



Request for Proposal [RFP]

For selection of '***Umbrella Consultant***' to
"Conceptualize, Design and implement Comprehensive
Service Delivery Roadmap for state of Punjab"

Reference number: UC/Punjab/DGR/PSeGS/2013/01

Punjab State e-Governance Society (PSeGS)
In O/o Department of Governance Reforms,
Government of Punjab
SCO 193-195, Sector 34-A, Chandigarh-160022

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1.0 DOCUMENT CONTROL SHEET

S.No.	Particular	Details
1.	Document Reference Number	UC/Punjab/DGR/PSeGS/2013/01
2.	Start date of issue of RFP	14 th May 2013
3.	Last date & Time of issue of RFP	17 th June 2013 3.00 PM
4	Last Date for submission of written Queries for clarifications	21 st May 2013
5	Date & Time of Pre-Bid Meeting	24 th May 2013 at 3.00 PM
6	Release of Response to Pre-bid Queries	31 st May 2013
7	Last date and time for receipt of proposals	17 th June 2013 till 3.00 PM
8	Date and time of opening of Pre-Qualification Bid	17 th June 2013 at 3.30 PM
9.	Date and time of opening of Technical Proposals	"To be intimated later"
10.	Date of Presentation and Opening of Commercial bids	"To be intimated later"
11.	Address for pre-bid meeting & Opening of Proposals	Punjab State e-Governance Society O/o Department of Governance Reforms, SCO 193-195, Sector-34A, Chandigarh-160022
.12	Cost of RFP document	Rs. 10,000/- (Rs. Ten Thousand Only)
13	Earnest Money Deposit (EMD)	Rs. 10,00,000/- (Rs. Ten Lacs only)
14.	All requisite demand drafts/PBG/EMD payable at Chandigarh in favour of	Punjab State e-Governance Society
15	Office Address (For RFP issuance, proposal submission and other relevant purposes)	Punjab State e-Governance Society O/o Department of Governance Reforms, SCO 193-195, Sector-34A, Chandigarh-160022
16.	Single Point of Contact from the Society regarding RFP	Mr. Praveen Garg, Senior System Manager (GR) Mobile : +91 98150 03210 Email: ucpunjab@punjab.gov.in
17.	Website	www.edistrict.punjabgovt.gov.in

*This document is not transferable

2.0 Invitation for Proposal (IFP)

2.1. Background

Government of Punjab has envisioned that Citizens of Punjab should get all government services being delivered by any government department in an integrated manner, across the counter under one roof in Urban as well as Rural Areas. To make these services easily accessible in local vicinity of the citizens, one **Service Delivery Centre** for a cluster of pre-defined citizen's population may be setup so that the objective of providing services to citizens in a hassle-free, faster & transparent manner can be achieved. There may be only two different types of **Service Delivery Centres** mainly for Urban & Rural areas based upon the various factors.

The objective of Government of Punjab is to facilitate citizens to avail all Government to Citizens services (G2C) anytime, anywhere in a transparent and time-bound manner. The proposed Delivery Centres may work as the front end for delivering citizen centric services. In the event of delivering citizen centric services online, these centres shall also facilitate citizens to avail services through internet or other dedicated network.

State has felt immediate need to take a holistic approach to leverage the available Information & Communication Technological (ICT) advantages. Growing penetration of smart phones, easily availability of secure & reliable internet, Wi-Fi, Wimax & cloud computing has transformed the significance of communication. Since, ICT is changing in a very dynamic mode & pace, it is important to exploit the innovative ways of service delivery for which following legislative, administrative & institutional framework measures have already been taken by the state:-

- i. Enactment of Right To Service Act - to ensure that Citizens are served in a time bound manner with pre-defined accountability
- ii. Enactment of Right To Information Act - to empower citizens by bringing transparent sharing of information
- iii. Formation of Punjab Governance Reforms Commission - to bring in best governance reforms in a uniform & consolidated manner

- iv. Formation of Punjab State E-Governance Society – to undertake e-Governance initiatives by transforming output based processes to outcome based processes
- v. Formation of Department of Governance reforms – to focus on overall core governance reforms activities
- vi. Commissioning of State Wide Area Network – a robust & reliable intranet network to provide speedy, efficient and converged backbone for voice, video and data communications for exchanging governance information and communication requirements of the State.
- vii. Setting up of State Data Centre – to function as central Repository of the State, Secure Data Storage, Online Delivery of Services, Citizen Information/Services Portal, State Intranet Portal, Disaster Recovery, Remote Management and Service Integration etc.
- viii. Implementing e-District Project - to enable seamless service delivery to the citizen by focusing on backend computerization, data digitization & integration of workflows.
- ix. Implementing State Service Delivery Gateway Project - to achieve a high order of interoperability among autonomous and heterogeneous entities of the Government (in the Centre, States or Local bodies), based on a framework of e-Governance Standards. Also to reduce point to point connections between departments and provide a standardized interfacing, messaging and routing switch through which various players such as department's front-end service access providers and back-end service providers can make their applications and data interoperable.

To translate this vision into reality, policy level strategic planning needs to be finalized. Further at micro level, comprehensive & phase-wise roadmap needs to be prepared so that end objective of services delivery in an integrated manner can be achieved in a pre-planned & structured manner. The main focus of the strategic planning needs to be on bringing paradigm shift in effective Service Delivery by efficient government processes, targeted outcomes and transparent accountability mechanisms with the vision to provide Integrated Service Delivery at the grass root level.

The e-Governance initiatives of Government of Punjab have been driven by various policies & programs of Government of India as well as of the State. Over a period of time, various System Integrators have been put in place which are providing technological intervention for efficient & effective delivery of service through initiatives undertaken by department of Governance Reforms, Home Affairs & Justice, Excise & Taxation, Transport, Panchayat & Rural Development, Industries & Commerce, Food & Civil Supplies, and Revenue, Rehabilitation & Disaster management etc.

At present, different departments in the State are in the process of developing and implementing various e-Governance applications. Their affects are more towards individual department centric and are not taking care of inter-departmental integration aspects with respect to data sharing, application platform, use of common infrastructure & secure connectivity etc. Apart from these issues, there are strategic planning issues and management issues like management of change, capacity building etc. cutting across various departments & organizations.

It is expected that the Umbrella Consultant will be the Strategic arm of the state to take care of this integration.

2.2. Invitation

2.2.1. Through this Request for Proposal (RFP), it is intended to invite Proposals for selecting a professional Consulting agency as “Umbrella Consultant” to provide consulting services & to prepare a comprehensive way forward for setting up of these Service Delivery Centres across the state.

2.2.2. Only the bidder, in whose name this RFP document has been purchased, shall submit the Proposal.

2.2.3. Society may, at its own discretion, extend the date for submission of proposals. In such a case all rights and obligations of the PSeGS and bidders previously subject to the deadline will thereafter be subject to the deadline as extended.

2.2.4. All Bankers Cheque or Demand Draft should be in Indian Rupees and from any of the Scheduled Bank in favour of “Punjab State E-Governance Society”, payable at Chandigarh.

3.0 Instructions to Bidders (ITB)

3.1. Definitions

Unless the context otherwise requires, the following terms whenever used in this RFP and Contract have the following meanings:

- 3.1.1. "Society" means Punjab State e-Governance Society
- 3.1.2. "Bidder" means firm/ company/ business entity who submits proposal in response to this Request for Proposal document.
- 3.1.3. "Committee" means committee constituted for evaluation of Proposals.
- 3.1.4. "Consultant" means the firm/ company/ business entity, selected through competitive tendering in pursuance of this RFP, for providing the consultancy services under the contract.
- 3.1.5. "Contract" means the Contract entered into by the parties for providing consultancy services along with the entire documentation specified in the RFP.
- 3.1.6. "Department" means the Department of Governance Reforms.
- 3.1.7. "State" means state of Punjab
- 3.1.8. "GCC" mean General Contract Conditions.
- 3.1.9. "IFP" means Invitation for Proposals.
- 3.1.10. "ITB" means Instructions to Bidders.
- 3.1.11. "Personnel" means professional and support staff provided by the Consultant to perform services to execute an assignment and any part thereof.
- 3.1.12. "Proposals" means proposal submitted by bidders in response to the RFP issued by the Society for selection of Project Consultant.
- 3.1.13. "Services" means the work to be performed by the Consultant pursuant to this RFP and to the contract to be signed by the parties in pursuance of any specific assignment awarded by the Society.
- 3.1.14. "SOW" means Scope of Work for the Consultant.

3.1.15. "GPR" means Government Process Re-engineering

3.1.16. "INR" means currency in Indian Rupees

3.2. General

3.2.1. While every effort has been made to provide comprehensive and accurate background information and requirements and specifications, Bidders must form their own conclusions about the consultancy support required. Bidders and recipients of this RFP may wish to consult their own legal advisers in relation to this RFP.

3.2.2. All information supplied by Bidders may be treated as contractually binding on the Bidders, on successful award of the assignment by the Society on the basis of this RFP

3.2.3. No commitment of any kind, contractual or otherwise shall exist unless and until a formal written contract has been executed by or on behalf of the Society. Any notification of preferred bidder status by the Society shall not give rise to any enforceable rights by the Bidder. The Society may cancel this RFP at any time prior to a formal written contract being executed by or on behalf of the Society.

3.2.4. This RFP supersedes and replaces any previous public documentation & communications regarding the same scope of work as mentioned in this RFP, and Bidders should place no reliance on such communications.

3.2.5. This RFP does not constitute an offer by Society. The bidder's participation in this process may result in Society selecting the bidder to engage towards execution of the contract.

3.3. Validity of Proposals

3.3.1. Proposals shall remain valid for a period of 180 (one hundred and eighty) days from the date of opening of Commercial Proposal. The Society reserves right to reject a proposal valid for a shorter period as non-responsive.

