*IMPLEMENTING AGENCY*

PREPARATION OF BUSINESS PLAN (long term vision and strategic plan) FOR *IMPLEMENTING AGENCY*

NOTICE INVITING REQUEST FOR PROPOSAL

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# Disclaimer

This RFP is being issued by IMPLEMENTING AGENCY (IMPLEMENTING AGENCY) (hereunder called “Authority”/” IMPLEMENTING AGENCY”) to the interested Parties for preparation of business plan for \_\_\_\_\_\_\_\_Metropolitan Region comprising of \_\_\_\_\_\_\_\_ areas , on such terms and conditions and for the achievement of the Aims & Objectives of the Business plan set forth in this RFP or that may subsequently be provided to Bidder(s) whether verbally or in documentary form by or on behalf of IMPLEMENTING AGENCY or any of its authorized employees or advisors and all other terms and conditions subject to which such information is provided.

It is hereby clarified that this RFP is not an agreement and is not an offer or invitation by IMPLEMENTING AGENCY to any parties hereunder. The purpose of this RFP is to provide the Bidder(s) with information to assist in the formulation of their proposals. While the RFP has been prepared in good faith with due care and caution, IMPLEMENTING AGENCY do not accept any liability or responsibility for the accuracy, reasonableness or completeness of the information, or for any errors, omissions or misstatements, negligent or otherwise, relating to any feasibility / detailed project report or any other reference document mentioned, implied or referred herein or pertaining to the Business plan.

Bidder should carefully examine and analyze the RFP and bring to the notice of IMPLEMENTING AGENCY any error, omission or inaccuracies therein that are apparent and to carry out its own investigation with respect to all matters related to the Business plan, seek professional advice on technical, financial, legal, regulatory and taxation matters and satisfy himself of consequences of entering into any agreement and / or arrangement relating to the Business plan. IMPLEMENTING AGENCY and its employees make no representation or warranty, express or implied, and shall incur no liability under any law, statute, rules or regulations as to the accuracy, reliability or completeness of the information contained in the RFP or in any material on which this RFP is based or with respect to any written or verbal information made available to any Bidder or its representative(s).

No representation or warranty is given as to the reasonableness of forecasts or the assumptions on which this RFP may be based. Liability therefore, if any, is hereby expressly disclaimed.

IMPLEMENTING AGENCY may in their absolute discretion, but without being under any obligation to do so, update, amend or supplement the information in this RFP as per its requirements.

IMPLEMENTING AGENCY reserves the right not to proceed with the project, to alter the timetable reflected in this document or to change the process or procedure to be applied. It also reserves the right to decline to discuss the Project further with any party submitting a bid. No reimbursement of cost of any type will be paid to persons, entities, or consortiums submitting a Bid.

# Definitions

In this RFP, the following word (s), unless repugnant to the context or meaning thereof, shall have the meaning(s) assigned to them herein below:

 “**IMPLEMENTING AGENCY”** or “**Authority**” means the IMPLEMENTING AGENCY and shall include its authorized successors and assigns at all times.

”**Bid**” means the proposal submitted by the Bidder(s) in response to this RFP in accordance with the provisions hereof including technical proposal and financial proposal along with all other documents forming part and in support thereof as specified in this RFP.

“**Bidder**” means any person(s) including a sole proprietor or a partnership firm or a company or a Joint Venture or a Consortium or a foreign entity who submits a Bid along with Bid Security as per the terms of this RFP within the stipulated time for submission of Bids.

“**Bid Security**” or “Earnest Money Deposit (EMD) “means Security furnished by the Bidder of amount specified in Bid Summary as part of detailed Bid.

“**Bid Process**” means the process of selection of the Successful Bidder through competitive bidding and includes submission of Bids, scrutiny and evaluation of such Bids as set forth in the RFP.

“**Contract Period** “means period during which the consultant is providing technical services to IMPLEMENTING AGENCY.

“**Consortium**” shall mean the group of legally constituted entities maximum 3 including lead member, who have come together for participating in this tender subject to the terms and conditions of this tender.

“**Deadline for Submission of Bids**” or “**Due Date for Bid Submission** “ shall mean the last date and time for receipt of Bids as set forth in Bid Summary of this RFP under the heading “Bid Summary” or such other date / time as may be decided by IMPLEMENTING AGENCY in its sole discretion and notified by dissemination of requisite information.

**‘Lead Member’** shall mean in case bidder is a Consortium, the Firm nominated to act as Lead Member at the bidding stage, which qualifies as per the Evaluation Criteria. The Lead Consortium Member will represent the Consortium on all matters pertaining to the execution of the Scope of Work and shall hold the primary responsibility of implementing the Business plan.

**‘Other** **Member**’ shall mean any firm other than the Lead Member which is part of the Consortium bidding against the RFP for the Project and which qualifies Evaluations Criteria.

**‘Successful Bidder’** shall mean the Bidder who qualifies the technical bid stage and the financial proposal stage of this RFP.

# Bid summary

|  |  |  |
| --- | --- | --- |
| **Sr. No.** | **Key Information**  | **Details**  |
|  | RFP for  | Preparation of business plan and on site hand-holding support for implementation of business plan RFP document is hosted online and can be downloaded from website: www.xxx.org . The Bid shall be submitted in physical and electronic form (CD). |
|  | Scope of Work under the RFP | Business plan Report shall include followingExisting scenarioVision and goalsStrategy documentProject management support for 3 years for implementation of the business planConsultant shall conduct various consultations while preparing business plan to make the process participatory |
|  | Contract Period  | Contract period starts from the day of work order for preparation of business plan. Duration of handholding support is for total 3 years after issuing the work order, after Board of Directors (BoD) approval. Total duration of contract is for total 4 years excluding the time for approval of BoD for the business plan. |
|  | Nationality of Bidder | Indian Companies/ Partnership firms/ Limited liability partnership firm/ Proprietary firms constituted under Indian Companies Act 1956/Partnership Act through proper registration are allowed to participate in the Bid. Foreign National constituted under respective foreign law is allowed to participate in the Bidding.Provided that above are not blacklisted by any Government Agency in India or abroad and are able to demonstrate requisite Technical and Financial Capability as specified in this RFP. |
|  | RFP Submission | **Envelope 1**: Technical bid**Envelope 2:** Financial bidCheck annexure ‘A’ and ‘B’ for relevant formats  |
|  | Evaluation Sequence  | **Step 1: Eligibility criteria:** Test of Responsiveness of the bid based on Pass/Fail for Bid Security and Tender Fee and timely submission, marking and sealing. The Bids of those Bidders not submitting the EMD and Tender Fee in the form and of value specified in this RFP shall be considered Non responsive and summarily rejected. **Step 2 (Envelope 1):** Evidence of Meeting Technical and Financial Capability, Firm Registration, Proper Authorization of signatory in the form of Board Resolution/ Partner’s Resolution or Power of Attorney/ MoU, as applicable. Evaluation and grading of Quality including presentation. **Step 3:** Presentation by bidder to IMPLEMENTING AGENCY committee on approach methodology and work experience**Step 4: (Envelope 2):** Evaluation ofFinancial Bidfor qualified bidders **Step 5** : Composite Evaluation based on Quality cum Financial Bid (QCBS) Method  |
|  | Consortium | * In case Bidder is a Consortium, then upon successful bid being awarded to it, it will have to produce the Power of Attorney in favor of Lead Member.
* Consortium can have maximum of three (3) members.
* Roles and responsibilities of each consortium partner, the identification of the lead partner, and providing for joint and several liability for each partner.
* All consortium members would be available throughout the Contract Period.
* The role and responsibility of any member must be commensurate with the technical/financial capabilities that such member is contributing towards meeting the qualification criteria. Each consortium member is liable to contribute resources in terms of knowledge, skills and trained manpower commensurate with its role and responsibilities during the Contract Period.
* The final contract between the consortium members (The Consortium Contract) would be available for legal vetting and open to suggestions by IMPLEMENTING AGENCY. IMPLEMENTING AGENCY will suggest binding corrections if it finds that such contract does not meet its requirements and interests as per the RFP in letter and spirit.
* Bidders may provide a Memorandum of Agreement showing their intention to enter into such an Agreement at the time of bidding. Such Memorandum must explain the complete role and responsibility of each member.
 |
|  | Maximum number of Members in Consortium | Maximum of three (3) members. |
|  | Financial bid | The Financial Bid of only Qualified Bidders (Bidders meeting Technical Capability and Financial Capability) shall be opened.Score ‘F’ for the qualified bidder will be F= 100\* Fm/FcFm is the total price of the lowest priced Financial ProposalFc is the total price of the Financial Proposal under considerationThe lowest evaluated Financial Proposal will receive the maximum score of 100 marks. |
|  | EMD Amount  | Prospective bidders should submit their bids along with EMD of Rs. 4 lakhs. (Rs. Four Lakhs only) either in the form of DD or in the form of Bank Guaranty payable [CITY] as per the format mentioned in Annexures of bid document.The validity of Bank Guarantee should not be less than Sixty (60) days from Bid Validity Period (i.e 425 days from Bid Due Date). EMD amount is a non interest bearing deposit.  |
|  | Cost of the Tender Document  | Demand Draft of INR 5,380/- (Rupees five thousand three hundred and eighty only) which is inclusive of VAT (Value Added Tax) from any Approved Bank in favour of “Chairman and Managing Director, IMPLEMENTING AGENCY ” payable at [CITY].This demand Draft for cost of document shall be non-refundable and submitted along with the Bid. The tender purchase and submission is available only online from website of [CITY] Municipal corporation- www.xxx.org  |
|  | Start date for Downloading of RFP Document and Last date for submission of queries | Starting date for Downloading: DD/MM/YYYY from website www.xxx.org Last date for Downloading of RFP DD/MM/YYYY and Time: Upto XX :XX hours.  |
|  | Date, Time and Venue of Pre-Bid meeting | Pre Bid meeting shall be held on Date : DD/MM/YYYY , XX :XX hours at following Address:Chairman & Managing Director’s office, [CITY] IMPLEMENTING AGENCY, \_\_\_\_\_\_\_\_\_\_, [CITY]- PINCODE |
|  | Due Date of Bid Submission and address | The Physical Hard copy of Technical Bid and Financial Bid (i.e. Envelop 1 and Envelope 2 ) should also be submit by DD/MM/YYYY , XX :XX hours **[CITY]** IMPLEMENTING AGENCY\_\_\_\_\_\_\_\_\_\_, [CITY]- PINCODE” in sealed cover duly super scribed with name of work and tender notice no.  |
|  | Presentation by qualified bidder | DD/MM/YYYY , XX :XX hours, at following address:**IMPLEMENTING AGENCY**Chairman & Managing Director’s office, [CITY] IMPLEMENTING AGENCY, \_\_\_\_\_\_\_\_\_\_, [CITY]- PINCODEPhone: \_\_\_\_\_\_\_\_\_\_\_\_\_Fax - \_\_\_\_\_\_\_\_\_\_\_\_\_\_   |

Please note carefully the requirements for submitting Bids as set forth in this RFP, and the date and time for submission of Bids. Late or delayed Bids shall not be considered for evaluation and shall either not be received or returned unopened.

