Proposal	Assignment Name and Consultants for Committee	We request you to please clarify the requirements of "Consultants for Committee".	Refer to Addendum point 9.
31.	Reference: Page 59 Form 3I – Applicants Experience	<p>Point 3: Client certificates/Work Order/Certificate from the Statutory Auditor should be enclosed as supporting documents for each project</p> <p>Point 6: Projects without the proof of experience from respective client/Statutory Auditor will not be considered</p>	<p>Query 1: We would like to bring to your notice that many times we undertake assignments but their Notice of Award, Letter of Intent, or Completion Certificates are not issued by the client for reasons not attributable to the Consultants. Alternatively, in certain scenarios the client details are required to be kept confidential.</p> <p>As a standard practice, various authorities allow an undertaking from the Chartered Accountant (in place of Statutory Auditor) to verify the authenticity & accurateness of the information provided by the</p>	

Sl.	Reference	Provision	Clarification sought/Suggestion	NITI Comments
	For 3I (p. 59) and section 7.12 (vii) of "Preparation of Proposal" section		<p>Consultant, including confirming execution of the project.</p> <p>Accordingly, it is requested that such confirmation from Chartered Accountant, may be allowed as proof of undertaking the project.</p> <p>Query 2: Requesting to consider work order/certificate from chartered accountant / invoices as proof of experience.</p>	No change contemplated
32.	Reference: Page 70 Section 5: Terms of reference for Infrastructure Development	The objective of this phase is to take the Development Support Services to states that may be interested to participate in NITI Aayog's delivery excellence initiative, select up to 10 projects across states for the program, and define the contours of engagement for subsequent phases. This phase would involve, inter-alia the following activities.	<p>Query 1: We would like to seek clarity that selection of these 10 projects would be from a set of 29 states and 7 Union territories of India. Keeping this in view, we request to please clarify if any priority states have been identified for implementing these projects.</p> <p>Query 2: Kindly provide the list of indicative states where the teams will be deployed. This can be indicative and is required for deployment and also for calculation of the OPEs.</p>	No change contemplated
33.	Reference: Page 30 Data Sheet: Information to Consultants	The last date of submission of proposal is: 26.09.2016 before 03.00 PM (IST)	<p>Query 1: In view of the detailed submissions required and nature of the submission, it is requested that the last date of submission be extended by three weeks from providing response to queries.</p> <p>Query 2: We request to extend the proposal submission due date up to 10th October 2016.</p>	No change contemplated
34.	Reference: Page 73 Fourth bullet point under Scope of work in Phase III	<p>Assistance in Bid Process and Transaction Management:</p> <p>Assistance in preparation of RFQ/RFP and Concession/ Service Agreements for PPP projects</p>	During the project structuring options exercise, it may be decided that some projects may be viable under the PPP route and some projects may need to be undertaken under conventional routes such as EPC. However, in the section on "assistance in bid process and transaction management", it is mentioned that Consultants shall provide	No change contemplated

Sl.	Reference	Provision	Clarification sought/Suggestion	NITI Comments
			“assistance in preparation of RFQ/RFP and Concession Service Agreements for PPP projects”. We request the authority to clarify whether the scope in Phase III also involves providing assistance to respective state governments to award the projects in modes other than PPP. If so, kindly clarify the nature of assistance to be provided.	
35.	Reference: Page 73 Third bullet point under Scope of work in Phase III	Development of techno-commercial feasibility report and project structuring options for each project	We would like to bring to your notice that many projects in the states may be in want of adequate financing before implementation. For instance, in Hybrid Annuity Projects, the state governments are usually expected to secure the funding through the central government, respective state government and multilateral agencies where required and applicable before proceeding to the bidding stages. Therefore, we request the Client to consider including analysis of suitable funding options as part of the scope under Phase III.	No change contemplated
36.	Page 41 Clause 10 of Pre-Qualification Proposal Submission Form	We further certify that no investigation by a regulatory Authority is pending either against us or against our affiliates or against our CEO or any of our Directors / Managers / employees.	Most consulting firms endeavor to ensure that there is no pending investigation against their employees to a large extent. Further, we rely on self-declarations provided by our affiliates or sub-consultants and are not in a position to verify or guarantee their claims. We request the Client to consider including the below clause in lieu of the said clause: We certify that no investigation by a regulatory authority is pending against us or any of our Partners / Senior Directors.	No change contemplated
37.	Page 85 Clause 6.5.6 of II General Conditions of	Documents Prepared by the Consultants to be the Property of the Client: All plans, drawings,	We would like to clarify that any pre-existing Intellectual Property Rights (IPR) in the deliverables will vest with us. We request you to consider	No change contemplated