3.3.2. Prior to the expiration of the validity period, Society will notify the successful bidder in writing or by fax or email, that its proposal has been accepted. In case the tendering process is not completed within the stipulated period, Society, may like to request the bidders to extend the

validity period of the bid. The request and the response thereto shall be made in writing. Extension of validity period by the bidder shall be unconditional. A bidder granting the request will not be permitted to modify its Proposal.

3.4. Right to Terminate the Process

3.4.1. The Society reserves the right to annul the RFP process, or to accept or reject any or all the Proposals in whole or part at any time without assigning any reasons and without incurring any liability to the affected bidder(s) or any obligation to inform the affected bidder(s) of the grounds for such decision.

3.5. RFP Document Fees

3.5.1. RFP document can be purchased at the price, address & dates provided in the document control sheet by submitting a non-refundable bank demand draft, drawn in favour of Society as mentioned in document control sheet, payable at Chandigarh from any scheduled commercial banks.

3.5.2. The bidder may also download the RFP documents from the website as mentioned in document control sheet. In such case, the demand draft of RFP document fees should be submitted along with Proposal. Proposals received without or with inadequate RFP Document fees shall be rejected.

3.6. Pre Bid Meeting & Clarifications

3.6.1. Society shall convene a pre-bid meeting as prescribed in document control sheet to address any RFP related queries.

3.6.2. The Bidders will have to ensure that their queries for Pre-Bid meeting should reach to the office address of Society as mentioned in Document Control Sheet by post, by hand or by email Three (3) working days prior to scheduled pre-bid meeting

3.6.3. The prospective bidder or its official representative/s [maximum 2] is/are invited to attend the pre-bid meeting.

3.6.4. The queries should necessarily be submitted in the following format:

Sr. No.	RFP Document Reference (Section & Page Number)	Content of RFP requiring clarification	Points of Clarification
1			
2			

3.6.5. Any requests for clarifications post the indicated date and time shall not be entertained by the Society.

3.7. Responses to Pre-Bid queries and issuance of corrigendum

3.7.1. Amendments necessitated as a result of the pre-bid meeting or otherwise shall be made available on website as provided in the document control sheet. It shall be the responsibility of the bidders to amend their proposals incorporating the amendments so communicated through the website. Society shall not be responsible for any oversight or negligence on part of the bidders on the amendments to the terms and conditions of the RFP document and notified through the website.

3.7.2. Society will endeavour to provide timely response to all queries. However, pre-bid queries common in nature shall be addressed with a single response instead of individual responses to every bidder for same query.

3.7.3. At any time prior to the last date for receipt of bids, Society may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective Bidder, modify the RFP document by a corrigendum.

3.7.4. The Corrigendum (if any) & clarifications to the queries from all bidders will be posted on the website of the Society and no separate communication either in writing or through email will be made to any participants.

3.7.5. Any such corrigendum shall be deemed to be incorporated into this RFP.

3.7.6. In order to provide prospective Bidders reasonable time for taking the corrigendum into account, Society may, at its discretion, extend the last date for the receipt of Proposals.

3.8. Clarifications and amendments of RFP

3.8.1. During process of evaluation of the Proposals, Society may, at its discretion, ask Bidders for clarifications on their proposal. The Bidders are required to respond within the prescribed time frame.

3.8.2. Society may for any reason, modify the RFP from time to time. The amendment(s) to the RFP would be clearly spelt out posted on the website as provided in the document control sheet and the bidders may be asked to amend their proposal due to such amendments.

3.9. Earnest Money Deposit (EMD)

3.9.1. The bidder shall furnish, as part of the Pre-qualification Proposal, an Earnest Money Deposit (EMD) amounting to Rs. 10,00,000/- (Rupees Ten Lacs Only) favouring as mentioned in document control sheet.

3.9.2. The EMD shall be in Indian Rupees and shall be in the form of Demand Draft.

3.9.3. **Refund of EMD:** EMD of all unsuccessful bidders would be refunded by Society within 3 months of the bidder being notified as being unsuccessful. EMD of the successful bidder will be released after the successful bidder signs the final agreement and furnishes the Performance Bank Guarantee (PBG).

3.9.4. The EMD amount is interest free and will be refundable to the unsuccessful bidders without any accrued interest on it.

3.9.5. The EMD lying with the Society in respect of other tender/ RFP/ Expression of Interest awaiting approval or rejected or on account of contracts being completed will not be adjusted towards EMD for this RFP. The EMD may however, be taken into consideration in case RFP are re-invited.

3.9.6. The Earnest Money will be forfeited on account of one or more of the following reasons:-

3.9.6.1. Bidder withdraws its Proposal during the validity period specified in RFP.

3.9.6.2. Bidder does not respond to requests for clarification of its Proposal.

3.9.6.3. Bidder fails to provide required information during the evaluation process or is found to be non-responsive.

3.9.6.4. In case of a successful bidder, the said bidder fails to sign the Agreement in time; or furnish Performance Bank Guarantee.

3.10. Preparation of Proposal

The Bidder must comply with the following instructions during preparation of Proposals:

- 3.10.1. The Bidder is expected & deemed to have carefully examined all the instructions, guidelines, forms, requirements, appendices and other information along with all terms and condition and other formats of the RFP. Failure to furnish all the necessary information as required by the RFP or submission of a proposal not substantially responsive to all the requirements of the RFP shall be at Bidder's own risk and may be liable for rejection.
- 3.10.2. The Proposal and all associated correspondence shall be written in English and shall conform to prescribed formats. If any supporting documents submitted are in any language other than English, translation of the same in English language is to be duly attested by the Bidders. Any interlineations, erasures or over writings shall be valid only if they are authenticated by the authorized person signing the Proposal.
- 3.10.3. The Proposal shall be typed or written in indelible ink and shall be signed by the Bidder or duly authorized person(s) to bind the Bidder to the contract. The authorization shall be indicated by written power of attorney and shall accompany the Proposal.
- 3.10.4. In addition to the identification, the envelopes containing the Proposals shall mention the name and address of the Bidder to enable the proposal to be returned in the case it is declared late pursuant, and for matching purposes.
- 3.10.5. No bidder shall be allowed to modify, substitute, or withdraw the Proposal after its submission.
- 3.10.6. The bidder shall be responsible for all costs incurred in connection with participation in the RFP process, including, but not limited to, costs incurred in conduct of informative and other diligence activities, participation in meetings/discussions/presentations, preparation of proposal, in providing any additional information required by Society to facilitate the evaluation process, and in negotiating a definitive contract or all such activities related to the bid process. Society will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the bidding process.

3.10.7. Every page of the documents submitted by the bidder must be duly signed by the authorized signatory of the bidder along with the Organisation seal

3.10.8. Each page of all parts should be serially numbered and in conformity with the eligibility qualifications should be clearly indicated using an index page.

3.10.9. Failure to comply with the requirements of this paragraph may render the Proposal non-compliant and the Proposal may be rejected. Bidders must:

3.10.9.1. Comply with all requirements as set out within this RFP.

3.10.9.2. Submit the forms and other particulars as specified in this RFP and respond to each element in the order as set out in this RFP.

3.10.9.3. Include all supporting documentations specified in this RFP, Corrigendum or any addendum issued.

3.11. Submission of Proposal

3.11.1. Bidders shall submit their Proposals in original at the office address on or before the last date and time for receipt of proposals as mentioned in document control sheet.

3.11.2. Proposals shall be submitted in one envelope containing following four envelopes:

Sealed Envelope No. 1 : EMD	The envelope containing only Earnest Money Deposit shall be sealed and super scribed —"<Name of Bidder>- <i>EMD for Selection as Umbrella Consultant in PSeGS</i> " along with RFP reference number.
Sealed Envelope No. 2 : Pre-qualification Proposal	<p>a) The envelope containing pre-qualification proposal shall be sealed and superscripted "<Name of Bidder>-Pre-qualification Proposal – Selection as Umbrella Consultant in PSeGS" along with RFP reference number.</p> <p>b) Apart from a hardcopy of Pre-qualification proposal, bidder would also submit a softcopy of all documents on two non-rewritable CDs.</p> <p>c) In case any discrepancies exist between the information provided in the hard copy and soft copy of the bid, the information provided in the hard copy will prevail.</p> <p>d) This envelope <i>should not</i> contain any technical or financial bid (in full or part), in either explicit or implicit form, in which case the bid will be rejected.</p> <p>e) Following list of documents shall be submitted as part of Pre-qualification Proposal:</p>

	<ul style="list-style-type: none"> i. RFP document fee (if downloaded) / or its receipt (if purchased) ii. Form-1: Compliance Sheet for Pre-Qualification Proposal iii. Form-1A: Covering Letter on bidder's letterhead iv. Form-1B: Pre-Qualification Eligibility Information along with supporting proofs, information and documents as specified in form
<p>Sealed Envelope No. 3 :</p> <p>Technical Proposal</p>	<ul style="list-style-type: none"> a) The envelope containing technical proposal shall be sealed and superscripted "<i><Name of Bidder>-Technical Proposal for Selection as Umbrella Consultant in PSeGS</i>" along with RFP reference number. b) Apart from a hardcopy of all Technical Proposal documents, bidder would also submit a softcopy of all the Technical Proposal documents on two non-rewritable CDs. c) In case any discrepancies exist between the information provided in the hard copy and soft copy of the bid, the information provided in the hard copy will prevail. d) This envelope should not contain any financial bid (in full or part), in either explicit or implicit form, in which case the bid will be rejected. e) Following list of documents shall be submitted as part of Technical Proposal: <ul style="list-style-type: none"> i. Form-2: Compliance Sheet for Technical - Qualification Proposal ii. Form-2A: Bidder Profile iii. Form-2B: Relevant Past Experience iv. Form-2C: Approach & Methodology v. Form-2D: Adequacy & Quality of Resources Proposed for Deployment
<p>Sealed Envelope No. 4:</p> <p>Commercial Proposal</p>	<ul style="list-style-type: none"> I. The envelope containing commercial proposal shall be sealed and superscripted "<i><Name of Bidder> - Commercial Proposal for Selection as Umbrella Consultant in PSeGS</i>" along with RFP reference number. II. Apart from a hardcopy of all documents, bidder would also submit a softcopy of all documents & worksheets of commercial proposal on a 2 non-rewritable CDs. III. In case any discrepancies exist between the information provided in the hard copy and soft copy of the bid, the information provided in the hard copy will prevail. IV. The Commercial proposal shall be prepared in accordance with the requirements specified in this RFP. V. Each page of the Commercial proposal should be signed and stamped by the authorized signatory of the Bidder. VI. Following prerequisites shall be ensured as part of Commercial proposal: <ul style="list-style-type: none"> i. Form-3 – Commercial Proposal Format-Summary of Costs Proposal Format