# Conditions for Consortium of Companies

Bidders are allowed to participate in the bidding through a consortium.

* A Bidding Consortium is required to nominate a Lead Member. The formation of the consortium including identification of lead member and role and responsibilities of each member shall be supported by Memorandum of Agreement and Power of Attorney signed by all the members on a stamp paper of INR 100/- (One Hundred only).
* In case of consortiums, maximum number of members/firms shall be equal or less than 3 including the lead member.
* A firm cannot be a member of more than one bidding consortium. An individual firm applying as a Single Bidder cannot at the same time be member of any other Consortium bidding under this RFP.
* Any changes and deviation of roles and responsibilities after the submission of Bid and before the execution of the Agreement shall entitle IMPLEMENTING AGENCY to reject the Bid in its sole discretion. The deviation in roles and responsibilities shall be allowed only after approval from IMPLEMENTING AGENCY.
* Any change in the constitution of the consortium after the submission of Bid is not permissible.

# Bid Submission Format & Sealing and Marking of Bids

The original and copy of the original of the technical proposal shall be sealed separately in an envelope on which the following shall be super scribed:

## “Envelope 1 – Technical Proposal for business plan”

The documents of Technical Bid shall be as follows.

**Check list for documents - Technical Bid**

|  |
| --- |
| **Documents related to eligibility criteria** |
| **Sr No** | **Particulars** |
| 1 | Cover letter, legal status of Bidder, Constituent documents such as MOA, AOA, Partnership Deed etc. Foreign national shall also submit the constituent documents indicating the legal status and place of Bidder. |
| 2 | Authorization of signatory in the form of Board Resolution/ Partner’s Resolution or Power of Attorney (notarized), as applicable. |
| 3 | Notarized Power of Attorney to Lead Member in a format attached in case consortium is a bidder. |
| 4 | Undertaking for information and document provided are true. |
| 5 | Turnover statement certified by statutory auditors, audited annual report with profit and loss statement and balance sheet for the last three financial years. |
| 6 | All Consortium Members are required to submit following: Certificate from Statutory Auditors specifying the annual audited Turnover for last three years (YYYY-YY, YYYY-YY & YYYY-YY) from consulting business only.  |
| 7 | Original bid documents issued along with updated addendums/amendments thereto, duly signed by the Bidder through its authorized signatory on all pages. |
| 8 | EMD and EMD pro forma duly signed |
| **Documents related to Technical evaluation** |
| 1 | Approach and methodology for the business plan |
| 2 | Composition of team members with roles and responsibilities |
| 3 | Curriculum Vitae (CV) for Proposed Key Personnel in a format given. |
| 4 | Completed/ awarded project details with separate sheet along with the evidences in the form of performance certificate/certificate from statutory/ Project Completion Certificate from clients. Single certificate for multiple projects is allowed. |

The original of the financial proposal shall be sealed separately in an envelope on which the following shall be super scribed:

## “Envelope 2 – Financial Proposal for preparation of business plan”

The documents of Financial Bid shall be as per the format given in annexure ‘B’.

* The Bidders are required to submit Technical and Financial Bid on or before the Due Date specified in Bid Summary Section.
* The original and copy of the Technical Bid shall also be sealed separately clearly marking the Original and Copy. The bidder shall prepare and submit only one copy of Financial Bid and placed under the “Original” set of documents.
* The detailed eligibility criteria and bid conditions are given in the bid document. The bid documents are available for purchase & submission on web site of [CITY] Municipal Corporation – www.xxx.org. Online purchase is available on payment of a non-reimbursable/non-refundable price by credit card or by net banking.
* Bidder shall submit all the relevant documents for technical criteria in PDF format along with the scanned copy of DD towards EMD online. Set of all the relevant documents of technical bid in hard copy format and the original DD shall also be submitted at the following address:

*Chief Engineer, \_\_\_\_\_\_\_, IMPLEMENTING AGENCY building, \_\_\_\_\_\_\_\_\_, [CITY].*

* After the technical evaluation, financial bids of the technically qualified bidders will be opened. Dates for opening financial bids will be announced later. All the above envelopes with the original bid documents issued along with updated addendums/amendments thereto, duly signed by the Bidder through its authorized signatory on all pages shall then be sealed in one outer envelope.
	+ The inner and outer envelopes shall be addressed to IMPLEMENTING AGENCY and marked as below:

“**RFP for business plan project”**

* + The outer as well as inner envelopes shall indicate the name and address of the Bidder to enable the Bid to be returned unopened in case it is received late.
	+ If the outer envelope is not sealed and marked as above, IMPLEMENTING AGENCY will assume no responsibility for the misplacement or premature opening of the Bid.

# Instructions for bidders

## Validity Period

IMPLEMENTING AGENCY reserves the right to reject a Bid as non-responsive if such Bid is valid for a period less than the Bid validity period specified Bid Summary section and IMPLEMENTING AGENCY shall not be liable to send an intimation of any such rejection to such Bidder.

## Extension of Period of Validity

In exceptional circumstances, IMPLEMENTING AGENCY may solicit the Bidder’s consent for an extension of the period of Bid validity. Any such request by the IMPLEMENTING AGENCY and the response thereto shall be made in writing and such extension of Bid validity period by the Bidder should be unconditional. IMPLEMENTING AGENCY may ask for extension of up to six months. The Bid Validity period can be extended on mutual agreement with Bidder as per IMPLEMENTING AGENCY’s direction.

## Mailing Address for Bids

Bids shall be addressed to IMPLEMENTING AGENCY and sent at the address specified in point 14 of Bid Summary section.

## Last Date and Time for Submission

The Bids must be received by IMPLEMENTING AGENCY, at the specified address, latest by the Deadline for Submission of Bids specified in Bid Summary section. In the event of the specified date which is stipulated as the Deadline for Submission of Bids is declared as a holiday for IMPLEMENTING AGENCY, the Bids will be received up to the appointed time on the next working day.

## Extension of Deadline for Submission of Bids

If the need so arises, IMPLEMENTING AGENCY may, in its sole discretion, extend the Deadline for Submission of Bids by amending the RFP documents in this behalf. In such event, all rights and obligations of IMPLEMENTING AGENCY and Bidders previously subject to the earlier deadline will thereafter be subject to the deadline as extended. Any such change in the Deadline for Submission of Bids shall be notified to the Bidders by dissemination of requisite information in this behalf in writing either by email or by facsimile or by registered post or by uploading appropriate addendum on website www.xxx.org

## Late Bids

Any Bid received by IMPLEMENTING AGENCY after the Deadline for Submission of Bids prescribed by IMPLEMENTING AGENCY will be summarily rejected and returned unopened to the Bidder. IMPLEMENTING AGENCY shall not be responsible for any postal delay or non-receipt / non-delivery of any documents. No further correspondence on this subject shall be entertained by IMPLEMENTING AGENCY.

## Opening of Technical Bids

All Technical Bids received by IMPLEMENTING AGENCY in response to this RFP shall be opened by IMPLEMENTING AGENCY in the presence of Bidders’ representatives who choose to attend the opening of Technical Bids at the date, time and address specified in Bid Summary Section.

The Bidders’ representatives who are present at such opening shall sign a register evidencing their attendance as a witness to the Bids opening process. In the event of the specified date of Bid opening being declared a holiday for IMPLEMENTING AGENCY, the Bids shall be opened at the appointed time and location on the next working day.

## Announcement of Bids

The Bidder’s names, Bid modifications or withdrawals (as applicable) and the presence or absence of requisite Bid Security and such other details as IMPLEMENTING AGENCY in its sole discretion may consider appropriate, will be announced at the opening of the Technical Bids.

## Opening of Financial Bids

After the evaluation of Technical Bids has been completed, IMPLEMENTING AGENCY shall open the Financial Bids of only those Bidders who qualify the prescribed Financial and Technical capability criteria specified in Bid Summary section.

Financial Bids of those Bidders whose Technical Bids are rejected shall not be opened and shall be returned to such Bidders as per the procedure set forth in this RFP.

Financial Bids shall be opened, in the presence of Bidders’ representatives who choose to attend the Financial Bid opening on such date and time which shall be communicated to the Bidders who’s Technical Bids are accepted. The Bidder’s representatives who are present at such opening of Financial Bids shall sign a register evidencing their attendance as a witness to the Bids opening process. The name of Bidder, Bid rates, etc. will be announced at such opening.

## Completeness of Bids & Rectification of Errors

IMPLEMENTING AGENCY will examine the Bids to determine whether these are complete, whether these meet all the conditions of the RFP Document and whether the documents have been properly signed and the Bids are generally in order. If there is a discrepancy between words and figures, the amount in words shall prevail.

## Clarification of Bids

During evaluation of Bids, IMPLEMENTING AGENCY may, at its discretion, ask the Bidder for a clarification/ information of its Bid. The request for clarification and the response shall be in writing. If the response to the clarification is not received by IMPLEMENTING AGENCY before the expiration of the deadline prescribed in the written request for clarification, IMPLEMENTING AGENCY reserves the right to make its own reasonable assumptions at the total risk and cost of the Bidder.