Sl.	Reference	Provision	Clarification sought/Suggestion	NITI Comments
	Contract	specifications, designs, reports, other documents and software submitted by the Consultants pursuant to this contract shall become and remain the property of the Client	adding the below to clause 6.5.6: Any pre-existing IPRs of the Consultants used in the deliverables or reports shall vest with the Consultants.	
38.	Page 85 Clause 6.5.8 of II General Conditions of Contract	The Consultants (i) shall take out and maintain, and shall cause any Sub consultants to take out and maintain, at their (or the Sub consultants', as the case may be) own cost but on terms and conditions approved by the Client	We would like to clarify that we have appropriate and required insurance policy; however, these insurance policies cover the risk of the firm in general and may not be on the terms and conditions approved by the Client; we therefore request you to consider deleting the phrase "but on terms and conditions approved by the Client".	Refer to Addendum point 10.
39.	Page 86 Clause 6.6.2 (a) of II General Conditions of Contract	The remuneration payable for such temporary personnel shall not exceed 90% of the remuneration which would have been payable for the personnel replaced, for the remaining period.	The replacement of personnel in most cases is due to unavoidable circumstances beyond the control of the Consultants. The Consultants shall exercise reasonable care and diligence in replacement personnel during such circumstances. Replacement of personnel under such circumstances attract some additional costs which Consultants take the risk to bear. We therefore request the Authority to consider payment of the full agreed remuneration in such circumstances.	No change contemplated
40.	Page 87 Clause 6.10 of II General Conditions of Contract	6.10.1.1 The Consultant shall be responsible for accuracy of the Designs, drawings, estimate and all other details prepared by him as part of these services. He shall indemnify the client against any inaccuracy in the work, which might surface during implementation of the project. The Consultant will also be responsible for correcting, at his own cost and risk, the drawings including any re-survey/ investigations and correcting layout etc.	We would like the Client to consider that the background and inputs to be factored in this study shall be provided by various participating state governments. While the Consultants can exercise reasonable care in verifying some of the key assumptions, verification of all the inputs would be difficult to undertake. We therefore request the Client to reconsider / modify / remove the indemnity clause. Further, we request the Client to consider the disclaimers used in the deliverables and outputs of Consultants with respect to sources of data (primary and secondary) in acceptance of such	No change contemplated

Sl.	Reference	Provision	Clarification sought/Suggestion	NITI Comments
		<p>if required during the execution of the Services.</p> <p>6.10.1.2 The Consultant shall be fully responsible for the accuracy of plans and drawings. The Consultant shall indemnify the Client against any inaccuracy / deficiency in the designs and drawings noticed and the Client will bear no responsibility for the accuracy of the designs and drawings submitted by the Consultants.</p>	<p>deliverables.</p>	
41.	<p>Page 87</p> <p>Clause 6.11 of II General Conditions of Contract</p>	<p>If the selected Consultant fails to complete the Assignment, within the period specified under the contract, the consultant shall pay to the Client, fixed and agreed liquidated damages, and not as penalty, @ 1% of the contract fees for each week of delay or part thereof. The aggregate maximum of liquidated damages payable to the Client under this clause shall be subject to a maximum of 10% of the total contract fees.</p>	<p>The successful completion of the upstream activities in the infrastructure sector is expected to face delays due to various factors beyond the control of the Consultants. Therefore, it is recommended that the liquidated damages be applied only in the case where delays are attributable solely to the Consultants. Accordingly, we request you to consider the following modified clause:</p> <p>If the selected Consultant fails to complete the Assignment, within the period specified under the contract, for the reason solely attributable to the Consultant, the consultant shall pay to the Client, fixed and agreed liquidated damages, and not as penalty, @ 1% of the contract fees for each week of delay or part thereof. The aggregate maximum of liquidated damages payable to the Client under this clause shall be subject to a maximum of 10% of the total contract fees.</p>	<p>Refer to Addendum point 11.</p>
42.	<p>Page 88</p> <p>Clause 6.11 of II General Conditions of Contract</p>	<p>Indemnity: The Consultant agrees to indemnify and hold harmless the Client from and against any and all claims, actions, proceedings, lawsuits,</p>	<p>We would like to bring to the Client's notice that the indemnity provision is wide and would be open to multiple interpretations. We therefore would request to reserve the right to discuss and modify</p>	<p>No change contemplated</p>