	<p>ii. Form-3A - Commercial Proposal Format- Commercial Proposal Cost Break Up</p> <p>iii. Form-3B - Commercial Proposal Format - Resource Deployment Matrix</p>
Sealed Envelope No. 5	a) All the above 4 envelopes should be put in envelope no. 5 which shall be properly sealed and superscripted “<Name of Bidder> Proposal for Selection as Umbrella Consultant in PSeGS” along with RFP reference number.
Note:	<p>a) The outer envelope thus prepared should also indicate clearly the name, address, telephone number, E-mail ID and fax number of the bidder to enable the Bid to be returned unopened in case it is declared "Late".</p> <p>b) Failure to mention the address on the outside of the envelope could cause a proposal to be misdirected or to be received at the required destination, after the deadline.</p> <p>c) Any cost/prices should not be indicated in the Pre-Qualification Proposal or Technical Proposal but should only be indicated in the Commercial Proposal.</p> <p>d) Society will not accept delivery of proposal by fax or by email.</p> <p>e) In case any discrepancy is found in the information provided on hardcopy & softcopy, the Society may also, after assessing the criticality of such misinformation, take decision to disqualify the bidder.</p> <p>f) All envelopes should be packed and sealed with utmost care so that no documents inside the envelope should get damaged or torn while opening the envelopes.</p>

3.12. Late Bids

3.12.1. Bids received after the due date and the specified time (including the extended period if any) for any reason whatsoever, shall not be entertained and shall be returned unopened.

3.12.2. The bids submitted by fax/e-mail etc. shall not be considered. No correspondence will be entertained on this matter.

3.12.3. Society shall not be responsible for any postal delay or non-receipt/ non-delivery of the documents. No further correspondence on the subject will be entertained.

3.13. Disqualifications

Society may at its sole discretion and at any time during the evaluation of Proposal, disqualify any Bidder, if the Bidder has:

- 3.13.1. Made misleading or false representations in the forms, statements and attachments submitted in proof of the eligibility requirements;
- 3.13.2. Exhibited a record of poor performance such as abandoning works, not properly completing the contractual obligations, inordinately delaying completion or financial failures, etc. in any project in the preceding three years;
- 3.13.3. Submitted a proposal that is not accompanied by required documentation or is nonresponsive;
- 3.13.4. Failed to provide clarifications related thereto, when sought;
- 3.13.5. Submitted more than one Proposal (directly/in-directly);
- 3.13.6. Declared ineligible by the Government of India/State/UT Government for corrupt and fraudulent practices or blacklisted.
- 3.13.7. Submitted a proposal with price adjustment/variation provision.
- 3.13.8. Not submitted in as specified in the RFP document
- 3.13.9. Not submitted the Letter of Authorization (Power of Attorney)
- 3.13.10. Suppressed any details related to bid
- 3.13.11. Submitted incomplete information, subjective, conditional offers and partial offers submitted
- 3.13.12. Not submitted documents as requested in the checklist
- 3.13.13. Submitted bid with lesser validity period
- 3.13.14. Any non-adherence/non-compliance to applicable RFP content

3.14. Deviations

3.14.1. The bidder may provide deviations to the contents of the RFP document. It may be noted that once the deviations are provided, the bidder would not be allowed to withdraw the deviations submitted.

3.14.2. The Committee reserves the right to accept or reject the bid submitted with such deviations(s) after due consideration of the severity of such deviation(s).

3.15. Bid Opening

3.15.1. The Proposals submitted will be opened at time & date as specified in the document control sheet by Committee or any other officer authorized by Committee, in the presence of Bidders or their representatives who may be present at the time of opening.

3.15.2. Only two persons for each intending bidder's organization, who will buy the RFP document, will be allowed to attend the Pre Bid Meeting.

3.15.3. The representatives of the bidders should be advised to carry the identity card or a letter of authority from the bidders to identify their bonafide for attending the bid opening.

3.16. Bid Evaluation

Society will constitute a COMMITTEE to evaluate the Proposals submitted by Bidders. A three-stage process, as explained hereinafter, will be adopted for evaluation of Proposals. Minimum three (3) eligible bids are required at commercial evaluation stage, failing which bid process shall stand as cancelled. No correspondence will be entertained outside the process of evaluation with the Committee.

3.17. Pre-qualification Criteria & Evaluation

The pre-qualification bids envelopes of the bidders will be opened. The bidders will be assessed as per the pre-qualification criteria defined in the RFP. Only the bidders who qualify pre-qualification shall be eligible for technical evaluation. Non-conforming Proposals will be rejected and will not be eligible for any further processing. A pre-qualification criterion is as below:

Sr. No.	Basic Requirement	Specific Requirements	Documents Required
1.	Legal Entity	a. Bidder should be registered either under Companies Act, 1956 or registered under Limited	a. Certificate of Incorporation

		<p>Liability Partnerships (LLP) Act, 2008</p> <p>b. Registered with the Service Tax Authorities</p> <p>c. Should have been operating for the last five years as of 31st March 2013</p>	<p>b. Registration Certificate</p> <p>c. Authentic certificate from the practising fellow member of Institute of Chartered Accountant of India (FCA).</p>
2.	Relevant Business Continuity	The Bidder should be in the business of Consulting for at least 5 years as of 31 st March 2013	<p>a. Memorandum and Articles of Association</p> <p>b. Copy of Work orders confirming only year and Area of activity</p>
3.	Turnover	Average Annual Sales Turnover should be INR 50 Crores or more generated from services related to Consulting business during the last three (3) financial years as of 31 st March 2013 as per the last published balance sheets	Extracts from the audited balance sheet and profit & loss along with authentic certificate from the practising fellow member of Institute of Chartered Accountant of India (FCA).
4.	Net Worth	The Net Worth of the Bidder must be positive as per the last three financial year's audited Balance Sheet as of 31 st March 2013.	Certificate from practicing Fellow Member of Institute of Chartered Accountants of India for Net worth
5.	Certifications	The Bidder should be ISO 9000/9001:2008 certified.	Self-certified copy of certification which is valid on date of submission.
6.	Experience	The Bidder should have Consulting Project experience of at least three completed International/ National/ State level multi-locational Service Delivery projects for Government/ PSU (involving on-Site/ off-Site Survey, Collection & Analysis of Requirement, Project –Planning,	For details of Experience of responding firm/ Project Citation supported with Work order and Proof of Project completion certificates from client

		Preparing Detailed Project Report, Designing of need based Citizen delivery outlets, service delivery infrastructure development, Bid Management & Project management) with bidder's Consulting Contract Value of INR 100 lacs per project or above in last five years ending 31.03.2013, as evidenced by the certificate issued by a competent authority of the concerned government organization(s).	
7.	Manpower Strength	The Bidder must have a minimum 100 number of Consulting Staff of technically qualified personnel in the domain of management consulting, Strategic Consulting, Project Management, Business Process Re-engineering, Public Sector advisors, business consulting etc. as on 31 st March, 2013 on its roll.	Certificate from HR Department of the Bidder for number of technically qualified professionals employed by the bidder
8.	Blacklisting	<p>a. The Bidder shall not be under a declaration of ineligibility for corrupt or fraudulent practices.</p> <p>b. And should not be blacklisted by any State Govt./ Central Govt./ PSU for any reason.</p>	Self-Certified letter

3.18. Technical Proposal Criteria & Evaluation

3.18.1. Technical Proposals would be evaluated only for those Bidders, who qualify the Pre- qualification evaluation.

3.18.2. The technical score of all the bidders would be calculated as per the criteria mentioned below. All the bidders who achieve at least 70 marks in the technical evaluation would be eligible for the next stage, i.e. Commercial Bid opening.