## Rejection of Bid

1. A Bid is likely to be rejected by IMPLEMENTING AGENCY without any further correspondence, as non-responsive, if:

(i) Bid is not submitted in the manner as prescribed in the Instructions to Bidders Section of this RFP and is otherwise not in conformity with the terms and provisions of this RFP Document; or

(ii) Bid is not submitted in the bid-forms annexed in the RFP Document; or

(iii) Bid is submitted by telex, fax or email; or

(iv) Bid Security and Fees for Cost of Document does not conform to the provisions set forth in this RFP; or

1. Each bidder shall submit only one bid. A bidder who submits or participates in more than one bid under this RFP will be disqualified.
2. Failure of any one (or more) of the conditions set forth herein above shall result in rejection of Bid.
3. In addition to the foregoing, in the event a Bidder makes an effort to influence IMPLEMENTING AGENCY in its decisions on Bid evaluation, Bid comparison or selection of the Successful Bidder, it may result in rejection of such Bidder’s Bid.
4. Even though the Bidders may meet the Financial and Technical Capability criteria, they are subject to be disqualified for any of the following reasons:
5. Misleading or false representation in the forms, statements and attachments submitted under this Tender.
6. Record of poor performance such as abandoning the work, rescinding of contract for which the reasons are attributable to the non-performance of the Bidder, consistent history of litigation awarded against the applicant or financial failure due to bankruptcy.
7. Bidder is blacklisted by any Government Agency in India or abroad.

## Agreement

The Consultant will enter into an agreement with IMPLEMENTING AGENCY for the aforesaid service contract for the specific time duration.

## Arbitration

In the event of any dispute or difference or any controversy between the Officers of undertaking and consultant, dispute regarding interpretation of terms and conditions of the agreement penalties, fines, amount dues etc. the matter will be referred to the Chairman and Managing Director, IMPLEMENTING AGENCY or any other officer appointed by him as sole arbitrator under the Arbitration Act. The place of arbitration shall be at IMPLEMENTING AGENCY office, [CITY] and the decisions given by the sole arbitrator shall be binding on both parties. Any dispute or difference in the matter will be subject the Jurisdiction of Civil court, [CITY].

The Chairman and Managing Director may time to time delegate his powers to any officer of the Undertaking for the execution of contract and all the decisions, orders issued by the said officers on the other hand, in respect of the said contract, every such doubt, dispute, difference shall be referred to the Chairman and Managing Director who shall give his decision within a period of 90 days. The Chairman and Managing Director’s decision shall be final and binding on the consultant.

## Transparency

All meeting minutes with IMPLEMENTING AGENCY officials must be recorded by the consultant and provided to IMPLEMENTING AGENCY for finalization. Upon finalization, the minutes must be uploaded to the IMPLEMENTING AGENCY website.

All intermediate documents such as the inception plan, the vision and goals, the current status assessment report, the draft business plan and the final plan should all be made available in the public domain, such as by uploading to the IMPLEMENTING AGENCY website. All documents must have the date on which the document was finalized. All information related to the stakeholder consultations must also be included in the reports.

In general the consultant is expected to ensure complete transparency at all stages of preparation of the business plan and all documents and information is expected to be in public domain, unless this is expressly prohibited by an order in writing by IMPLEMENTING AGENCY.

## Manpower replacement

a) Except as the Client may otherwise agree, no changes shall be made in the Key Personnel. If, for any reason beyond the reasonable control of the Consultants, it becomes necessary to replace any of the Personnel, the Consultants shall forthwith provide as a replacement a person of equipment a person of equivalent or better qualifications.

b) If the Client (I) finds that any of the Personnel has committed serious misconduct or has been charged having committed a criminal action or (ii) has reasonable cause to be dissatisfied with the performance of any of the Personnel, then the Consultants shall at the Clients written request specifying the grounds therefore, forthwith provide as replacement a person with qualifications and experience accepted to the Client.

## Contract duration

**Total duration of the project is expected to be 4 years from the day of signing of contract excluding the period required for getting approval from Board of Directors, IMPLEMENTING AGENCY.**

Consultant shall provide yearly assessment reports analysing achievement of goals in previous year. Such reports shall be provided for next 3 years from the BoD, IMPLEMENTING AGENCY approval of Business plan.

# Criteria for Evaluation of Technical Bid

## Eligibility criteria: Technical and financial capability

* Applicants may apply as a firm, as collaboration/ joint venture or association.
* The firm/office shall be located in [CITY] or should have local presence through collaboration or association. The name, credentials, addresses and contact information of local person/ firm shall be clarified in the submitted documents.
* Prospective bidder should have turnover of Rs. 50 Cr/ year or more for last 5 years in case of single bidder. In case of consortiums, the lead member should have turnover of at least Rs. 30 Cr. or more/ year for the last 3 years. In case of consortiums, total turnover of all the members should be at least Rs 50 Cr/ year.
* Bidder shall submit all the necessary documents prescribed in
* Only eligible bidders will be called for ‘approach and methodology’ presentation session organized as a part of technical evaluation, by the IMPLEMENTING AGENCY business plan committee.

## Earnest money deposit (EMD)

Prospective bidders should submit their bids along with EMD of Rs. 4, 00,000(Rupees Four Lakh only) in the form of either DD or Bank Guarantee. Bank guaranty form, prescribed as per Annexure ‘B’ of the bid document should be need.

## Evaluation of Technical Proposals

**IMPLEMENTING AGENCY shall evaluate the Technical Proposals on the basis** of Proposal’s responsiveness to the RFQ CUM RFP using the evaluation criteria and points system. Each Technical Proposal will receive a technical score. A Proposal shall be rejected if it does not achieve the minimum technical mark of

75 out of the maximum of 100 points.

A Technical Proposal may not be considered for evaluation in any of the following cases:

(i) The Technical Proposal was submitted in the wrong format; or

(ii) The Technical Proposal included details of costs of the services; or

(iii) The Technical Proposal reached the IMPLEMENTING AGENCY after the submission closing time and date specified in the Tender Notice.

After the technical evaluation is completed IMPLEMENTING AGENCY shall notify Consultants whose Proposals did not meet the minimum qualifying technical mark or Consultants whose Technical Proposals were considered non responsive to the requirements, indicating that their Financial Proposals will be returned unopened after completion of the selection process. IMPLEMENTING AGENCY shall simultaneously notify, in writing the Consultants whose Technical Proposals received a mark of 75 or higher, indicating the date, time, and location for opening of Financial Proposals.

## Presentation on project understanding:

Bidder has to submit a document as well as make eligible bidder shall make a presentation on project understanding, approach and methodology for the business plan. IMPLEMENTING AGENCY committees shall review the presentations and evaluate them. Final decision on scoring shall be completely made by IMPLEMENTING AGENCY technical team. Only eligible bidders will be called for the presentation.

### Business plan committee, IMPLEMENTING AGENCY

Members of business plan committee identified and formulated by CMD, IMPLEMENTING AGENCY will remain present at the time of following meetings/ presentations

* Technical evaluation- Approach and methodology presentations, evaluation etc
* Vision formulation meeting
* Project kick off meeting
* Internal review 1 meeting
* Internal review 2 meeting
* Draft Business Plan presentation
* Draft Final Business Plan presentation
* Yearly Assessment report presentations and review

The business plan committee shall constitute following members

* CMD, IMPLEMENTING AGENCY
* Commissioner, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Municipal Corporation
* Joint MD, IMPLEMENTING AGENCY
* CEO, IMPLEMENTING AGENCY
* IMPLEMENTING AGENCY staff identified by CMD, IMPLEMENTING AGENCY
* Representative, \_\_\_\_\_\_\_\_\_\_\_\_\_
* External expert(s)

Review committee will be involved at the following stages

1. Evaluation of bids- approach and methodology presentations review
2. Providing technical inputs on the presentations by the consultants on inception report, assessment reports, drat business plan, final draft and final business plan mentioned above.

### Business plan coordinator

CMD, IMPLEMENTING AGENCY will nominate an official to play a role as ‘business plan’ coordinator. Consultant shall coordinate with the prescribed officer for all the necessary steps and guidance.

## Scoring system

The numbers of points to be given under each of the evaluation criteria are:

|  |
| --- |
| **Scoring criteria For firms/ consortiums** |
| **Task** | **Score** |
| **Project understanding** | **35** |
| Project understanding document and approach and methodology | 20 |
| Presentation on the project understanding, approach and methodology to IMPLEMENTING AGENCY  | 15 |
| **Experience** | **25** |
| Experience for working with city/ Regional transport undertakings in India for strategic planning, business plan, mobility plans etc.:i. Minimum 2 projects completed successfully\* ii. for ongoing project(s)  | 105 |
| Experience in providing consultancy for implementing business plans/ strategic plans in India. Should have provided on-site reform implementation support  | 10 |
| **Team:** | **40** |
| * 1. Project Lead (relevant experience of at least 15 years in business plan /experience of working with city or regional transport corporations and experience of working in India. Shall have degree of Master’s in Business Administration in Finance or equivalent) Project lead shall review and guide the overall process. He/ she shall remain present for all important meetings whenever informed by IMPLEMENTING AGENCY management, such as BoD, IMPLEMENTING AGENCY meetings/ pre bid meetings/ strategy formulation meetings etc. during preparation and implementation- hand holding support period.
 | 10 |
| * 1. Transport Planner (with relevant experience of at least 10 years in bus based public transport and shall have Master’s degree in Transportation planning or equivalent) He/ she shall support the overall process through his/ her technical expertise. He/ she shall remain present for all important meetings whenever informed by IMPLEMENTING AGENCY management, such as BoD, IMPLEMENTING AGENCY meetings/ pre bid meetings/ strategy formulation meetings etc. during preparation and implementation- hand holding support period.
 | 5 |
| * 1. Finance expert (with relevant experience of at least 7 years in project conceptualization, evaluation, PPP based projects, financial vision etc. for government department/ organization. Shall have degree of Master’s in Business Administration in Finance or equivalent)
 | 5 |
| * 1. He/ she shall have degree of Master’s in Business Administration in Finance or equivalent and experience of providing handholding support to the government organizations in India. He/ she shall be based in IMPLEMENTING AGENCY office during the implementation period. He/ she shall remain present for all important meetings whenever informed by IMPLEMENTING AGENCY management, such as BoD, IMPLEMENTING AGENCY meetings/ pre bid meetings/ strategy formulation meetings etc.
 | 5 |
| * 1. An expert (with relevant experience of at least 5 years) in MIS and/or ERP planning and implementation in India and shall have bachelor’s degree)
 | 5 |
| * 1. Communications (with relevant experience of at least 5 years in public outreach, stakeholder consultations for public projects and Masters degree in media and mass communication/ journalism or equivalent and good knowledge of \_\_\_\_\_\_\_\_\_\_ language)
 | 5 |
| * 1. Organization Development Expert (with relevant experience of at least 8 years in organization restructuring, capacity building etc. for government organisations in India. Shall have degree of Master’s in Human resource or equivalent)
 | 5 |
| **Total score** | **100** |
| **The minimum technical score required to pass** | **75** |

Team required for handholding support

* Project Lead (relevant experience of at least 15 years in business plan /experience of working with city or regional transport corporations and experience of working in India. Shall have degree of Master’s in Business Administration in Finance or equivalent) - Project lead shall review and guide the overall process. He/ she shall remain present for all important meetings whenever informed by IMPLEMENTING AGENCY management, such as BoD, IMPLEMENTING AGENCY meetings/ pre bid meetings/ strategy formulation meetings etc.
* Transport Planner (with relevant experience of at least 10 years in bus based public transport and shall have Master’s degree in Transportation planning or equivalent). He/ she shall support the overall process through his/ her technical expertise. He/ she shall remain present for all important meetings whenever informed by IMPLEMENTING AGENCY management, such as BoD, IMPLEMENTING AGENCY meetings/ pre bid meetings/ strategy formulation meetings etc.
* Handholding staff: He/ she shall have degree of Master’s in Business Administration in Finance or equivalent and experience of providing handholding support to the government organizations in India. He/ she shall be based in IMPLEMENTING AGENCY office during the implementation period. He/ she shall remain present for all important meetings whenever informed by IMPLEMENTING AGENCY management, such as BoD, IMPLEMENTING AGENCY meetings/ pre bid meetings/ strategy formulation meetings etc.