Sl.	Reference	Provision	Clarification sought/Suggestion	NITI Comments
		demands, losses, liabilities, damages, fines or expenses (including interest, penalties, attorneys' fees and other costs of defence or investigation (i) related to or arising out of, whether directly or indirectly, (a) the breach by the Consultant of any obligations specified in relevant clauses hereof; (b) the alleged negligent, reckless or otherwise wrongful act or omission of the Consultant including professional negligence or misconduct of any nature whatsoever in relation to Services rendered to the Client.	this clause (so as to be mutually acceptable and beneficial) upon successful selection in the bidding process and award of the contract.	
43.	Page 90 Clause 6.5.7 (a) (ii) of II General Conditions of Contract	6.5.7 (a) (ii) For any direct loss or damage that exceeds (i) the total payments for Professional Fees and Reimbursable Expenditure made or expected to be made to the Consultants hereunder, or (ii) the proceeds the Consultants may be entitled to receive from any insurance maintained by the consultants to cover such a liability, whichever of (i) or (ii) is higher.	We request the client to keep the overall liability capped at the lump sum professional fees made or expected to be made to the Consultants. The liability cap of one times the fees payable to Consultants is a standard norm acceptable to all professional services firms.	No change contemplated
44.	Reference: Pages 90 & 916.5.7 (b) of II General Conditions of Contract	This limitation of liability shall not affect the Consultants' liability, if any, for damage to Third Parties caused by the Consultants or any person or firm acting on behalf of the Consultants in carrying out the Services.	We understand that the prescribed limitation of liability shall not cover damages to Third Parties. We would like to bring to your notice that the actions and consequences of third parties are beyond the influence and control of Consultants. Further, it is a common practice for third parties to undertake due diligence before reliance on any outputs / deliverables submitted by the Consultants. Therefore, we request you to modify this clause to the effect that the Consultants shall not be	No change contemplated

Sl.	Reference	Provision	Clarification sought/Suggestion	NITI Comments
			responsible for any consequential damages suffered by third parties.	
45.	Reference: Page 91 6.5.8 (b) of II General Conditions of Contract	Third Party liability insurance with a minimum coverage, for Rs.10,00,000/- (Rupees Ten Lakh only) for the period of consultancy	Under this category, we subscribes to the Commercial General Liability (CGL) Insurance which provides cover for any third party claims with respect to property damage and bodily injury. We request you to accept this against the Third Party liability insurance sought for.	No change contemplated
46.	Reference: Page 91 6.5.8 (d) of II General Conditions of Contract	Employer's liability and workers' compensation insurance shall be in respect of the Personnel of the Consultants and of any Sub consultant, in accordance with the relevant revisions of the Applicable Law, as well as, with respect to such Personnel, any such life, health, accident, travel or other insurance as may be appropriate; and all insurances and policies should start from the date of commencement of services and remain effective as per relevant requirements of contract agreement.	We subscribes to the (1) Group Personal Accident Policy insurance coverage depending upon the category of the staff and (2) Personal Medical Insurance for all staff. We would like to clarify that Workers Compensation Insurance is not applicable to professional services firms engaged. We request the Client to consider the above with respect to the provisions of the said clause.	No change contemplated
47.	Page number 9, Clause 3 (Phase III), point number 20		Phase III envisage "Financial Closure" as last deliverable. On the basis of our past experiences, we have observed that financial closure many a times for the project is achieved after significant time post signing of agreement. Therefore, we request to change this deliverable to "Successful signing of concession agreement.	No change contemplated
48.	Page 32, Annexure 2, Team Composition		Tender document mention that "Services of other personnel from resource pool would normally be on call basis. Consultant is expected to incorporate costs of such pool of experts in its financial proposal.	Please refer to clarification Note at the end of the table.