3.18.3. The evaluation committee will evaluate the Technical Proposals on the basis of the technical evaluation criterion as provided below:

S. No	Criteria	Max Criteria/ Sub Criteria Marks
1	Bidder Profile	25
2	Relevant Past Experience of the Bidder	25
3	Approach and methodology	10
4	Adequacy and Quality of Resources proposed for Deployment	40
Total Points		100

Sr. No	Criteria	Max Marks	Criteria	Marks
1. Bidder Profile (Total Marks = 25) :				
a	Average Annual Sales Turnover should be INR 50 Crores or more generated from services related to Consulting business during the last three (3) financial years as of 31 st March 2013 as per the last published balance sheets	10	More than INR 100 Crore	10
			From INR More than 75 Crore to 100 Crore	8
			From INR 50 Crore to 75 Crore	5
b	The Bidder must have a minimum 100 number of Consulting Staff of technically qualified personnel in the domain of management consulting, Strategic Consulting,	10	More than 100 Nos.	10
			76 to 100 Nos.	8
			50 to 75 Nos.	5

	Project Management, Business Process Re-engineering, Public Sector advisors, business consulting etc. as on 31st March, 2013 on its roll.			
c	The Bidder Should have office in Chandigarh/ Punjab as on date of bid submission	5	Yes	5
			No	0
2. Relevant Past Experience (Total Marks = 25) :				
a	The Bidder should have International/ National/ State level Project Consulting or Project Implementation experience of at least two multi-locational Service Delivery projects for Government/ PSU with a Project cost of INR 50 Crore or above, as evidenced by the certificate issued by a competent authority of the concerned government organization(s).	15	More than 6 projects	15
			4 – 6 projects	10
			2 – 3 projects	5
b	Bidder should have experience of Preparing Detailed Project Report for selection of PPP boot operator by conducting International/ National/ State level, on-Site/ off-Site Survey, Collection & Analysis of Requirement, Project – Planning, Preparing Detailed Project Report, Government Process Re-engineering(GPR), Designing of need based Citizen delivery outlets, service delivery infrastructure plan, Bid Management & Project management plan of minimum 2 projects with minimum Consultancy cost of INR 100 lacs or more in last five(5) years.	5	More than 6 projects	5
			4 – 6 projects	3
			2 – 4 projects	2
c	Bidder Should have experience in executing complete Bid management (RFP Preparation to	5	More than 3 projects	5

	Signing of Contract) process for selection of a Service Delivery Project Operator at State/ National level of minimum 2 projects.		2 – 3 projects	3
3. Approach & Methodology (Total Marks = 10) (Marks shall be awarded as Average of marks given by each member of Bid Evaluation Committee)				
a	Demonstration of understanding of the Project Objective, requirements, Challenges likely to be encountered, expected broad change management, scope of work & likely stakeholders	4	Assessment to be based on a note covering all requirements as mentioned & Presentation made by Bidder before the Committee	4
b	The extent to which the proposal responds exhaustively to all the requirements of all the scope of work	3		3
c	Project work break down structure showcasing Overall Timelines, Resource assignments (relevance to the task assigned) and dependencies.	3		3
4. Adequacy and Quality of Resources proposed for Deployment (Total Marks = 40) :				
a	Project Manager	20		
	Overall Experience in Consulting (Minimum 9 year experience)	6	More than 12 years	6
			More than 9 years upto 12 years	4
			Less than 9 years	0
	Relevant Consulting Experience in management consulting, Strategic Consulting, Project Management, Business Process Re-engineering, Public Sector advisors, business consulting, e-Governance multi-locational Service Delivery projects for Government/ PSU (Minimum 6 year experience)	4	More than 8 years	4
			More than 6 years to 8 years	2
Less than 6 years			0	

	Education Qualifications - 1 (For MBA) <i>(Minimum Essential Requirement)</i>	4	From Top 20 listed Institute	4
			From Top 21 to 50 listed Institutes	3
			Any other Institute	2
	Education Qualifications – 2 (For BE/ B.Tech /MCA or equivalent) <i>(Minimum Essential Requirement)</i>	4	From Top 20 listed Institutes	4
			From Top 21 to 50 listed Institutes	3
			Any other Institute	2
Relevant Certification (either of PMP/PMI/Prince2)	2	More than one Certification	2	
		Single Certification	1	
b	Senior Consultant	12		
	Overall Experience in Consulting (Minimum 7 year experience)	4	More than 9 years	4
			More than 7 years to 9 years	2
			Less than 7 years	0
	Relevant Consulting Experience in management consulting, Strategic Consulting, Project Management, Business Process Re-engineering, Public Sector advisors, business consulting, e-Governance multi-locational Service Delivery projects for Government/ PSU (Minimum 4 year experience)	3	More than 6 years	3
			More than 4 year to 6 years	2
			Less than 4 year	0
	Education Qualifications – 1 (For MBA)	2	From Top 30 listed Institute	2
Any other Institute			1	
Education Qualifications – 2	2	From Top 30 listed Institute	2	

	(For BE/B.Tech/MCA or equivalent)		Any other Institute	1
	Relevant Certification (either of PMP/PMI/Prince2)	1	Certification	1
			No Certification	0
c	Consultant	8		
	Overall Experience in Consulting (Minimum 4 year experience)	3	More than 6 years	3
			More than 4 years to 6 years	2
			Less than 4 years	0
	Relevant Consulting Experience in management consulting, Strategic Consulting, Project Management, Business Process Re-engineering, Public Sector advisors, business consulting, e-Governance multi-locational Service Delivery projects for Government/ PSU (Minimum 2 year experience)	2	More than 4 years	2
			More than 2 years to 4 years	1
			Less than 2 years	0
	Education Qualifications – 1 (For MBA)	1	From Top 30 listed Institute	1
			Any other Institute	0
	Education Qualifications – 2 (For BE/B.Tech/MCA or equivalent)	1	From Top 30 listed Institute	1
Any other Institute			0	
	Relevant Certification (either of PMP/PMI/Prince2)	1	Certification	1
			No Certification	0

3.18.3.1. All offered CVs (for other than Project manager) must have minimum one qualification i.e. out of Education Qualification 1 & 2 as above. However, CVs with both qualifications shall get due weightage as per above criteria. CVs not possessing either of the educational qualifications from 1 & 2 above shall not be considered for evaluation.

- 3.18.3.2. Marks to each category of resource shall be awarded on the basis of average marks of all category based CVs offered for onsite deployment along with bid.
- 3.18.3.3. Resources to be deployed by the Consultant must have good communication & presentation skills so that they can deal with the senior level officers regarding project related matters in a confident manner.
- 3.18.3.4. Resources to be deployed by the Consultant must have basic proficiency (Reading & understanding skills) of Punjabi & Hindi languages considering the interactions with stakeholders at all levels of project.
- 3.18.3.5. Evaluation Committee may, at its discretion, call for additional information from the bidder(s) through email/fax/telephone/meeting or any other mode of communication. Such information has to be supplied within the set out time frame as provided by Evaluation Committee, otherwise Evaluation Committee shall make its own reasonable assumptions at the total risk and cost of the bidders and the proposal is liable to be rejected. Seeking clarifications cannot be treated as acceptance of the proposal. For verification of information submitted by the bidders, the committee may visit bidder's offices at its own cost. The bidders shall provide all the necessary documents, samples and reference information as desired by the committee. The bidders shall also assist the committee in getting relevant information from the bidders' references.
- 3.18.3.6. Bidders who scored **70 or above marks shall be considered eligible** for opening of the commercial bids.

3.19. Commercial Proposal Evaluation

- 3.19.1. The Commercial Bids of technically qualified bidders (minimum 3) will be opened on the prescribed date in the presence of bidder representatives.
- 3.19.2. Commercial Bids that are less than 30% of the average bid price will be disqualified (the average bid price shall be computed by adding all Commercial Bid values of all the technically qualified bidders and dividing the same by the number of such bidders).
- 3.19.3. The bidder who has submitted the lowest total project commercial proposal [amongst the bidders who are not disqualified on the basis of point 3.19.2. above], shall be selected as the L1 (Lowest bid value) and shall be called for further process leading to the award of the contract.

3.19.4. No pre-tender or post-tender tender negotiation with any bidder including L1 declared bidder shall be allowed.

3.19.5. In case of tie in commercial bid process, the bidder having highest technical score will be considered eligible for award of contract.

3.19.6. Errors & Rectification:

3.19.6.1. If there is a discrepancy between the unit price and the total price that is obtained by multiplying the unit price and quantity, the unit price shall prevail and the total price shall be corrected.

3.19.6.2. If there is a discrepancy between words and figures of the total price, the amount in words will prevail.

3.19.6.3. If the bidder doesn't accept the correction of error(s) as specified, its bid will be rejected.

3.20. Notification of Award of Contract

3.20.1. Society will notify the successful bidder in writing that its proposal has been accepted. The notification of award will constitute the formation of the contract after submission of performance bank guarantee by the successful bidder.

3.20.2. Upon the successful bidder's furnishing of Performance Bank Guarantee, Society will notify each unsuccessful bidder and return their EMD.

3.21. Performance Bank Guarantee (PBG)

3.21.1. The successful bidder will furnish Performance Bank Guarantee within 15 days from the notification of award, for a value equivalent to 10% of the total cost of contract.

3.21.2. PBG shall remain valid for a period of ninety days beyond the date of completion of all contractual obligations of the successful bidder including warranty obligations.

3.21.3. The successful bidder will be responsible for extending the validity date and claim period of the PBG as and when it is due on account of non-completion of the project. In case the successful bidder fails to submit performance guarantee within the time stipulated, the Society at its discretion may cancel the award of contract to the successful bidder without giving any notice.

- 3.21.4. The Consultant will not be entitled for any interest on the PBG submitted.
- 3.21.5. Society shall forfeit the PBG in full or part in the following cases:
 - 3.21.5.1. When the terms and conditions of contract are breached/ infringed
 - 3.21.5.2. When contract is being terminated due to non-performance of the Consultant
 - 3.21.5.3. Notice of reasonable time will be given in case of forfeiture of PBG. The decision of Society in this regard shall be final.
 - 3.21.5.4. Society incurs any loss due to Consultant's negligence in carrying out the project implementation as per the agreed terms & conditions.

3.22. Signing of Contract

The successful bidder will sign the Contract with Society within 15 days of the release of notification and submission of PBG. After signing of the Contract, no variation in or modification of the term of the Contract shall be made except by mutual written amendment signed by both the parties (i.e. SOCIETY & CONSULTANT).

3.23. Fraud and Corruption

All the Bidders must observe the highest standards of ethics during the process of selection of project consultant and during the performance and execution of contract.

- 3.23.1. For this purpose, definitions of the terms are set forth as follows:
 - 3.23.1.1. "**Corrupt practice**" means the offering, giving, receiving or soliciting of anything of value to influence the action of the Society or its personnel in contract executions.
 - 3.23.1.2. "**Fraudulent practice**" means a misrepresentation of facts, in order to influence a selection process or the execution of a contract, and includes collusive practice among bidders (prior to or after Proposal submission) designed to establish Proposal prices at artificially high or non-competitive levels and to deprive the Society of the benefits of free and open competition.
 - 3.23.1.3. "**Unfair trade practice**" means supply of services different from what is ordered on, or change in the Scope of Work given in RFP.
 - 3.23.1.4. "**Coercive practice**" means harming or threatening to harm, directly or indirectly, persons or their property to influence their participation in the selection process or execution of contract.