## Number of Proposals

No Applicant or its Associate shall submit more than one Application for the Consultancy. An Applicant applying individually or as an Associate shall not be entitled to submit another application individually.

## Right to reject any or all Proposals

* Notwithstanding anything contained in this RFP, the Authority reserves the right to accept or reject any Proposal and to annul the Selection Process and reject all Proposals, at any time without any liability or any obligation for such acceptance, rejection or annulment, and without assigning any reasons thereof.
* The Authority reserves the right to reject any Proposal if:
	+ at any time, a material misrepresentation is made or discovered, or
	+ the Applicant does not provide, within the time specified by the Authority, the supplemental information sought by the Authority for evaluation of the Proposal.

Misrepresentation/ improper response by the Applicant may lead to the disqualification of the Applicant. If such disqualification / rejection occurs after the Proposals have been opened and the highest ranking Applicant gets disqualified / rejected, then the Authority reserves the right to consider the next best Applicant, or take any other measure as may be deemed fit in the sole discretion of the Authority, including annulment of the Selection Process.

## Bid Evaluation system

### Evaluation system

IMPLEMENTING AGENCY reserves the right to reject, at its sole discretion, any or all evaluated Financial Proposals and if necessary, call for submission of new Financial Proposals. In order to allow comparison on a common basis, each Financial Proposal will be carefully scrutinized in accordance with the procedure outlined above and technically eligible proposals will be scored on the basis of following formula:

**Score= 0.8T + 0.2 F**

Where:

T is technical score

F is financial score

In order to allow comparison on a common basis, each Financial Proposal will be carefully scrutinized and total price (TP) will be determined. The score for each Financial Proposal is inversely proportional to its TP and ‘F’ will be computed as follows:

F= 100\* Fm/Fc

Fm is the total price of the lowest priced Financial Proposal

Fc is the total price of the Financial Proposal under consideration

The lowest evaluated Financial Proposal will receive the maximum score of 100 marks.

# Submission details

Bidder shall submit following documents at the time of bidding:

* Project understanding document with timeline
* Company profile
* Documents related to financial capability/ eligibility - annual turnover documents for last 3 years
* CVs of team members
* Relevant project profiles- completed (with completion certificate) and ongoing

All submission shall be in the formats mentioned in annexure ‘A’ and ‘B’.

# Important dates of tender procedure

Tender publication- DD/MM/YYYY

Pre bid meeting- DD/MM/YYYY at XX:XX hours.

Last date of purchase of the bid- DD/MM/YYYY upto XX:XX hours.

Technical and financial bid submission- DD/MM/YYYY upto XX:XX hours

Date of Technical Bid opening - DD/MM/YYYY

Presentation by qualified bidder to IMPLEMENTING AGENCY business plan committee – DD/MM/YYYY at XX:XX hours.

Opening of financial bids and evaluation of total scores- to be notified later on

# Terms of reference

## Background

IMPLEMENTING AGENCY (IMPLEMENTING AGENCY) is the primary public transport service provider for the cities of [CITY], carrying over XX lakh passengers per day with a fleet of approximately \_\_\_\_\_\_ buses in operations. IMPLEMENTING AGENCY operates over \_\_\_\_\_\_ routes across a network of \_\_\_\_\_\_km of streets and more than \_\_\_\_\_\_bus shelters in the [CITY] Metropolitan Region (\_\_\_\_\_\_). IMPLEMENTING AGENCY was established in YYYY as a result of merger of the erstwhile [CITY] Municipal Transport and is overseen by a board that includes representatives from the [CITY] Municipal Corporation (\_\_\_\_\_\_).

IMPLEMENTING AGENCY’s goal is to strengthen and expand its services at a rapid pace to satisfy the mobility needs for \_\_\_\_\_\_’s growing population. The viability of the region’s transport system over the coming decades hinges on IMPLEMENTING AGENCY’s ability to provide a meaningful alternative to private motor vehicles. Without required improvements in IMPLEMENTING AGENCY service, increasing use of personal vehicles will result in unmanageable congestion and diminishing quality of life for all [CITY] residents. [CITY] Municipal corporation’s Comprehensive Mobility Plan calls for an increase in the use of public transport from a present mode share of \_\_\_\_\_\_ per cent to \_\_\_\_\_\_ percent in YYYY. In order to meet this goal, IMPLEMENTING AGENCY expects to expand the bus fleet an estimated \_\_\_\_\_\_ per cent by YYYY and \_\_\_\_\_\_ per cent by YYYY. In addition, both the [CITY] Municipal Corporation (\_\_\_\_\_\_) are implementing an integrated bus rapid transit (BRT) system spanning \_\_\_\_\_\_ km of dedicated bus corridors, and IMPLEMENTING AGENCY will operate BRT services on the network. BRT has the potential to increase the efficiency of IMPLEMENTING AGENCY services, resulting in higher loads and an improved fare box recovery ratio. IMPLEMENTING AGENCY seeks to undertake the necessary operational and management reforms needed to ensure successful rollout of BRT services.

IMPLEMENTING AGENCY requires to strengthen its administrative structure and functionality and for a long term sustainability wishes to develop a comprehensive business plan and strategy with an aim to improve the service quality of IMPLEMENTING AGENCY and attract more public transport ridership in the region. The terms of reference has been set to provide guidelines in selecting a service provider which would assist IMPLEMENTING AGENCY in the same.

### Study area:

Study area comprises of [CITY], \_\_\_\_\_\_\_\_\_\_\_\_\_, \_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_where IMPLEMENTING AGENCY provide its services.

## Objectives

The following are the key objectives to be achieved through this consultancy:

1. Assessment of the operational, institutional, and financial status of IMPLEMENTING AGENCY , including identification of significant gaps and challenges
2. Develop a vision and strategy for the expansion of IMPLEMENTING AGENCY services to capture an increasing share of ridership in \_\_\_\_\_\_.
3. Identify operational, institutional, and financial reforms required to meet service provision benchmarks.
4. Project management support in implementation of strategies and performance monitoring and evaluation matrix.
5. Support in marketing and branding of IMPLEMENTING AGENCY services.

# Scope of work

The Consultant will undertake the project in following two phases:

**Phase 1: Business plan for IMPLEMENTING AGENCY**

* Operational Assessment
* Institutional Assessment
* Financial Assessment
* Business Plan

**Phase 2: Project management support including performance monitoring, marketing support**

On-site hand-holding support to IMPLEMENTING AGENCY on a day to day basis for implementation of identified reforms as part of Business Plan.

The support shall be provided for \_\_\_\_\_\_ years after the commencement of the implementation of the business plan.

These activities are described in more detail below.

Detailed description of tasks and report structure

## Section 1: Assessment of existing scenario

The assessment of the current state shall include the following aspects. Please note consultant is expected to evaluate the data from the year of formation of IMPLEMENTING AGENCY (\_\_\_\_\_\_). The Consultant is expected to conduct site visits, interact with officials to do the stock taking during this phase and other stakeholder interactions. Consultant may use the existing data/ inventories available with IMPLEMENTING AGENCY, however it should be verified for the completeness and being latest. Consultant shall provide the list of surveys and relevant details along with the inception report.

Consultant shall study following existing documents:

* Route rationalisation report by ITDP, approved by BoD, IMPLEMENTING AGENCY in MM,YYYY.
* Comprehensive Mobility plans for [CITY]
* BRT service plans or relevant documents for [CITY]
* Other relevant reports such as institutional reforms for IMPLEMENTING AGENCY etc if any

### Operational Assessment

The purpose of the needs assessment is to determine the present condition of IMPLEMENTING AGENCY’s services, fleet, and facilities. The Consultant will submit the Operational Assessment report explaining the methodology and findings of the inventory.

#### Services:

The Consultant will review and analyse the current extent of services provided by IMPLEMENTING AGENCY, including the following information for each route operated: route number; route definition, average number of passengers carried per peak hour and per day; earnings per day; bus-km operated; maximum peak hour load; and average peak hour load.

The Consultant will then identify key service bottlenecks where passenger demand exceeds capacity. The Consultant will assess IMPLEMENTING AGENCY’s ability to plan for special events and respond to emergencies.

#### Fleet

The Consultant will review and analyse the condition of the current IMPLEMENTING AGENCY bus fleet. The Consultant will develop an inventory of all buses in the fleet, including the following information for each bus: model, age, fuel, seated capacity, total capacity, pollution rating (e.g. Bharat 1-4), and repair record. The Consultant will determine the daily average number of buses in the operational fleet, the daily average number of buses under repair, and the number of buses that are not operated. The Consultant will also document the average daily number of breakdowns to cross check the estimates of active and inactive fleet sizes.

#### Passenger facilities:

The Consultant will review and analyse an inventory of existing bus stops, terminals, customer service centres, and other passenger facilities in the IMPLEMENTING AGENCY system. Each facility should be assessed as to whether it handles existing passenger loads adequately, offers sun/weather protection, provides sufficient lighting, is accessible to persons with disabilities, provides customer information; has secure cycle parking; is in a good state of repair, and has an adequate cleaning schedule. The Consultant will develop a rating system to categorise facility conditions and indicate required improvements.