SI.	Reference	Provision	Clarification sought/Suggestion	NITI Comments
			Please clarify minimum number of days input per month required from the resource pool.	
49.	Pg. No. 32 Annexure 2 – Team Composition	“The Key Personnel/Core team should have experts as detailed in this annex. For the purposes of evaluation, Key Personnel/Core team members who are not employed with the Applicant (i.e. who are representatives of the Sub- Consultant or any other firm/individuals) will not be considered.”	We request that the representatives from the sub-consultants and/or any other firm/individual be considered for the evaluation for sourcing the best expertise for the engagement. An appropriate contract shall be firm up between the firm and the individual, and/or, the sub-consultant before the deployment where the consulting firm/consortium takes full responsibility for their execution	No change contemplated.
50.	Annexure-2 Team composition- Resource pool		Please clarify if the CVs of the resource pool personnel would also be required as a part of submission as we understand that the same are not being evaluated	No change contemplated.
51.	Pg. No. 35 Annexure 2 – Team Composition, Resource Pool Pg. no. 69 2.b (B) Form 4C Breakdown of the Total Consultancy Fee		Query 1: We request you to kindly give an indicative number of months (man months) of actual deployment of the resource pool in order to estimate the professional fees and OPEs for the project. This will also enable parity in the number of man month deployment amongst all consultants. Same as above Query 2: Considering the fact that the expected resource pool comprises of highly experienced personnel, the client may consider providing with a threshold / benchmark in form of estimated man-days to be spent by the members of resource pool. Since this shall have a significant cost impact on financial quote the client may consider providing the sought threshold / benchmark for man – days that may be spread across the resource pool and help in seeking competitive financial quotes. We simultaneously suggest that the resource pool may be considered for technical scoring (atleast 1 mark each for all the proposed pool of experts except pt. 16 that includes other pool of experts).	Please refer to clarification note at the end of the table. Please refer to clarification note at the end of the table No change contemplated.

Sl.	Reference	Provision	Clarification sought/Suggestion	NITI Comments
			<p>Query 3: The RFP mentions that minimum project size will be Rs 50 crore. The project cost of the shortlisted projects can also be in range of Rs 500 to Rs 1,000 crores.</p> <p>The consulting firm will be required to provide cost for both core team and resource pool. However, it is very difficult to ascertain the inputs of the resource pool which will be based on the complexity and scale of the project. Secondly the requirement of resource pool will vary across sectors and it is difficult to predict the sectors in which projects will be shortlisted.</p> <p>Hence it is requested, that bidder should be allowed to propose man day rates for the resource pool experts and the payout for them should be on basis of actual deployment and bidders should propose professional fees for the core team only. For comparing purposes you could consider say 25 days of inputs of each resource pool expert.</p> <p>Query 4: There seems no provision to include the travel, reimbursable etc. expenditures. Please clarify if the Applicant would need to include these expenses separately or as a part of this form.</p>	<p>No change contemplated.</p> <p>RFP provisions are clear.</p>
52.	Pg. No. 70 Section 5, Phase 1 (d)	"Industrial parks, Multi-modal logistics parks, etc."	Request you to clarify the list of sub-sectors within the industrial parks.	Refer to the Harmonized Master List of Infrastructure Sub-sectors (Annexure-I) notified by the Ministry of finance dated 8 th April, 2016.
53.	Section 5 (p. 70) – ToR		For the purpose of ToR, requesting to include projects from Energy and Urban and Municipal Infrastructure as well.	Refer to the Harmonized Master List of Infrastructure Sub-sectors (Annexure-I) notified

Sl.	Reference	Provision	Clarification sought/Suggestion	NITI Comments
				by the Ministry of finance dated 8 th April, 2016.
54.	Terms of Reference- General Section-5		<p>(a) Since the type and number of projects are not known at this point, an indicative number of man month requirement of other resources/technical experts is requested to achieve fair competition among all bidders.</p> <p>b) Will an office space be provided to PMU staff in NITI Aayog premises? Please clarify.</p> <p>c) Also, kindly confirm if the Applicant needs to include all office furniture, Consumable requirements/expenditures in the proposal?</p> <p>d) Is there any requirement to conduct the workshops at state level or central level to discuss with various stakeholders during the project period? If so, who will bear the cost? Please clarify.</p>	<p>Please refer to clarification note at the end of the table</p> <p>Please refer to the RFP provision on Page number 73.</p> <p>RFP provisions are clear</p>
55.	Page 70		<p>Please define "Other Sectors" in definition of Infrastructure. Request you to kindly include sectors such as Power, Railways, Disaster Management, Transmission and other soft infrastructure sectors such as Education, skilling etc.</p> <p>The work includes development of Infrastructure and the core team & resource pool roles specified are functional roles eg: market expert, financial expert etc. Further, the credentials requested are also functional such as financial feasibility, project structuring & bid advisory rather than sector specific. Hence, the focus of personnel would be on varied solutions across sectors and therefore, it is requested that functional skills across sectors be considered and hence, the list of OTHERS be expanded as suggested.</p>	<p>Refer to the Harmonized Master List of Infrastructure Sub-sectors (Annexure-I) notified by the Ministry of finance dated 8th April, 2016.</p>