3.23.2. Society will reject a proposal for award, if it determines that the Bidder recommended for award, has been determined to having been engaged in corrupt, fraudulent or unfair trade practices.

3.23.3. Society will declare a bidder ineligible, either indefinitely or for a stated period of time, for award of contract, if bidder is found to be engaged in corrupt, fraudulent and unfair trade practice in competing for, or in executing, the contract at any point of time.

3.23.4. The Bidder will not engage or retain any consultant/individual to facilitate or lobby for award of contract. Canvassing by its agent(s) for getting the contract awarded will be construed as **corrupt practice**.

3.24. Confidentiality

3.24.1. Information relating to the examination, clarification and comparison of the Proposals shall not be disclosed to any Bidder or any other persons not officially concerned with such process until the selection process is over. The undue use by any Bidder of confidential information related to the process may result in rejection of its Proposal. During the execution of the project except with the prior written consent of Society, the Consultant or its personnel shall not at any time communicate to any person or entity any confidential information acquired in the course of the Contract.

3.24.2. Confidential information shall mean and include any and all confidential or proprietary information furnished, in whatever form or medium, or disclosed verbally or otherwise by the Bidder/ Consultant and/ or the Society to each other including, but not limited to, the services, plans, financial data and personnel statistics, whether or not marked as confidential or proprietary by the parties.

3.25. Conflict of Interest

3.25.1. The Consultants shall provide professional, objective, and impartial advice and at all times hold the Society's interests paramount, strictly avoid conflicts with other assignments/jobs or their own corporate interests and act without any consideration for future work. The consultant shall not deploy former employees of the Society in any assignment under the RFP to ensure zero biasness.

4.0 General Contract Conditions (GCC)

4.1. Application

These general conditions shall apply to the extent that provisions in other parts of the Contract do not supersede them. For interpretation of any clause in the RFP or Contract Agreement, the interpretation of Society shall be final and binding.

4.2. Relationship between the Parties

Nothing mentioned herein shall be constructed as relationship of master and servant or of principal and agent as between Society and the Consultant. The Consultant subject to this contract for selection has complete charge of its personnel in performing the services under the Project from time to time. The Consultant shall be fully responsible for the services performed by it or any of its personnel on behalf of the Consultant hereunder.

4.3. Standards of Performance

The Consultant shall perform the services and carry out its obligations under the Contract with due diligence, efficiency and economy in accordance with generally accepted professional standards and practices. The Consultant shall always act in respect of any matter relating to this contract as faithful advisor to the Society. The Consultant shall always support and safeguard the legitimate interests of the Society, in any dealings with the third party. The Consultant shall abide by all the provisions/Acts/Rules etc. of Information Technology prevalent in the country. The Consultant shall conform to the standards laid down in the RFP in totality.

4.4. Consultant's Downstream Business Interest

The Consultant shall not be eligible to bid for the activities relating to the implementation of this project. Further, the consultant shall give a declaration that they do not have any interest in downstream business, which may ensue from the RFP prepared through this assignment.

4.5. Consultant Personnel

4.5.1. Bidders would deploy on-site team consisting of members / consultants as proposed in the bid. No separate/ additional payment shall be made for any type of off-site deployment.

4.5.2. The Consultant shall deploy and provide such qualified and experienced personnel as may be required to perform the services under the project. It is desirable from the Consultant to deploy the domain/

subject specialists, from time to time, who have adequate experience in the domain related with the project.

4.5.3. Each member of the team must be a full time employee of the bidder

4.5.4. The team shall be deployed on an exclusive basis; no resource deployed under this project will work on any other engagement and a declaration for the same to be provided.

4.5.5. The Society may ask Consultant to deploy additional resources at a short notice to meet the timelines of the deliverable as per the quoted man-month rates.

4.6. Working Hours / Days

4.6.1. When engaged, the consultants will keep to the normal working schedule of State Government. However Society will have the right to decide the working schedule of the resources deployed keeping in view the exigencies of the work.

4.6.2. For any calculation purpose, half day shall be calculated in proportion to the normal working.

4.6.3. The daily attendance of consultant resources will be marked in the register maintained by Society at its premises or as advised by Society.

4.7. Reporting

4.7.1. Consultant shall submit fortnightly report regarding status of project as per format provided by Society.

4.7.2. Consultant shall maintain 'Project Issue Tracker' and submit the same to the Society on weekly basis with complete matrix of issues impacting project along with any identified as well as expected bottlenecks.

4.7.3. Consultant shall maintain complete record for any delay along with clearly mentioned reasons for each delay in any milestone. Any delay shall be reported to the Society within the timelines of concerned milestone duly in writing along with documentary proof immediately.

4.8. Outsourcing

Consultant shall not outsource any work related to the project or the part thereof to any other associated/franchisee/third party under any circumstances. If it so happens, then Society will impose penalty as recommended by Project Review &

Monitoring Committee. This may also lead to termination of contract along with forfeiture of PBG.

4.9. Applicable Law

Applicable Law means the laws and any other instruments having the force of law in India as may be issued and in force from time to time. The Contract shall be interpreted in accordance with the laws of the Union of India and the State of Punjab.

4.10. Intellectual Property Rights

No services covered under the Contract shall be sold or disposed by the Consultant in violation of any right whatsoever of third party, and in particular, but without prejudice to the generality of the foregoing, of any patent right, trademark or similar right, or any charge mortgage or lien. The Consultant shall indemnify Society from all actions, costs, claims, demands, expenses and liabilities, whatsoever, resulting from any actual or alleged infringement as aforesaid and at the expenses of the Consultant, Society shall be defended in the defence of such proceedings.

4.11. Governing Language

The Contract shall be written in English Language. All correspondences and other documents pertaining to the contract, which are exchanged between the parties, shall be written in the English Language.

4.12. Penalty

4.12.1. Deliverable Timelines :

Consultant need to adhere the deliverable timelines as specified in contract / any related document failing which penalties shall be levied as below:

Sr. No.	Activity	Timeline	Responsibility	Penalty beyond timeline
1	Issue of Work Order to the successful bidder	T0	Society	
2	Submission of PBG as Performance Security by the Consultant and completion of contract signing formalities with Society	T0 + 15 Days	Consultant	INR 50,000 per day

3	Placement of team in the State after fulfilment of due process of selection	T0 + 30 Days	Consultant	<p>I. INR 20,000 per day for Project Manager</p> <p>II. INR 10,000 per day per resource for other resources</p>
4	Delay in deliverables	as per annexure- A	Consultant	1% of the Contract value per week delay
5	Non-submission of fortnightly status report	Fortnightly	Consultant	<p>i. INR 5000 per day upto 7 days delay</p> <p>ii. 1% of the contract value per week for delay more than 7 days</p>
6	Non-submission of weekly issue tracker	Weekly	Consultant	<p>i. INR 5000 per day upto 7 days delay</p> <p>ii. 1% of the contract value per week for delay more than 7 days</p>

4.12.1.1. **Note:** If the delay in any of above deliverable is beyond 10 weeks then Society reserves the right to terminate the Contract and forfeit the PBG. Further, Society shall be free to get the work done from some other source at the risk and costs of the Consultant. The Consultant may be debarred for applying in future project consultancy assignments in the state.

4.12.2. Manpower deployment:

Sr.No.	Parameter	SLA	Penalty
1	Attendance (i.e. absenteeism of resource without any replacement)	Attendance less than 90%	Penalty will be applicable as per resource category man month rate provided in the commercial bid on pro-rata basis for the period of absence.
2	Shortfall of attendance of compulsory resources	If a resource is absent for more than 8 days per quarter or 5 consecutive working days without any reasonable cause, the resource will have to be replaced if required.	INR 50,000 replacement penalty for each absentee related replacement during the term of the project in addition to penalties for replacement of resources as applicable under Sr. No. 3 &/or Sr. No. 4
3	Substitution of resources from those whose CVs Provided during the technical evaluation	No substitution of those resources will be allowed whose CVs have been provided along with the technical bid for the period T0 + 180 days (i.e. 180 days of commencement of Project).	A Penalty of INR 3 Lakhs per substitution of resources of those who's CVs have been provided along with the technical bid will be applicable.
4	Replacement of resources	Resources initially deployed are not to be replaced during the tenure of the project. In case resources are replaced, penalties will apply.	<p>(a) Project Managers</p> <p>I. 1st – 3rd replacement – INR 2,00,000 per replacement</p> <p>II. >= 4th INR 4,00,000 per replacement</p> <p>(b) Sr. Consultants/ Consultants</p> <p>I. 1st – 3rd replacement – INR 1,00,000 per replacement</p> <p>II. >= 4th INR 2,00,000 per replacement</p>
5	Knowledge	Knowledge Transfer	A penalty of INR 50,000 for

	Transfer (KT) Any Substituted/ Replaced resource must have been imparted at least 25 working days of Knowledge transfer (KT) by the outgoing resource.	for at least 25 working days.	every week will be applicable if the KT is not provided for minimum 25 days to the new resource.
6	Prior approval of Society before any resource substitution/ replacement	if the Consultant fails to provide the replacement as per the satisfaction of the Society (as per RFP guidelines),	A penalty of 200% of applicable Man month rate as per commercial bid shall be imposed for the resource being substituted/ replaced. The penalty will be applicable for the period for which the resource remains unavailable.

4.12.2.1. Any replaced / substituted must qualify the RFP criteria and shall be approved/evaluated by the Society. The required documents for evaluation must be provided to the Society as per standard format of technical bid. Society may ask for extra documentation for support wherever required.

4.12.2.2. In case of absence (apart from allowed leaves) of a resource during contract period, no payment will be made for the days a resource is absent (per day payment will be calculated by dividing man-month rate by number of working days in that month). In addition a penalty as per above table will be levied on such absence.