#### Depots, maintenance facilities, and maintenance procedures

The Consultant will review and analyse an inventory of IMPLEMENTING AGENCY’s depot facilities, including the following information for each depot: name; location; land area; number of buses operated from the depot; overnight parking capacity; number/type of staff; and maintenance capabilities.

The consultant will review and analyse existing maintenance capabilities, including the bus towing capacity; average duration for various types of repairs; and ability to handle maintenance of technologies present on new buses, such as Euro 4 pollution control technologies. The Consultant also will document interior and exterior bus cleaning procedures, including the number of buses that are cleaned each night at each depot. The Consultant will develop a rating system to categorise facility conditions and indicate required improvements.

#### Customer information

The Consultant will assess IMPLEMENTING AGENCY ’s existing capacity to disseminate customer information through various media including, television, radio, newspapers, web, telephone, and print and audio announcements on buses/at stations and suggest means to improve passenger information system in a cost effective manner.

#### Marketing and branding

The consultant will assess existing marketing and branding practices by IMPLEMENTING AGENCY.

#### Computerisation

The consultant will assess the current state of computerisation in IMPLEMENTING AGENCY and other IT enablement procedures adopted in the organisation.

### Institutional Assessment

#### Governance

The Consultant will review and analyse the existing division of responsibilities between IMPLEMENTING AGENCY, City municipal corporation, the Traffic Police, the state Transport Department, and other stakeholders for the provision of various services and responsibilities, decision making process, transparency, accountability at various levels, public participation. The Consultant will assess the ability of the existing governance structure of IMPLEMENTING AGENCY (including functioning of the board of directors) to define a strategic vision for the organisation, create an effective management system, delegate operational decisions to technical staff, and respond to challenges and opportunities.

#### Human resources

The Consultant will review and analyse the current organisation structure, evaluate quantitative and qualitative aspects of manpower and map it against the overall objective on IMPLEMENTING AGENCY. The Consultant will also identify redundancies; work over load pattern in the staffing structure. The Consultant will assess IMPLEMENTING AGENCY’s management structure and internal communications procedures.

### Financial Assessment

The Consultant will review and analyse the expenditure and revenue statements of IMPLEMENTING AGENCY for last \_\_\_\_\_\_ years, current revenue model, financial position, financial management aspects, sources and use of funds including balance sheet analysis.

The Consultant will present a detailed list of existing capital and operating expenses in detail, including administration; operations; bus procurement; bus maintenance; construction and maintenance of facilities; taxes and other government fees; and interest payments. On the revenue side, the Consultant will prepare a detailed accounting of fare and non fare revenues i.e. revenues from ticket sales, pass sales, advertisement, land rent, government grants, scrapping of buses, and other sources.

The Financial Assessment also will include an inventory of IMPLEMENTING AGENCY’s fixed assets records covering land, buildings, equipment, and vehicles.

### Best practices in bus based city/ metropolitan region Public transport

Section shall describe the best practices in public transport worldwide as well as study of public transport companies in India and developing countries. Analysis of data shall help in assessing the strengths and drawbacks of the IMPLEMENTING AGENCY system in comparison with other public transport companies.

### SWOT analysis

Consultant shall analyse operational, financial and institutional parameters along with impact of internal and external factors using SWOT analysis, which will be used as one of the inputs while preparing the business plan

## Section 2: Vision and goals

### Vision

The Consultant will prepare a vision statement for IMPLEMENTING AGENCY along with associated goals and metrics. The vision would chalk out clear road map for IMPLEMENTING AGENCY in the region on how to encourage bus transport, gain operational efficiency and also become financially sustainable in the long run.

 Goals and objectives shall be set up from the year of commencement of the implementation of the plan.

### Goals:

**Short term goals:**

Short term goals set for next YYYY (\_\_\_\_\_\_) years. Short term goals shall be specified as annual targets.

**Medium term goals:**

Medium term goals shall cover goals set for next YYYY (\_\_\_\_\_\_) years.

**Long term goals:**

Long term goals shall set up in two parts

Part 1- from YYYY (\_\_\_\_\_\_) to YYYY (\_\_\_\_\_\_ ) years

Part 2- from YYYY (\_\_\_\_\_\_) to YYYY (\_\_\_\_\_\_ ) years.

It shall include long term operational, financial and institutional goals and investments. Part 1 shall emphasise on goals to be achieved in 10 years whereas part 2 shall focus on broad level goals from 10 to 20 years.

## Section 3: Strategy document

The Consultant will develop a strategy document to be implemented 1 year onwards the day of issuing the work order for expansion and improvement of IMPLEMENTING AGENCY services to address the shortcomings identified in the Operational, Institutional, and Financial Assessments. In particular, the targets to be achieved in the first year (quick wins), shall be clearly identified and must be tangible and with minimum external dependencies and modest financial requirements.

#### Operational strategy

The Consultant will present a roadmap to ensure a sustainable growth path for IMPLEMENTING AGENCY enabling the agency to meet the goals specified in the comprehensive mobility plan for [CITY] which aims to serve \_\_\_\_\_\_ per cent of the public transport trips in [CITY] by \_\_\_\_\_\_ shall be \_\_\_\_\_\_ percent and \_\_\_\_\_\_ per cent of public transport trips by \_\_\_\_\_\_. The business plan will outline the required expansion and improvement in fleet, supporting infrastructure and operational systems (i.e. bus stops, terminals, depots, control centre, information technology systems, customer information, branding etc) to facilitate IMPLEMENTING AGENCY ’s growth. In particular, the plan should outline the required annual increase in the fleet size, including replacement of old buses as well as expansion to meet the service requirements outlined above, improvement in technological capabilities. The plan should also identify improvements in staff capacity and technological capabilities necessary to ensure that IMPLEMENTING AGENCY can monitor operations to ensure excellent customer service. The strategy will include a phased plan for the implementation of IMPLEMENTING AGENCY’s route rationalisation plan, approved by the Board of Directors in MM/YYYY as well as shall consider BRT networks in [CITY] Municipal limits.

The plan should also focus on elements required to operate successful BRT and bus service, the funding mechanism, roles and responsibilities of various departments and detailing out project structure (including public private partnership) models wherever relevant. While some elements of the plan may be financed, tendered, and/or managed by Urban local body, all of these elements should be included in the plan, along with an indication of the respective funding and implementation responsibilities of the respective stakeholders.

#### Institutional strategy

The Consultant will present institutional reforms to improve the management capability of IMPLEMENTING AGENCY. The Consultant will explore potential opportunities to restructure IMPLEMENTING AGENCY’s internal management structures and human resources practices to reflect international best practice for public transport agencies. The Consultant will identify staffing needs of the expanded bus and BRT systems and develop a list of positions to be filled and the respective qualifications. The Consultant will develop a capacity building plan and training modules for different categories of staff

The Plan will also cover IMPLEMENTING AGENCY’s external relations. The Consultant will examine relationships between IMPLEMENTING AGENCY and urban local body, and other partner agencies and will describe mechanisms for better collaboration among these entities.

#### Financial strategy

The Consultant will assess the costs of achieving the operational efficiencies outlined in the Business Plan. The financial strategy will estimate capital investments required to expand the fleet and create the supporting infrastructure required for bus operations, earnings from ticket and pass sales and non-fare sources of revenue (such as land resources, private vehicle user fee, advertisements etc.) . The strategy should also consider external funding sources such as JNNURM, multilateral development banks, bonds, corporate sponsorships, and public-private partnerships. The strategy will also determine the operating surplus or shortfall as well as mechanisms to close the gaps in the case of the latter. The strategy will estimate potential cost savings from outsourcing of activities such as bus operations, bus maintenance, and station maintenance.

#### IT strategy

The Consultant will identify IT model and computerisation of departments which could be undertaken by IMPLEMENTING AGENCY, to bring in efficiency in the department. The strategy should clearly state the priority departments, key activities which needs to be IT enabled and the software, model which should be adopted for effective implementation.

### Implementation plan

The vision finalised and strategies identified should be divided in 3 phases i.e. short/medium/long term as mentioned in section . The Consultant should clearly define achievable goals for each phase with implementable action plans during the period, to realise the vision.

The Consultant will develop a schedule for evaluating IMPLEMENTING AGENCY’s performance using the metrics.

The vision and strategy plan should be presented and discussed with key stakeholders in order to take their inputs before finalisation.

### Support mechanism

All the plans shall clearly outline all the necessary support required by the municipal corporation, state and central government to achieve stated goals and objectives. In addition it should also specify the external dependencies such as impact of other transport policies and projects while achieving the stated goals (e.g. parking policy, various taxation policies, vehicle grade separators etc)

## Project management support

The support shall be provided for \_\_\_\_\_\_ years after the commencement of the implementation of the business plan (issuing of the work order for implementation) for the following

* Implementation of short term goals
* Preparatory work for medium and long term goals
* Bid process management- Business plan shall clearly outline a detailed list of all the projects that require appointment of consultant/ operator/ advisor/ procurements/ constructions/ maintenance etc. Consultant is required to prepare all the tender documents for the projects listed in the business plan, attend pre bid meetings, provide technical support for responding pre bid queries, bid evaluations etc during his contact period. He shall be responsible for producing the tender documents for all the projects as per the business plan however is not required to remain present for the tender activities after the contract period is over. Consultant shall build the capacity of the existing staff to handle tender activities.
* Assessment of goal achievement

**He/she shall report daily to Joint MD, IMPLEMENTING AGENCY.**

IMPLEMENTING AGENCY shall only be responsible for providing the space for the staff deployed towards the handholding support. Other logistics arrangements such as computer system/ travel arrangements etc shall be taken care by the consultant. Leave and vacation policy etc as per the consulting firm’s policy provided that he/ she/ management shall intimate JtMD, IMPLEMENTING AGENCY.

Once the strategies are under implementation, the Consultant is expected to provide on-site handholding support to IMPLEMENTING AGENCY on a day to day basis for implementation and monitoring for next 3 years and submit progress report on the measures being implemented along with immediate plan of action for the next month / quarter / year. During this stage consultant is expected to provide technical inputs and guidance, undertake project and performance monitoring, assist in identifying vendors/ developers wherever required and developing marketing schemes for creating awareness of public transport.