Sl.	Reference	Provision	Clarification sought/Suggestion	NITI Comments
56.	57. clause 9.4, page 22 of RFP document, wherein it is stated, "9.4 Minimum Qualification Criteria	Average annual revenue from consultancy services for last 3 financial years i.e. 2012-13, 2013-14 and 2014-15 - INR 100 Crore"	<p>Query 1: While considering the value of minimum fee criteria and bid security, the value of consultancy assignment may vary from Rs.5 crore to Rs.15 crores. Under these circumstances, we respectfully request your good self not to insist on turnover of Rs.100 crore and to limit the turnover from Rs.10 crores to Rs.15 crores.</p> <p>Query 2: We suggest that the threshold may be increased to at least 500 Crore.</p> <p>Query 3: We request you to revise the average annual revenue from consultancy services for last 3 financial years to Rs. 50 crore to ensure level playing field for all the bidders. The turnover requirement of Rs 100 crores will restrict competition.</p> <p>Query 4: Request this amount to be changed to Rs. 50 Crores. Also, please clarify if this amount would apply for the whole Consortium.</p>	<p>No change contemplated</p> <p>Yes, it will apply to the whole consortium.</p>
58.	Please refer clause 9.5.7, page 26 of RFP document.	<p>The weightage for Technical and Financial proposals is 70:30 respectively.</p> <p>Where S is the combined score, and Tw and Fw are weights assigned to Technical Proposal and Financial Proposal that will be 0.70:0.30.</p>	<p>Query 1: At this weightage, selection will be determined mostly by price. In order to select more competent firm, we respectfully request you to revise the quality and cost weightage to 90:10 or at least 80:20.</p> <p>We respectfully state that other Government Organizations such as Ministry of Urban Development, NHAI, Airports Authority of India, etc. are providing weightage of 80:20 and 90:10 for selection of consultants.</p> <p>Query 2: Given the nature of assignment and scope of work, the technical capability and experience of delivery team in similar projects is critical for successful execution of the project. In order to ensure that technically strong proposals are given due weightage the authority may consider to adopt a 80:20 (0.8:0.2) scoring pattern for technical: financial scores.</p>	No change contemplated.

Sl.	Reference	Provision	Clarification sought/Suggestion	NITI Comments
59.	Page 23, 9.5.4 - Technical Evaluation Criteria	<p>A1 Experience in Project Management Advisory for large National / State level Infrastructure</p> <p>A2 Experience in Financial feasibility, Project Structuring and Bid Process management advisory for infrastructure projects</p>	<p>The maximum assigned marks are 10. It is understood that the scoring is planned to be on a proportionate basis. While, we can provide various projects under the said criteria, having no overall limit to projects will significantly increase the bid documentation and may lead to difficulty in bid evaluation and comparison between projects. It is requested that typical process of similar RfP of having a threshold for the number of eligible projects be adopted to ensure clarity in evaluation (e.g. At least Five eligible projects score maximum 10 marks, and at least three eligible projects score 5 marks under category A1). Similar threshold may be developed for eligible projects under category A2.</p>	No change contemplated.
60.	9.5.4 - Technical Evaluation Criteria		<p>PMU/PMO projects are usually large assignments both in terms of value and duration. Also only projects over the last 5 (five) years are considered for the evaluation purpose in the current RfP. In this case, we request to include ongoing projects to the eligible assignments as well.</p> <p>Other details stated in eligibility criteria are agreeable.</p>	Refer to addendum point 2.
61.	3.0 Payment Schedule Phase III Page number 9	<p>*For the purposes of payments under Phase III, the following conditions would apply:</p> <p>a) The Authority would make the payments on a project basis. The total fee as quoted by the Consultant under Annex 4.B for Phase III would be divided by 10 to compute a per project fee.</p> <p>b) The percentages mentioned in the table above would apply to each project as per the milestones achieved.</p> <p>For avoidance of any doubt, in case the Consultant has quoted Rs. 1 lakh as the total fee for Phase III, then total fee payable for each project under this Phase III would be determined as Rs. 10,000 and on</p>	<p>Query 1: A. The payment schedule may be revised based on the effort that is estimated / expected as per the deliverables and the complexity of the 10 shortlisted projects that may vary from sector-wise (e.g. implementing a MRTS project in urban area may be complicated when compared with development of a Commercial Complex on PPP basis)</p> <p>Split of the fees quoted by consultants under Phase-3 across 10 identified projects may be requested by the authority from the selected / appointed consultant before commencement of Phase-3 of this consulting engagement. This shall provide suitable compensation to the consulting firm in accordance with the effort invested by the firm.</p>	No change contemplated.