4.13. Commercial Terms

4.13.1. Milestone based payment will be made as per the schedule defined in “Annexure A: Deliverables, Timelines and Payment Terms”

4.13.2. Consultant will submit the invoice along with respective deliverable approvals by Project Review Committee and all other supporting documents/proofs only after the completion of a milestone.

4.13.3. Society will release the payment within 45 days of submission of Invoice subject to necessary approval of invoice by the Society after proper verification of the invoice and all supporting documents.

4.13.4. Payment shall be made through account payee cheques only after statutory deductions as applicable.

4.13.5. The total final contract period shall be three years from the time of signing of contract. In case of any delay in the project not attributable to the Consultant, Society may take final decision on the additional cost for the time overrun on a man-month basis as per resource man month rates quoted by consultant in Commercial Proposal submitted.

4.13.6. Society may utilize the resources of the consultant for any other additional task beyond scope of work on a man-month basis as per resource man month rates quoted by consultant in Commercial Proposal submitted.

4.14. Taxes and Duties

4.14.1. All taxes, duties and any statutory levies etc. payable by the Consultant during the contract tenure shall be the sole responsibility of the Consultant.

4.14.2. All taxes, duties and statutory levies payable to the Consultant shall be paid as per prevailing rates.

4.15. Termination of Contract

Following reasons shall lead to the termination of contract:

4.15.1. Failure of the successful bidder to accept the contract and furnish the Performance Bank Guarantee within specified time period

4.15.2. The term of Contract expires

4.15.3. Termination of Contract by the Society due to non-adherence of contract/RFP terms and conditions

4.16. Termination for Insolvency, Dissolution etc

Society may at any time terminate the Contract by giving written notice to the Consultant, if the Consultant becomes bankrupt or otherwise insolvent or in case of dissolution of firm/company or winding up of firm/company. In this event termination will be without compensation to the Consultant, provided that such

termination will not prejudice or affect any right of action or remedy, which has accrued or will accrue thereafter to Society.

4.17. Termination for Convenience

Society reserves the right to terminate, by prior written notice, the whole or part of the contract, at any time for its convenience. The notice of termination shall specify that termination is for Society's convenience, the extent to which performance of work under the contract is terminated, and the date upon which such termination becomes effective.

4.18. Force Majeure

4.18.1. The Consultant shall not be liable for forfeiture of its PBG or termination of contract for default if and to the extent that delays in performance or other failure to perform its obligations under the Contract is the result of an event of Force Majeure.

4.18.2. For purposes of this clause, "Force Majeure" means an event beyond the control of the Consultant and not involving the Consultant's fault or negligence, and not foreseeable. Such events may include, but are not restricted to, acts of Society in their sovereign capacity, wars or revolutions, riot or commotion, earthquake, fires, floods, epidemics, and quarantine restrictions.

4.18.3. If a Force Majeure situation arises, the Consultant shall promptly notify Society in writing of such condition and the cause thereof. Unless otherwise directed by Society in writing, the Consultant shall continue to perform its obligations under the Contract as far as is reasonably practical, and shall seek all reasonable alternative means for performance not prevented by the Force Majeure event.

4.19. Resolution of Disputes

If any dispute arises between parties, then these would be resolved in following ways:

4.19.1. Amicable Settlement

Performance of the Contract is governed by the terms and conditions of the Contract, however at times dispute may arise about any interpretation of any term or condition of Contract including the scope of work, the clauses of payments etc. In such a situation either party of the contract may send a written notice of dispute to the other party. The party receiving the notice of dispute will consider the Notice and respond to it in writing within 30 days after receipt. If that party fails to respond within 30 days, or the dispute cannot be amicably settled within

60 days following the response of that party, then the second Sub-clause of resolution of disputes shall become applicable.

4.19.2. Arbitration

In case dispute arising between the Society and the Consultant, which has not been settled amicably, the Consultant can request the Society to refer the dispute for Arbitration under Arbitration and Conciliation Act, 1996. Such disputes shall be referred to the Arbitrator which shall be “Principal Secretary-Governance Reforms, Government of Punjab”. The Indian Arbitration and Conciliation Act, 1996 and any statutory modification or re-enactment thereof, shall apply to these arbitration proceedings. Arbitration proceedings will be held at Chandigarh. The decision of the arbitrator shall be final and binding upon both the parties. All arbitration awards shall be in writing and shall state the reasons for the award. The expenses of the arbitration as determined by the arbitrator shall be borne by the Consultant. However, the expenses incurred by each party in connection with the preparation, presentation shall be borne by the party itself.

4.20. Legal Jurisdiction

All legal disputes between the parties shall be subject to the jurisdiction of the Courts situated in Chandigarh only.

5.0 Scope of Work (SOW) – Part I

(Indicative & subject to change as deemed relevant by Society)

As part-I of the scope of work, Consultant shall provide consulting services & prepare a comprehensive way forward for setting up of Service Delivery Centres for delivery of services in integrated mode through various best available multiple platform across the state. Consultant has to study the complete requirement of Service delivery channels considering geographical, administrative & functional requirement of the state and to suggest a best suitable model to provide all the government services to the Citizens through single window in their vicinity.

5.1. Broad activities under Scope of Work- Part I:-

5.1.1. **Requirement Analysis:** Consultant shall conduct the in-depth requirement analysis to analyse and understand the current working system, targeted requirements and its components to bring in effectiveness, efficiency and value addition to achieve the end result of project objective.

5.1.2. **Planning:** Consultant shall envisage detailed planning that would entail the creation of project scope document with quantified vision and a robust roadmap to achieve the same.

5.1.3. **Creation of Master Service Matrix –** Consultant to create state level master service matrix so that services delivered by various departments across the state can be tabulated in a single database. Consultant needs to identify the list of services and the existing service levels for these services provided by the various Departments. Study needs to be conducted to understand which service is being delivered by which department. Characteristics of the services needs to be analysed to understand the gaps considering various aspects such as:-

- I. Multiple front-end delivery points
- II. Backend automation
- III. Linkage of Service with Right to Service Act
- IV. Manual workflow
- V. Priorities of the service
- VI. Integration/ overlapping with any other project/ department etc.
- VII. Quantum of Service

5.1.4. **Back-end Computerization Plan -** Consultant to make a plan for computerization of the backend work flow of all service in a seamless manner. Further, integration of these services needs to be analysed to

make all these services inter-operable so that these can be accessed through various channels of delivery.

5.1.5. Geographical On-site Survey: Consultant to survey the entire state for identifying the ideal locations for setting up of **Service Delivery Centres** as per geographic & administrative suitability in Urban & Rural areas.

5.1.6. Design of Service Delivery Centre: Consultant needs to propose at least three different sets of centre designs for both Urban & Rural Centre with different look & feel. Design of the centre should be proposed keeping in view the various aspects e.g.:-

- I. Citizen base
- II. Location accessibility w.r.t. distance, means of available transport etc.
- III. Infrastructure availability & External dependencies
- IV. Congenial atmosphere
- V. Load of Services (Present & Future need)
- VI. Accommodating maximum citizen load at any point of time
- VII. Safety precautions

5.1.7. Infrastructure Plan: Detailed assessment of the entire infrastructure required to run these Service Delivery Centre shall be made by the consultant. Keeping in view the current and future infrastructure needs for successful implementation of the project, the consultant shall also further review the infrastructure requirements proposed by the Implementation Partner and provide suggestions for improving the same.

5.1.8. Best Practices: Consultant needs to study, suggest and incorporate improvements based on innovations, initiatives and best practices from similar systems adopted globally so that the most efficient (least amount of effort) and effective (best results) way of accomplishing a task, based on repeated procedures that have proven themselves over time for large numbers of people. Sharing of best practices gives many advantages including avoidance of mistakes that have earlier been committed, pre-empting of threats even before they arise and the like.

5.1.9. Feasibility of running Service Delivery Centres on PPP model – In a step to deliver all services to the citizens in improved, efficient & faster manner, consultant needs to prepare a Detailed Project Report to explore the possibility to operate these **Service Delivery Centres** on Public

Private Partnership (PPP) on **Build, Own, Operate & Transfer (BOOT)** model. A public private partnership (PPP) involves government and private sectors working together to deliver infrastructure or services that are traditionally provided by government. It involves private financing, construction and management of key infrastructure with the primary objective of improving public services. Government retaining responsibility for the delivery of core processes/services, and the government and private party working together under long-term arrangements, whereby the payments to the private sector party depend upon its continuing to deliver the specified services to the agreed performance standards. Failure to meet these standards results in the private partner not being paid.

5.1.10. **Estimated Outlay of the Project** – Consultant shall also prepare estimated project cost based upon above factors. Standard costing shall be made on unit basis to have implementation flexibility. On the one hand, it will help to appraise the financial magnitude of the project on the other it will also help to decide the operational time period.

5.1.11. **Preparation of Detailed Project Report (DPR):** Consultant shall prepare Detailed Project Report (DPR) considering all above mentioned points & submit the same as per deliverable plan. DPR must contains Baseline figures so that the same can be compared with the Impact Assessment Study to be conducted after project implementation.

5.1.12. **Appointment of BOOT Operator:** Consultant shall design Request For Proposal (RFP) for selection of best suitable BOOT Operator based upon the guidelines identified in the Project scope document and further assist in end-to-end transparent bid management process i.e.

- I. Preparation/ finalization (as the case may be) of RFP i.e. scope of work, standard terms & conditions, project deliverable, important milestones, reporting mechanism, payment schedule, risk mitigation plan, exit management etc.
- II. Invitation of Bids,
- III. Pre-bid meetings
- IV. Replies to pre-bid queries and issuance of corrigendum
- V. Opening and Evaluation of bids etc.