### Identification of vendors/ players through bid process management

* Coordinate with IMPLEMENTING AGENCY in prioritizing activities/ projects and start working on identifying vendors/ private players wherever required.
* Assist in identification, appointment and interactions with prospective vendors/ agencies including the following:
	+ Project structuring wherever applicable
	+ Advise on the terms of contract
	+ Assistance in bid management [Expression of Interest (EOI)/ Request for Proposal (RFP) preparation]
	+ Participate in meeting and interactions with shortlisted agencies
	+ Contract management with all such agencies
* Provide support in SPV formation wherever applicable
* Consultant is expected to standardize the bid process management process along with the contracts, in order to reduce the entire procurement/ vendor identification process.

### Project monitoring

* Monitoring framework
	+ - Enlist all the key plans and activities to be undertaken for strategic plan
		- Prepare a monitoring framework including major projects/ activities, routes, milestones, expected results and monitor the results as per each factor
		- Each monitoring framework would be finalized post discussion with IMPLEMENTING AGENCY
* Monitoring of vendors as per contracts
	+ - Monitor the work of each of the vendor/s as per the contract conditions.
		- Highlight any discrepancy in timelines or work undertaken
		- Provide regular updates on the same to concerned department of IMPLEMENTING AGENCY
* Year-on-year traffic monitoring and financial performance
	+ - Track all the activities for traffic performance. The tracking would be project-wise and route-wise.
		- Undertake quarterly financial mapping and compare it with last year and last quarter
		- Undertake trend analysis, growth rate analysis.
		- Identify any hurdles or growth areas and support IMPLEMENTING AGENCY in addressing/ implementing the same.
		- Provide regular updates on the same to concerned department.
* During this phase, Consultant will work closely with relevant departments of IMPLEMENTING AGENCY and provide:
	+ - Monthly status reports which would include minutes of meetings attended, any presentations made and any other updates
		- Updated monitoring framework
		- Identify the gaps in terms of physical resources or manpower and give recommendations on capacity building.

### Marketing support

The consultant will support in developing the marketing and branding schemes to encourage more people to take IMPLEMENTING AGENCY transport. This would involve various concessions, loyalty cards, schemes etc. The Consultant is expected to regularly take feedbacks from customers and departments to refine and upgrade the schemes during their project period. **Consultant shall clearly provide the cost estimations for marketing strategy projects. IMPLEMENTING AGENCY management shall finalise the implementation strategy and all the costs towards implementation of the strategy shall be borne by IMPLEMENTING AGENCY.**

## Structure of an yearly assessment report

Consultant shall submit total 3 assessment reports for the next 3 years after approval of business plan.Yearly assessment reports shall clearly mention the goals, objectives stated for that particular period and achievements for the same year as well as challenges, analysis of the gap between goals stated and goals achieved. IMPLEMENTING AGENCY business plan committee shall review the assessment reports and guide the consultant on strategy for following years.

# Consultations:

Stakeholder consultations are an integral and important component of the process by which this business plan shall be created. It is also a key strategy to ensure that

1. The plan reflects the aspirations and expectations of the public at-large, the elected representatives and the administrative staff
2. The plan is made in a manner that is transparent
3. The plan is endorsed and supported by both the public at-large and the elected representatives, thus ensuring that it will be actually implemented
4. All segments of society are given an opportunity to provide inputs so that IMPLEMENTING AGENCY can ensure an excellent quality of service to everyone and
5. The very act of making the business plan will serve as a marketing strategy, create enthusiasm amongst citizens and staff, send a strong signal that genuine efforts are being made to improve IMPLEMENTING AGENCY and create an expectation about the changes that people can see in the future

The consultations should be done in a manner that will fulfil all the above expectations.

There are 2 critical stages at which stakeholder consultations are expected to be done, and may be done using methods appropriate for each stage

**Stage 1 – Determining the Vision and setting the goals and priorities for IMPLEMENTING AGENCY**

The consultations and inputs to be sought at this stage are expected to be very wide, covering all segments of society (socio-economic, gender, age, occupation, users/non-users, geographic areas, user types etc) and should be done using a variety of methods such as events/competitions, individual and group consultations, focus group discussions, etc. Appropriate techniques are to be used to get peoples’ preferences, identification of key improvement areas which will become inputs to framing the vision, identifying goals and setting priorities. The consultations should specifically target elected representatives, regular users of IMPLEMENTING AGENCY , students, potential users (those not currently using IMPLEMENTING AGENCY ), women, the poor (such as BPL users), senior citizens, and target everyone from the entire region being served by IMPLEMENTING AGENCY , that is both urban local body and extended regions. Consultations within IMPLEMENTING AGENCY, spanning the entire structure, are also expected to be done.

A summary of inputs received, how they were analysed and processed and how these translated into the final vision statement and setting of goals and priorities should be documented and made available.

**Stage 2 – Feedback and review of the draft Business Plan**

Once the draft Business Plan is prepared, it is essential to subject it to a thorough and comprehensive public scrutiny and consultation. Feedback obtained must be genuinely considered and appropriately incorporated into the plan. It is thus expected that the business plan will be presented to the public in a manner such that it is simple and easy to understand the following

1. What is the Vision, goals and priorities for IMPLEMENTING AGENCY?
2. What is the current status of IMPLEMENTING AGENCY both internally and in terms of the LOS (Level of Service) for commuters?
3. What is being recommended such that IMPLEMENTING AGENCY will achieve the goals that have been set?
4. What are the milestones in the roadmap?
5. What are the investments that are expected and how the revenues will be raised?
6. What are the roles and responsibility of all the key stakeholders and agencies?
7. What is the expected LOS for commuters in the short, medium and long-terms?
8. What were the possible choices/alternatives and why the ones being recommended were chosen?

The information about the business plan must be presented to the people in such formats (charts, graphs, presentations, info-graphics, posters etc) and languages (English, \_\_\_\_\_\_\_\_\_\_\_) that is easy to understand and amenable for people to provide feedback, comments and suggestions.

These consultations should be held in all areas across the city, such as at (or in the vicinity of) all depots of IMPLEMENTING AGENCY, after being widely publicized. Special efforts must be taken to ensure that all sections of society are reached and given an opportunity to provide their feedback. Efforts taken in this regard must be documented.

All feedback received should be analysed and documented, and reasoned response given for either its inclusion or not in the final business plan.

# Timeline and process

The Consultant will complete the tasks as per the following timeline.

Business plan aims to upgrade, streamline and strengthen public transport services and hence participation of citizens of [CITY] region is inevitable part of the process. Stakeholder consultation shall be organised by the consultant in association with IMPLEMENTING AGENCY and which shall be conducted in \_\_\_\_\_\_\_\_\_\_\_ (local language). All the material for the consultation shall be in the forms of graphics, charts, images and simplified language. Consultant shall assist IMPLEMENTING AGENCY in publishing an advertisement in 3 local leading newspapers (2 \_\_\_\_\_\_\_\_\_\_\_ and 1English) by developing the content of the advertisement. Format for the advertisement shall be approved by IMPLEMENTING AGENCY.

## Summary of timeline

|  |  |
| --- | --- |
| **Summary of timeline** |  |
| Deliverable | Duration (in months) T= date of signing of agreement | Related payments\* |
| **Phase 1** |
| Inception report | T+1 | 10% |
| Stakeholder consultation/ draft current state assessment report | T+2 | 15% |
| Current state assessment report | T+3 | 20% |
| Draft Business plan | T+5 |
| Draft final business plan | T+7 | 25% |
| Final Business plan and approval | T+9 | 5% |
| **Phase 2** |
| Project monitoring support | for 3 years from the day of commencement of the implementation of the plan | 25% |
| \*Payments will be made as per the “**Timeline Details and mode of payment” table.** Advertisement publishing costs shall be borne by IMPLEMENTING AGENCY  |

## Timeline details and terms of payment

IMPLEMENTING AGENCY will take the responsibility for the logistics arrangements for the stakeholder/ public consultations. Consultant shall clearly inform IMPLEMENTING AGENCY regarding the logistics requirements.