Sl.	Reference	Provision	Clarification sought/Suggestion	NITI Comments
		<p>attainment of the deliverables a) to i) as mentioned in the table above, the %ages would apply on Rs. 10,000 for each project.</p>	<p>B. Given the divers spectrum of sectors covered (section-5: ToR – Phase 1 – sub-sectors), the quantum of effort and cost may vary from project to project. How does the client intend to incorporate this in the financial evaluation. It may be noted that services expected under phase -3 for a project with capex of 50 Cr. May be drastically different from a project with capex of 1000 Cr. Request clarification.</p> <p>C. In conjunction with the ToR and the involvement of State Government in over 10 projects there is a high probability of delays that may be beyond the control of the consultant, material of them include components like land acquisition, R&R, EC etc. simultaneously the projects may/may not be structured as PPP (they may be developed based on other models like EPC). Due to multitude of potential conditions beyond the control of consultant the financial closure of projects may run beyond 24 months.</p> <p>For Query C. we suggest that the final payment for each project may be limited to LoA instead of Financial Closure. The Financial Closure payment proportion (20%) may be made a part of LoA stage payment. In case of PPP projects another alternative may be considered of seeking payment equivalent to the Stage-3 payment of FC (20%) from the selected bidder upon issuance of LoA. This reduces the risk of damages to both the client and the state governments to the tune of FC responsibility of the consultant under this engagement. In case of EPC projects, the client may make this 20% payment and recover it from the Performance Security of EPC contractor in case of failure of implementation beyond the LoA stage. These models of payment to consultant may be adopted appropriately by the client and the payment schedule be modified accordingly.</p> <p>Query 2: Tender document mention that for the</p>	<p>RFP provisions are clear</p> <p>No change contemplated.</p>

Sl.	Reference	Provision	Clarification sought/Suggestion	NITI Comments
			purpose of payments under phase-III, the Authority would make the payment on a project basis. We suggest making the payment terms for Phase III on monthly retainer ship fee basis.	No change contemplated.
62.	Page number, 17 7.13 Financial Proposal:	(ii) The Financial Proposal shall take into account all the expenses and tax liabilities and cost of insurance specified in the draft contract, levies and other impositions applicable under the prevailing law on the Consultants and their staff. Further, all payments shall be subjected to deduction of taxes at source as per Applicable Laws.	How does the client propose to accommodate the variation in Service Tax in case the GST gets implemented during the course of engagement We suggest that the Financial Proposal may be exclusive of Service Tax to avoid any form of doubt.	No change contemplated
63.	Page 73, Section 5: Terms of Reference for Infrastructure development Phase 3	Establish state-level teams to lead implementation and track progress Establish a Programme Management Office (at the state and Aayog levels)	Request you to clarify the composition of the "state level" teams. Would the consultant need to provide staff other than "Key Personnel" for such deployment? If yes then what will be the mechanism of the same?	Please refer to clarification Note at the end of the table.
64.	Page 10, DD as Bid Security	DD is valid only for 3 months as per RBI guidelines. In light of this request you to reduce the validity of bid security to 90 days.	RBI guidelines limit DD validity to 90 days which would also be within the timelines of the decision of award of this tender. If the tender decision date gets extended, bidder could extend the DD or submit a fresh DD within 10 working days of receipt of such intimation. This would ease the administrative process for bidders.	There is a provision of extension of DD for another three months.
65.	Pg 13 Number of members of a consortium shall not exceed two	Request you to kindly increase this to three and not place a limit on the number of sub consultants in light of the diverse experience required as a part of the resource pool	There are 16 experts (variety of experts- urban, transport, power, water etc.) Required. Moreover, the names and types of projects and location/ duration etc. Is not specified. Hence, it may be a challenge to provide highly experienced, specialized resources for a 3 year period with no visibility on deployment. Hence, bidders may be required to hire such SMEs on contract basis.	No change contemplated.