- 5.1.12.1. Consultant shall be responsible to ensure that “All the Specifications mentioned in RFP are vendor neutral and not favouring any specific participating/ non-participating party”.
 - 5.1.12.2. During bid-management, consultant shall be responsible to ensure that they have evaluated all the bids and the bid contents strictly are as per RFP requirement. Any deviation in the bid document with respect to RFP content must be highlighted & placed before the Committee.
- 5.1.13. **Project Management:** Consultant shall also monitor the progress of the project activities in coordination with BOOT Operator, track the status of the project and assist the state in implementing the project as per plan. Some of the following indicative activities are also form part of project management scope of work:-
- 5.1.13.1. Develop the project plan and project charter
 - 5.1.13.2. Coordinate workshops and discussion meetings among various stakeholders of the project e.g. Department of Governance Reforms, State Line Departments, District officials, BOOT Operator etc.
 - 5.1.13.3. To coordinate with all the stakeholders and support the state departments while interacting with various agencies project e.g. Department of Governance Reforms, State Line Departments, District officials, State Apex Committee, Executive Committee of the Society, BOOT Operator etc. (internal and external) during the course of the project.
 - 5.1.13.4. To build mechanisms to ensure coordination and consultation between all key stakeholders and members of the governance committees on a continued basis to facilitate the execution of the project.
 - 5.1.13.5. Recording and circulation of various information/ Meeting proceedings etc. to respective stakeholders and further tracking the same in issue tracker.”
 - 5.1.13.6. Coordination among stakeholders to close all open issues and if required, to escalate the matter to higher authorities.
 - 5.1.13.7. Responsible for reviewing the deliverables submitted by BOOT operator as per agreed time schedule
 - 5.1.13.8. Highlight deviations/issues in the deliverables of BOOT operator to relevant authority within the specified time limits and assist BOOT operator and Society in resolution of issues.
 - 5.1.13.9. Suggest and co-ordinate capacity building needs and training programs for the state officials (including tehsils, district and state level).
 - 5.1.13.10. Prepare Change Management Plan wherever required

- 5.1.13.11. Identify the legal changes required and assist in drafting and issuance of Government Orders for giving effect to the BPR
- 5.1.13.12. Follow-up with State Line departments for timely issuance of Government Orders/ Instructions.
- 5.1.13.13. Ensure that the technology standards, guidelines & frameworks issued by any competent authority/ agency are adhered to during implementation.
- 5.1.13.14. Monitor and maintain issue tracker and keep on updating the status of all risks and issues from time to time.
- 5.1.13.15. Defining the escalation mechanism for timely resolution of issues & risks.
- 5.1.13.16. Engagement of an agency for Impact Assessment Studies and provide status updates
- 5.1.13.17. SLA monitoring of BOOT operator
- 5.1.13.18. Suggest changes in BOOT operator SLAs, if required

5.1.14. Monitoring the Project Operation & Maintenance Phase

- 5.1.14.1. Responsible for supporting the State & Society for monitoring of the compliance of the contractual obligations of the BOOT Operator.
 - 5.1.14.2. Monitoring the operations and maintenance of the overall system as per the standards and requirements defined for BOOT Operator including but not limited to resolution of issues, availability of the system, updating infrastructure etc.
 - 5.1.14.3. To ensure that the SLAs and performance levels defined for BOOT Operator are met as per the expectations of the State / Society.
- 5.1.15. **Project Evaluation** – Consultant is responsible to do the project evaluation to understand the nature and quantum of impact created by the projects implemented. Consultant shall detail out sample sampling method & technique to be used for collection of post-implementation data and get it approved from the Society. Impact Assessment Survey shall be done to collect the post implementation data as per pre-defined sampling method and to compare the same with baseline data to understand the actual quantum of impact made on related stakeholders. Consultant shall submit the Impact Assessment Report to the Society as per requirement of the society.

6.0 Scope of Work (SOW) – Part II

(Indicative & subject to change as deemed relevant by Society)

As part-II of the scope of work, the consultant shall provide consultancy to implement best e-Governance practices in the state across various departments, PSUs & other state government agencies in a pre-planned strategic manner.

6.1. Broad activities under Scope of Work- Part II:-

6.1.1. Policy Formation – Consultant shall suggest & prepare various e-Governance related policies to be implemented from time to time in view of the changing needs of the state.

6.1.2. Central Consulting Wing - Consultant shall operate as Central consulting wing to provide consulting services to the various Departments, Public Sector Undertakings and other government entities in the state of Punjab to bring in best e-Governance initiatives across various domains.

6.1.3. E-Governance Management Unit - Consultant shall play the role of State e-Governance management unit & help the State to accelerate e-Governance project implementation cycles, make economical project outlays, optimum utilization of existing State Common Infrastructures to avoid any unnecessary financial load on state exchequer, improve & strengthen operational efficiencies to make the systems simplified, centrally controlled, more automated & citizen-friendly.

6.1.4. Infrastructure optimization – Consultant shall advise state to bring in standardization & economies of scales through various activities e.g. infrastructure consolidation, Government Process Re-engineering, efficiency and automation and effective manpower allocation.

7.0 Roles & Responsibilities

7.1. Other Roles & Responsibilities of the Consultant (apart from mentioned in earlier part of RFP)

7.1.1. Consultant will work in close coordination with the Society for this project.

7.1.2. Consultant will carry out the activities as per agreement and submit all the mentioned deliverables within the stipulated time-frame.

7.1.3. Consultant will ensure that the time lines will be adhered to. If there are any perceived slippages on the timelines, Consultant would deploy additional manpower, free of any additional charges.

- 7.1.4. Consultant will make the best effort to ensure that the quality of deliverables meets the expectations.
- 7.1.5. The Consultant would get the relevant sections of deliverables, particularly the deliverables of Assessment phase and the As-Is process, duly verified/ validated from the concerned Departmental officer / official.
- 7.1.6. The deliverables will be accepted only if they confirm to the specifications as laid down in this Scope of Work. Deliverables of the consultant will be considered to have been formally accepted only after the Society communicates so in writing. Any queries regarding the deliverables will have to be answered by the Consultant within 5 working days.
- 7.1.7. The consultant will share all intermediate documents, drafts, reports, surveys and any other item related to this assignment. No work products, methodology or any other methods used by the consultant should be deemed as proprietary and non-shareable.
- 7.1.8. The consultant will conduct the workshop, prepare presentations and resource material and document the proceedings of the workshop.
- 7.1.9. Consultant shall organize weekly/fortnightly review meetings to review functionality issues and progress of work as per pre-defined schedule. The frequency of meetings will be intimated by the consultant in consideration of requirements in the interest of the project. Consultant would prepare the minutes of the review meetings mentioning the issues discussed, decisions taken on them and appropriate level at which these required to be resolved.
- 7.1.10. Consultant would submit hardcopies and softcopies of all the deliverables to the Society.

7.2. Roles & Responsibilities of the Society:

- 7.2.1. Award of Contract to the successful bidder.
- 7.2.2. To provide understanding of AS-IS processes to the Consultant.
- 7.2.3. Transparently define aspirations/expectations of the system which is planned to be implemented.

- 7.2.4. To provide close tie-ups with the stakeholders in the project, to provide commitment and support, help to bring-in the process changes and overall guidance to the project.
- 7.2.5. To identify the Project Champion ensuring complete involvement of the Project Champion from start to the finish of the project.
- 7.2.6. Providing sign-offs for the deliverables.
- 7.2.7. Ordinarily, Society will ensure that the deliverable is accepted within 2 weeks of date of submission. However, considering the government procedures, more time may be required for accepting the deliverables. In any case, such periods of delay would not count towards levying of penalty.
- 7.2.8. Release payments subject to bills/ invoice and supporting documents being in order.
- 7.2.9. Formation of Bid Evaluation Committee to evaluate the bid.
- 7.2.10. Formation of Project Review & Monitoring Committee for project review & timely implementation of the project.
- 7.2.11. Overall support to Consultant during the during the project implementation.

7.3. Roles & Responsibilities of Project Review & Monitoring Committee

The Society would constitute a **Project Review and Monitoring Committee** comprising of officers from the Society. This Committee, with the assistance from the Consultant, will:

- 7.3.1. Review and supervise the project progress until its full implementation,
- 7.3.2. Review and approve the deliverables submitted by the Consultant,
- 7.3.3. Recommend release of payments and levy of penalties for delay,
- 7.3.4. Overall direction and guidance for successful implementation of the project
- 7.3.5. If felt necessary, offer clarifications and facilitate any on-course correction which may be considered necessary and which would be binding on the Consultant.

8.0 Proposal Formats

Following are the proposal formats to be used by the bidders for submitting their Proposals for selection as Consultant under the RFP:-

Sr. No.	Form	Description
1.	Form-1	Compliance Sheet for Pre-Qualification Proposal
2.	Form-1A	Covering Letter
3.	Form-1B	Pre-qualification Form
4.	Form-2	Compliance Sheet for Technical Qualification Proposal
5.	Form-2A	Bidder Profile
6.	Form-2B	Relevant Past Experience
7.	Form-2C	Approach & Methodology
8.	Form-2D	Adequacy & Quality of Resources Proposed for Deployment
9.	Form-3	Commercial Proposal Format-Summary of Costs
10.	Form-3A	Commercial Proposal Format- Commercial Proposal Cost Break Up
11.	Form-3B	Commercial Proposal Format - Resource Deployment Matrix

[Note: Italicized comments in rectangular brackets of formats have been provided for the purpose of guidance/ instructions to bidders for preparation of the Proposal Formats. These should not appear in the final Proposals to be submitted by the bidders]

8.1. Form-1: Compliance Sheet for Pre-Qualification Proposal

(The pre-qualification proposal should comprise of the following basic requirements. The documents mentioned in this compliance sheet along with this form, needs to be a part of the Pre-Qualification proposal)

Bid Reference No. :