| **Phase I** |
| --- |
|  | **Stages** | **Outputs required** | **month 1** | **month 2** | **month 3** | **month 4** | **month 5** | **month 6** | **month 7** | **month 8** | **month 9** | **month 10- month 16** | **Related Payments** |
|   | Business plan campaign  |  | It’s a continuous process from the date of commencement of work. Consultant shall make as much publicity of under progress business plan so as to maximise the citizens’ inputs on it. This process shall be parallel to above processes and shall start from the date of signing of the contract. Consultant shall make use of innovative techniques such as movies, jingles, slogans, graphics, hoardings etc. Consultant shall discuss the techniques with IMPLEMENTING AGENCY. All the material developed for the consultation shall be in \_\_\_\_\_\_\_\_\_\_\_ and English and designed by graphic designer. |  |
| 1 | Project kick off meeting | Kick off meeting shall be organised with IMPLEMENTING AGENCY business plan committee  |   |  |   |   |   |   |   |   |   |  |   |
| 2 | Inception Report | This report shall contain a detailed timeline and work plan. Work plan shall briefly describe the plans for stakeholder consultation. Copies of all survey forms/ information requirement must be submitted at this time for approval.  |   |  |   |   |   |   |   |   |   |  | 10% |
| 3 | Review period for IMPLEMENTING AGENCY team | IMPLEMENTING AGENCY business plan committee shall review the inception report.  |   |  |   |   |   |   |   |   |   |  |   |
| 4 | Internal review meeting | IMPLEMENTING AGENCY business plan committee to discuss inception report and next steps. Consultant shall also take inputs by IMPLEMENTING AGENCY on stakeholder consultation. |   |  |   |   |   |   |   |   |   |  |   |
| 5 | Internal Review report 1 | Consultant shall submit a report on Internal Review on inception report by IMPLEMENTING AGENCY business plan committee |   |  |   |   |   |   |   |   |   |  | 5% |
| 6 | Stakeholder consultation for formulation of vision and setting up of short, medium and long term goals\*\* | Consultant shall organise multiple stakeholder consultations in various parts served by IMPLEMENTING AGENCY. |   |  |   |   |   |   |   |   |   |  |   |
| 7 | Assessment reports | Consultant shall submit a draft Operational Assessment report, Institutional Assessment, and Financial Assessment along with inputs and action plan on comments received in stakeholder consultation. (Section 1 of the report) |   |  |   |   |   |   |   |   |   |  | 10% |
| 8 | Time for internal review 2 | IMPLEMENTING AGENCY business plan committee shall review the assessment report. |   |  |   |   |   |   |   |   |   |  |   |
| 9 | Internal review 2 meeting | Consultant shall organise a meeting with IMPLEMENTING AGENCY business plan committee to get their feedbacks on the assessment report |   |  |   |   |   |   |   |   |   |  |   |
| 10 | Internal Review 2 | Submission of Internal Review 2 meeting minutes, revisions to Operational Assessment, Institutional Assessment, and Financial Assessment. |   |  |   |   |   |   |   |   |   |  | 5% |
| 11 | Approval on assessment report | Consultant shall take approval in writing by IMPLEMENTING AGENCY on modified assessment reports. |   |  |   |   |   |   |   |   |   |  |   |
| 12 | Draft Business Plan  | Business Plan. (Section 1 , 2 and 3) |   |  |   |   |   |   |   |   |   |  | 15% |
| 13 | Internal review 3 period | IMPLEMENTING AGENCY business plan committee shall review the draft. |   |  |   |   |   |   |   |   |   |  |   |
| 14 | Internal Review 3 and revised draft business plan-  | Submission of Internal Review 3 meeting notes and revised draft Business Plan, material for stakeholder consultation. |   |  |   |   |   |   |   |   |   |  | 5% |
| 15 | Public consultations  | Consultant shall organise multiple stakeholder consultations in various parts served by IMPLEMENTING AGENCY for draft business plan. |   |  |   |   |   |   |   |   |   |  |   |
| 16 | Public Consultation Meetings report | Submission of Public Consultation meeting minutes. |   |  |   |   |   |   |   |   |   |  |  |
| 17 | Public Comments and suggestion Period  | Submission of compiled Public Comments and proposed responses to comments received. |   |  |   |   |   |   |   |   |   |  |  |
| 18 | Draft Final Business Plan | This shall contain the draft final Business Plan. Consultant shall make a presentation to the IMPLEMENTING AGENCY business plan committee. IMPLEMENTING AGENCY business plan committee shall review the report. BoD, IMPLEMENTING AGENCY, shall review the draft business plan. Comments received by BoD shall be incorporated in the final report.\* |   |  |   |   |   |   |   |   |   |  |  |
| 19 | Final Business Plan | This shall contain the final Business Plan, reflecting all comments from the Client. It shall be produced in English and \_\_\_\_\_\_\_\_\_\_\_ |   |  |   |   |   |   |   |   |   |  | 20% |
| 20 | Summary document of business plan focusing action plan | This shall contain summary of business plan in graphical format and simplified language. It shall consist of highlights of assessment and short, medium, long term goals, action plan along with alternatives to meet goals. Executive summary shall be submitted in English and \_\_\_\_\_\_\_\_\_\_\_.Consultant shall make a presentation on final business plan and summary document to IMPLEMENTING AGENCY business plan committee. |   |  |   |   |   |   |   |   |   |  |
| 21  | Approval by BoD, IMPLEMENTING AGENCY on the final report | BoD, IMPLEMENTING AGENCY reviews the final report.  |  |  |  |  |  |  |  |  |  | 6 months maximum | 5% |

# Terms of payment

|  |  |  |
| --- | --- | --- |
| **Deliverables after completion of business plan and its summary document** | **Year**  | **Payment**  |
| Approval to Business plan by BoD, IMPLEMENTING AGENCY  | End of Year 01 | 75% |
| Assessment report 01 | End of Year 02 | 8% |
| Assessment report 02 | End of Year 03 | 8% |
| Assessment report 03 | End of Year 04 | 9% |

\*Approval by Board of Directors, IMPLEMENTING AGENCY is mandatory. Consultant shall clearly draft the support mechanism from both the corporations to achieve the goals and objectives.

## List of approved banks for EMD/ Bank guarantee

1. All nationalised banks
2. Banks which are scheduled and have net worth of Rs 3,000 Cr or more.

# Annexure ‘A’: Formats for Technical Bid

## Covering Letter

(Letterhead of the Bidder/Lead Partner, including full postal address, telephone,---------------- fax,----------------- email--------------------, addresses) Date………………….

To,

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_,

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
 [CITY]-XXXXXX

Sir,

1. Being duly authorized to represent and act on behalf of ………….. (hereinafter “the Bidder”), and having reviewed and fully understood all the information provided in the RFP document, the undersigned hereby applies as a Bidder for the preparation of business plan for IMPLEMENTING AGENCY project.

2. Attached to this letter are certified copies of original documents defining:

(a) The applicant’s legal status including Memorandum and Article of Association.

(b) The applicant’s principal place of business; and

(c) The place of incorporation (for bidders which are corporations); or the place of registration (or Income Tax registration) and the nationality of the owners (For bidders who are partnerships or individually – owned firms).

(d) All documents as specified in RFP in respective envelopes.

3. IMPLEMENTING AGENCY and its authorized representatives are hereby authorized to conduct any inquiries or investigations to verify the statements, documents, and information submitted in connection with this application, and to seek clarification from banker(s) and / or client(s) regarding any financial and technical aspects hereof by way of letters or otherwise from any such institutions, in order to verify statements and information provided in this application, or with regard to our resources, experience, and competence.

4. This application is made in the full understanding that:

(a) Our bid and any information submitted at the time of bidding will be subject to verification by IMPLEMENTING AGENCY;

(b) IMPLEMENTING AGENCY reserves the right to reject or accept any application, cancel the qualification/Bid process, and reject all applications; and

(c) IMPLEMENTING AGENCY shall not be liable for any such actions as at (b) above and shall be under no obligation to inform us of the grounds for the same.

5. Appended to this application, we give details of the participation of each party, including capital contributions and Profit and Loss arrangements, as per requirements of the RFP Document.

6. We confirm that in the event of our bid is successful resulting in award of contract, the same will be:

(a) Signed so as to legally bind all partners jointly and severally;

7. We confirm that we agree with the terms and conditions provided in RFP. The RFP submitted by us shall be valid for a period of 180 (one hundred and eighty days) days from the date of bid submission date prescribed by IMPLEMENTING AGENCY.

8. The Ernest Money Deposit of INR 4,00,000/- (INR Four Lakh only) in the form of the Demand draft / Bank Guarantee in favour of Managing Director, IMPLEMENTING AGENCY , [CITY] and payable at [CITY] , on ----------bank,------ is enclosed

9. The undersigned declares that the statements made and the information provided in the duly completed application is complete, true and correct in every detail.

Signed

Name

For and on behalf of (name of Bidder) OR

For and on behalf of (name of Consortium)

## Format for Power of Attorney for Signing of the Bid

(On a Stamp Paper of appropriate value)

*(Applicable in case of bid not being signed by the person directly authorized by Board of the firm. In the latter case, please provide a copy of the relevant Board Resolution signed by Company Secretary/ Director authorizing the Signatory)*

**Dated:**

To,

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_,

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
 [CITY]-XXXXXX

Dear Sir,

REF: Your RFP Ref.:

**<Bidder’s name>** hereby authorizes **<Designated Representative’s name>** to act as a representative of **<Bidder’s name>** for the following activities vide its Board Resolution/ Power of Attorney attached herewith.

To attend all meetings with IMPLEMENTING AGENCY or other entities associated with ‘Preparation of business plan for IMPLEMENTING AGENCY and to discuss, negotiate, finalize and sign any bid or agreement and contract related to Development, implementation, Operation and Maintenance of ‘Preparation of business plan for IMPLEMENTING AGENCY’ RFP and subsequent Contract.

Yours faithfully,

**<Signature of appropriate authority of the Bidder >**

Name of appropriate authority of the Bidder:

**<Signature and name of the Designated Representative of the Bidder for acceptance of this Power of Attorney>**

For

**<Name of Bidder >**

**Encl: Board Authorization**

Notarised

##  Format for Power of Attorney for Lead Member of Consortium

(On a Stamp Paper of appropriate value)

Whereas the IMPLEMENTING AGENCY (the “Authority”) has invited bids from interest parties for the ‘Preparation of business plan for IMPLEMENTING AGENCY’ (the “Business plan Project”). Whereas, ………………….,,, ……………...and ………………………. (collectively the “Consortium”) being Members of the Consortium/ Joint Venture are interested in bidding for the Business Plan Project in accordance with the terms and conditions of the Request for Proposal and other connected documents in respect of the business plan Project, and Whereas, it is necessary for the Members of the to designate one of them as the Lead Member with all necessary power and authority to do for and on behalf of the Consortium, all acts, deeds and things as may be necessary in connection with the Consortium’s bid for the business plan Project and its execution.

NOW THEREFORE KNOW ALL MEN BY THESE PRESENTS

We, ……………… having our registered office at …………………, M/s. ……………………, having our registered office at …………………, and

(hereinafter collectively referred to as the “Principals”) do hereby irrevocably designate, nominate, constitute, appoint and authorise M/s …………………, having its registered office at ………………………, being one of the Members of the Consortium, as the Lead Member and true and lawful attorney of the Consortium (hereinafter referred to as the “Attorney”) and hereby irrevocably authorise the Attorney (with power to sub-delegate) to conduct all business for and on behalf of the Consortium and any one of us during the bidding process and, in the event the Consortium is awarded the Contract, during the execution of the Project, and in this regard, to do on our behalf and on behalf of the Consortium, all or any of such acts, deeds or things as are necessary or required or incidental to the submission of its bid for the Project, including but not limited to signing and submission of all applications, bids and other documents and writings, accept the Letter of Award, participate in bidders’ and other conferences, respond to queries, submit information/ documents, sign and execute contracts and undertakings consequent to acceptance of the bid of the Consortium and generally to represent the Consortium in all its dealings with the Authority, and/ or any other Government Agency or any person, in all matters in connection with or relating to or arising out of the Consortium’s bid for the business plan Project and/ or upon award thereof till the Agreement is entered into with the Authority. AND hereby agree to ratify and confirm and do hereby ratify and confirm all acts, deeds and things done or caused to be done by our said Attorney pursuant to and in exercise of the powers conferred by this Power of Attorney and that all acts, deeds and things done by our said Attorney in exercise of the powers hereby conferred shall and shall always be deemed to have been done by us/ Consortium.

IN WITNESS WHEREOF WE THE PRINCIPALS ABOVE NAMED HAVE EXECUTED THIS POWER OF ATTORNEY ON THIS ……………… DAY OF ………….., 20.…

For ……………………...

(Signature, Name & Title)

For …………...................