Sl.	Reference	Provision	Clarification sought/Suggestion	NITI Comments
66.	Deliverable 73, Phase III,	On ground implementation and capacity building, Establish state level teams to lead implementation and capacity building	<p>In the Phase 3, the consultant will be required to establish project management teams in states but the structure, number and type of experts to be deployed has not been specified. It is not clear who will pay for this team and whether it is to be deployed by the consulting firm or will it be hired from market by Niti Aayog or States.</p> <p>If it is to be deployed by consulting firm, then it will be difficult to propose costing for the team to be deployed in states as number of states, type of project, scale of project, etc. will be firmed up only at the end of Phase 1.</p> <p>Hence, it is requested, that Niti Aayog provides some guidance on team structure and composition of state level project management unit to be setup in Phase III. If required we can come over and share our ideas and views on this issue.</p>	Please refer to clarification Note at the end of the table.
67.	Clause 5.1, Page 10, Bid Security - It is mentioned that each applicant is required to submit bid security of Rs 5 lakhs.		Request you to kindly reduce the bid security to Rs. 1 lakh.	No change contemplated.
68.		Not specified – Budget for the assignment	The budget for assignment has not been specified in the RFP document. Kindly share the indicative budget for the assignment.	No change contemplated.
69.	Page 65	Signature of proposed staff	<p>Here, authorized representative may be allowed to sign the CV. However, the signature of proposed staff shall be submitted before order placement</p> <p>The proposed staff may be working at different site at the time of bidding. Hence, signature of authorized representative of the bidder may be accepted during offer stage.</p>	Refer to clause 7.3 (vii)
70.			Bidder may be allowed to deploy person on contract basis, for resource pool.	RFP provisions are clear

CLARIFICATIONS NOTE

1. A broad conceptual guidance for planning the Applicant's team deployment while delivering the scope of services is provided below for the reference of Applicants:
 - a) As the projects are expected to be implemented at the State Government levels, the Authority envisages the Consultant to base appropriate number of Associates at the State level for smooth day-to-day interaction with the concerned State Government officials. Likely timelines of various Phases of this Project have already been indicated in the RFP document (Refer Section 5.0 – Terms of Reference). The Consultant may not need to base such Associates at the State levels full time for the entire 3 Phases. An appropriate assessment of the PMO requirements may be done by the Consultant on a dynamic basis taking into account factors such as - the stage of the project, Client's or the State Governments requirements and any other requirements for smooth delivery of the scope of services. As an illustration during the Bid Process and Transaction Management activity (included under Phase III of this Project), such Associates would have to be based at the State PMO office for appropriate durations to deliver the project requirements.
 - b) Other members of the Key Personnel team (Project Director, Project Manager, Market Expert and Financial Expert) may plan their PMO deployment as per the project needs and their staffing & project delivery strategies.
 - c) Similarly, it is also envisaged that the Consultants would take appropriate advice and inputs from the "Pool of Experts" as and when required to deliver the scope of services. As an illustration, in case a Project under "Sewerage & Waste Water Treatment" sector is shortlisted, the Consultant may seek technical advice from the subject matter expert as and when required to deliver the scope of services across Phases.
 - d) It is also envisaged that the Key Personnel led by the Project Director would co-ordinate and interact with the concerned State Governments and NITI Aayog to ensure that project implementation is smooth and as per the expected timelines.

The above items are only indicative in nature and is intended to facilitate the Applicants better plan for their Proposal considerations. The Authority does not intend to specify inputs on such aspects and the Applicants may asses the above requirements based on their strategies for assignment delivery, understanding of the Client requirements and their experience of delivering similar services to Clients in the past. During the project, the Authority and the concerned State Governments expect smooth and satisfactory delivery of services by the Consultant's team.

2. In case financial closure for any assignment that the Applicant is undertaking has not been achieved then same may be treated as on-going assignment and accordingly the applicant may refer to addendum item (2) for ongoing assignment's consideration