(Signature, Name & Title)

(Executants)

(To be executed by all the Members of the Consortium)

Accepted Notarised

(Signature, name, designation and address of the Attorney)

Witnesses:

1.

2.

## Work experience for similar kinds of work statement and project details

**[Project Title]**

(Attach separate sheet for each project)

Project Brief

Client (Name & Address)

Cost of the Project

Duration & period of the Project

Role & responsibility of the organization

Whether Project executed by forming Joint venture or Consortium with other organization.

Other features of the Project

Country in which executed

NB. Completion Certificates duly authenticated by the respective client be furnished. In case Experience shown executed by forming consortium with other organization then roles and responsibilities of each organization should be mentioned and evidence should be provided.

In case Foreign Company is a member or consortium or a single Bidder then it should provide the exchange rate of its respective foreign currency to Indian Currency in respective years to compute the Turnover and Technical Capability. In case Completion Certificate is in a language other than English then notarized translation should be provided.

## Contents for Approach and Methodology

(Not more than 8000 words and hard copy of PowerPoint presentation. Presentation in ppt format shall be delivered at the time of presentation to the committee. Hardcopy of the approach and methodology document shall be submitted however, there is no need to submit the hard copy of the presentation at the time of technical bid submission.)

* Understanding about the project
* Approach / consultations/ participatory planning techniques
* Methodology
* Broad level suggested future prospect/growth ideas for IMPLEMENTING AGENCY to enhance the overall efficiency
* Handholding support techniques/ approach
* Timeline for the project

## Project Team details

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **S. No.** | **Name of the Employee** | **Designation** | **Qualifications** | **Total experience in no of years and project details**  | **Expertise / Skill set** |
| 1. |  |  |  |  |  |
| 2. |  |  |  |  |  |
| 3. |  |  |  |  |  |
| 4. |  |  |  |  |  |
| 5. |  |  |  |  |  |

##  Format for Curriculum Vitae (CV) for Proposed Key Personnel

(Separate Form of Each Key Person)

Affix

Photograph

Proposed Position

Name of Firm

Name of Staff Member

Profession

Date of Birth

Nationality

Languages known

Softskills

Years with Firm /Organization

Relationship with firm Employee/ on contract

Membership of Professional Societies­­­­­­­­

**Details of Tasks Assigned**

(The information may be furnished as per the format given below)

|  |  |  |
| --- | --- | --- |
| S. No. | Tasks Assigned In the present Project | Relevant Previous Experience |
| Project Details (Title, Funded by, Location, Year) | Client (Govt. Dept. Etc.) | Tasks Actually performed | Duration of Tasks | Remarks |
|  |  |  |  |  |  |  |

**Key Qualifications**

(Give an outline of staff Member's experience and training most pertinent to tasks on assignment. Describe degree of responsibility held by the staff member on previous assignments and give dates and locations. Use up to half a page).

**Education**

(Summaries College/University and other specialized education of staff Member, giving names of schools, dates attended and degrees obtained. Use up to a quarter pages).

**Employment Record**

(Starting with present position, list in reversed order, every employment held. List all positions held by the Staff Member since graduation, giving dates, names of employing organization, little of position held and location of assignments. For experience in the last ten years, also given types of activities performed and Client reference, wherever appropriate. Use up to three-quarter of a page)

----------------------------------------------------------------------------------------------------

**Publications**

(List details of major technical reports/papers published in recognized national and international journals. Use up to quarter of a page)

----------------------------------------------------------------------------------------------------

**Language**

(Indicate Proficiency in speaking, reading and writing of each language by "Excellent", "Good", "fair", "Working knowledge", "Poor"

----------------------------------------------------------------------------------------------------

**Certification**

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes myself, my qualifications and my experience.

Date

Signature of Signatory and Seal of staff member

And

Authorized Official of the Firms

## Undertaking

It is certified that the information furnished here in and as per the document submitted is true and correct and nothing has been concealed or tampered with. We have gone through all the conditions of tender and is liable to any punitive action for furnishing false information / documents.

Dated this \_\_\_\_\_ day of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 20XX.

Signature

(Company Seal)

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

In the capacity of Duly authorized to sign bids for and on behalf of:

**Signed by**

**Authorized Signatory with designation**

**NB: To be furnished on formal letter head of the bidder/Lead partner in case of consortium.**

## Turnover

Turnover details:

Name of the Bidder:

(Name of all consortiums Member specifying the name of Lead Member and other members of Consortium in case bidder is consortium)

**For Single bidder**

|  |  |
| --- | --- |
| Year | Total Turnover (INR in crore)[[1]](#footnote-1) |
| 2012-13 |  |
| 2011-12 |  |
| 2010-11 |  |
| Average  |  |

**For each member of a consortium**

|  |  |
| --- | --- |
| Year | Total Turnover (INR in crore) |
|  | Lead Member  | Non Lead Member 1 |
| 2012-13 |  |  |
| 2011-12 |  |  |
| 2010-11 |  |  |
| Average  |  |  |

In case of financial year other than standard Indian format (April to March), the latest available audited information should be used.

Bidder’s audited annual report with profit and loss statement and balance sheet for the last three financial years should be provided.

In case Foreign Company is a member or consortium then its should provide the exchange rate of its respective foreign currency to Indian Currency in respective years to compute the Turnover.

**Above Turnover Certificate shall be certified by the Statutory Auditors of the Bidder.**

## Anti Blacklisting Certificate

Format for Affidavit certifying that the Entity/Promoter/s / Director/s of Entity are not blacklisted (On a Stamp Paper of relevant value)

Anti-Blacklisting Affidavit

I M/s. ……………… (Sole Applicant / Lead Member/ Other Member /s)), (the names and addresses of the registered office) hereby certify and confirm that we or any of our promoter/s / director/s are not barred by Government of Maharashtra (GoM) / any other entity of GoM or blacklisted by any state government or central government / department / agency in India or from abroad from participating in Project/s, either individually or as member of a Consortium as on the \_\_\_\_\_\_\_-(Bid submission Date).

We further confirm that we are aware that our Application for the captioned Project would be liable for rejection in case any material misrepresentation is made or discovered with regard to the requirements of this RFP at any stage of the Bidding Process or thereafter during the agreement period. Dated this ……………………..Day of …………………., 20XX

Name of the Bidder

Signature of the Authorized person

Name of the Authorized Person

*To be executed separately by all the Members in case of Consortium.*

# Annexure ‘B’: Format of financial bid

## Format

The financial bid should contain the cost of consultancy services in the following format on company letterhead with sign and seal.

| **Sr. No.** | **Items** | **Total Amount (INR)**  |
| --- | --- | --- |
| **In Figure**  | **In words** |
|  | **Total net amount including preparation of business plan and Price towards handholding support and taxes.***Details of types of taxes is required* |  |  |

## Proforma of bank guarantee for EMD[[2]](#footnote-2)

## (On bank’s letterhead with adhesive stamp)

To

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_,

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
 [CITY]-XXXXXX

This Deed of Guarantee is made on this \_\_\_\_\_\_day of \_\_\_\_\_\_\_\_\_\_, 20XX at \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Bank within the meaning of the Reserve Bank of India Act and constituted under the Banking Companies Acquisition and Transfer of Undertakings Act, 1970/1980 and having its Head Office/Registered Office at \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and a Branch Office at \_\_\_\_\_\_\_\_\_\_\_\_\_\_, (hereinafter referred to as “the Bank” or “the Guarantor”, which expression shall unless it be repugnant to the subject or context hereof be deemed to include its successors and assigns) in favour of IMPLEMENTING AGENCY having its Office at \_\_\_\_\_\_\_\_\_\_(hereinafter referred to as “IMPLEMENTING AGENCY ” which expression shall unless it be repugnant to the subject or context hereof be deemed to include its successors and assigns).

WHEREAS, the IMPLEMENTING AGENCY undertook the process of competitive bidding in order to select the most desirable firm/company for the preparation of business plan for IMPLEMENTING AGENCY , for which purpose IMPLEMENTING AGENCY issued a Request for Proposal (“RFP”) document inviting Bids from the Bidders;

WHEREAS, [name of Bidder] (hereinafter called “the Bidder”) has submitted his Bid dated [date] for the execution of the Works (hereinafter called “the Bid”).

In the event of any breach or non-performance of the following terms and conditions contained in the RFP document:

(1) if the Bidder withdraws or modifies his Bid during the period of Bid validity specified in the RFP; or

(2) if the Bidder refuses to accept the correction of errors in his Bid; or

(3) If the Bidder submits a conditional Bid which would affect unfairly the competitive provision of other Bidders who submitted substantially responsive Bids and/or is not accepted by IMPLEMENTING AGENCY , or

(4) if the Bidder, having been notified of the acceptance of his Bid by the IMPLEMENTING AGENCY during the period of Bid validity and the bidder fails or refuses to execute the Agreement in accordance with the RFP documents;

The Guarantor agrees absolutely, irrevocably and unconditionally guarantees and undertakes to pay to IMPLEMENTING AGENCY a sum of Indian Rupees 4,00,000 (Rupees four Lakh) without any protest or demur and upon receipt of first written demand from IMPLEMENTING AGENCY , without having to substantiate his demand, provided that in his demand IMPLEMENTING AGENCY will note that the amount claimed by him is due to him owing to the occurrence of any one or more of the conditions, specifying the occurred condition or conditions.

This Guarantee will remain in force up to and including the date 60 days after the date of expiration of the Bid Validity (i.e 465 days from Bid Due Date) or as it may be extended by the bidder on a written request by IMPLEMENTING AGENCY, notice of which extension(s) to the Bank is hereby waived. Any demand in respect of this Guarantee should reach the Bank not later than the above date.

The jurisdiction in relation to this Guarantee shall be the Courts at [CITY] and Indian Law shall be applicable.

The claim in respect of this Bank Guarantee shall be admissible at any of our Branches in [CITY] and PCMC area.

IN WITNESS WHEREOF the Guarantor has executed this Guarantee on this \_\_\_\_\_ day of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_and year first herein above written.

Signed and delivered by the

above named \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Bank by

its Authorized Signatory as authorized by

Board Resolution passed on \_\_\_\_\_\_/

Power of Attorney dated […………]

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Authorized Signatory

Name :

Designation:

In the presence of:

1.

2.

1. In case of foreign firms, millions may be used instead of crore (1 million = 1,000,000). [↑](#footnote-ref-1)
2. Issued by approved Banks only [↑](#footnote-ref-2)