	Basic Requirement	Document Required	Provided (Yes/No)	Reference & Page Number
1.	RFP Document Fee	Demand Draft / Cash Receipt (as the case may be)		
2.	Special Power of Attorney	Copy of Power of Attorney in the name of the Authorized signatory		
3.	Bid Covering Letter	As per Form 1A		
4.	Prequalification Form	As per Form 1B		
5.	Earnest Money Deposit	Demand Draft / Bank Guarantee		
6.	Legal Entity	Certified copy of incorporation		
7.	Service Tax Registration Details	Certified copy of valid Service Tax Registration in India		
8.	Operating Detail	Authentic certificate from the practising fellow member of Institute of Chartered Accountant of India (FCA) confirming that entity was in operation in last five years as on 31.03.2013.		
9.	Relevant Business Continuity	a. Memorandum and Articles of Association b. Copy of Work orders confirming only year and Area of activity		
10.	Turnover (Total)	Extracts of audited profit & loss statements and balance sheets and certificate from a practising fellow member of Institute of Chartered Accountants of India (FCA)		
11.	Net Worth	Certificate from practicing Fellow Member of Institute of Chartered Accountants of India for Net worth		
12.	Certifications	Self-attested copy of certificates		

13.	Past Experience Details	Related project experience documents		
14.	Manpower Strength	Self-certification		
15.	Blacklisting	A self-certified letter		
16.	Technical Bid	Envelope No.3		
17.	Commercial Bid	Envelope No.4		

8.2. Form-1A: Covering Letter requesting selection as Umbrella Consultant

Bid Reference No. :

[Bidders are required to submit the covering letter as given here on their letterhead]

To

**Member Secretary,
Punjab State e-Governance Society,
O/o Department of Governance Reforms,
SCO-193-195, Sector-34A,
Chandigarh-160022**

Sub: Proposal for Selection as Umbrella Consultant.

Dear Sir,

1. We, the undersigned, having carefully examined the referred RFP no., offer to propose for the selection as Umbrella Consultant, in full conformity with the said RFP.
2. We have read all the provisions of RFP & Corrigendum and confirm that these are acceptable to us.
3. We further declare that additional conditions, variations, deviations, if any, found in our proposal shall not be given effect to.
4. We agree to abide by this Proposal, consisting of this letter, our Pre-qualification, Technical and Commercial Proposals, the duly notarized written power of attorney, and all attachments, for a period of 180 days from the date of opening of Commercial Proposals as stipulated in the RFP and modifications resulting from contract negotiations, and it shall remain binding upon us and may be accepted by you at any time before the expiration of that period.
5. Until the formal final Contract is prepared and executed between us, this Proposal, together with your written acceptance of the Proposal and your notification of award, shall constitute a binding contract between us.
6. We declare that we do not have any interest in downstream business, which may ensue from the RFP prepared through this assignment.

7. We hereby declare that all the information and statements made in this proposal are true and accept that any misrepresentation or misinterpretation contained in it may lead to our disqualification.
8. We understand you are not bound to accept any proposal you receive, not to give reason for rejection of any proposal and that you will not defray any expenses incurred by us in bidding.
9. We declare that this is our sole participation in this RFP bid and we are not participating/co-participating through any of other related party or channel.
10. Banker's Cheque/ Demand draft no. _____ dated _____ drawn on _____ for INR 10,00,000/- is enclosed towards EMD.
11. Banker's Cheque/ Demand draft no. _____ dated _____ drawn on _____ for INR 10,000/- is enclosed towards RFP document cost as document was downloaded from website.
12. RFP document was purchased by us by making cash payment vide receipt number _____ dated _____ of your office.

Signature

Full Name

In the capacity of

Duly authorised to sign Proposal for And on behalf of

Date.....

Place.....

[*: Strike off whichever is not applicable]

8.3. Form-1B: Pre-Qualification Form

Bid Reference No. :

[Bidders are required to provide details as per following format. Bidder must fill the corresponding particulars under “Description/ Details” column. The information will be used to check conformance of bidders to the Pre-qualification criteria. Bidder must submit requisite supporting proof as mentioned under the “Reference Documents” column and the reference page number of the supporting proof document must be entered in the “Page No.” column. In case bidders desire to add more citations about IT/ E-Governance Project experiences, these may be appended at last in the format. However, number of such citations should be restricted to a maximum of 5 citations as only the first 5 citations may be considered for the pre-qualification evaluation]

S.No.	Particulars	Reference Documents
1.	Name of Bidder	--
2.	Contact Details	--
	a) Address	
	b) Telephone	
	c) Fax	
	d) Email	
3.	Incorporation Details	Certified copy of incorporation
	a) Incorporation Number	
	b) Date of Incorporation	
	c) Authority	
4.	Service Tax Registration Details	Certified copy of valid Service Tax Registration in India
	a) Service Tax No.	
	b) Date	
	c) Registration Authority	
5.	Operating Detail	Authentic certificate from the practising fellow member of Institute of Chartered Accountant of India (FCA) confirming that entity was in operation in last five years as on 31.03.2013.

6.	Relevant Business Continuity	<p>a. Memorandum and Articles of Association</p> <p>b. Copy of Work orders confirming only year and Area of activity</p>
7.	Sales Turnover	Extracts from the audited balance sheet and profit & loss along with authentic certificate from the practising fellow member of Institute of Chartered Accountant of India (FCA) confirming that Average Annual Sales Turnover is INR 50 Crores or more generated from services related to Consulting business during the last three (3) financial years (FY 12-13, FY 11-12, and FY 10-11) as per the last published balance sheets.
	a) 2010-11	
	b) 2011-12	
	c) 2012-13	
	Average	
8.	Net Worth	Certificate from practicing Fellow Member of Institute of Chartered Accountants of India confirming that Net Worth of the Bidder is positive as per the last three financial years audited Balance Sheet.
	a) 2010-11	
	b) 2011-12	
	c) 2012-13	
9.	ISO 9000/9001:2008 or higher Quality System Implemented	Self-attested copy of certificate
	a) Certificate Number	
	b) Issue Date	
	c) Valid Upto	
	d) Issued by	
10.	Relevant Project Experience	<p>For details of Experience of responding firm/ Project Citation supported with Work order and Proof of Project completion certificates from client.</p> <p>The Bidder should have Consulting Project experience of at least three completed International/ National/ State level multi-locational Service Delivery projects for Government/ PSU (involving on-Site/ off-Site Survey, Collection & Analysis of Requirement, Project –Planning, Preparing Detailed Project Report, Designing of need based Citizen delivery outlets, service delivery infrastructure development, Bid Management & Project management) with bidder’s Consulting Contract Value of INR 100 lacs per project or above in last five years ending 31.03.2013, as evidenced by the certificate issued by a</p>
	<u>Project No.1</u>	
	a) Name of Client	
	b) Address	
	c) Contact Person Name & Contact No. of Client	
	d) Project Name and brief scope	

	e) Start Date	competent authority of the concerned government organization(s).
	f) End Date	
	g) Duration	
	h) Order Value	
	<u>Project No.2</u>	
	a) Name of Client	
	b) Address	
	c) Contact Person Name & Contact No. of Client	
	d) Project Name and brief scope	
	e) Start Date	
	f) End Date	
	g) Duration	
	h) Order Value	
11.	<u>Project No.3</u>	
	a) Name of Client	
	b) Address	
	c) Contact Person Name & Contact No. of Client	
	d) Project Name and brief scope	
	e) Start Date	
	f) End Date	
	g) Duration	
	h) Order Value	
12.	Manpower	Certificate from HR Department of the Bidder for number of

	(No. of Professionals)	Consulting, technically qualified professionals employed by the Bidder confirming that the Bidder have a minimum 100 number of Consulting personnel in the domain of management consulting, Strategic Consulting, Project Management, Business Process Re-engineering, Public Sector advisors, business consulting etc. as on 31st March, 2013 on its roll.
	a) Management Consulting	
	b) Strategic/ Business Consulting	
	c) Project /Program Management	
	d) Government Process Re-engineering	
	e) Financial Analysis	
	f) Others	
13.	Blacklisting	Self-certified letter that a. The Bidder shall not be under a declaration of ineligibility for corrupt or fraudulent practices. b. The Bidder should not be blacklisted by any State Govt./ Central Govt./ PSU for any reason.
14.	Name of Authorized Signatory	Annexure B: Special Power of Attorney, duly authorizing the person signing the proposal documents to sign on behalf of the bidder and thereby binding the bidder
	a) Position	
	b) Telephone	
	c) Fax	
	d) Mobile	
	e) Email	

Signature.....

In the capacity of.....

Duly authorised to sign Proposal for

And on behalf of.....

Date.....

Place.....

8.4. Form-2: Compliance Sheet for Technical Qualification Proposal

(The pre-qualification proposal should comprise of the following basic requirements. The documents mentioned in this compliance sheet along with this form, needs to be a part of the Pre-Qualification proposal)

Bid Reference No. :

	Specific Requirement	Documents Required	Provided (Y/N)	Reference & Page Number
1	Average Annual Sales Turnover should be INR 50 Crores or more generated from services related to Consulting business during the last three (3) financial years as of 31st March 2013 as per the last published balance sheets	Form-2A with Extracts from the audited balance sheet and profit & loss along with authentic certificate from the practising fellow member of Institute of Chartered Accountant of India (FCA) confirming that Average Annual Sales Turnover is INR 50 Crores or more generated from services related to Consulting business during the last three (3) financial years (FY 12-13, FY 11-12, and FY 10-11) as per the last published balance sheets.		
2	The Bidder must have a minimum 100 number of Consulting Staff of technically qualified personnel in the domain of management consulting, Strategic Consulting, Project Management, Business Process Re-engineering, Public Sector advisors, business consulting etc. as on 31st March, 2013 on its roll.	Form-2A with Certificate from HR Department of the Bidder for number of Consulting, technically qualified professionals employed by the Bidder confirming that the Bidder have a minimum 100 number of Consulting personnel in the domain of management consulting, Strategic Consulting, Project Management, Business Process Re-engineering, Public Sector advisors, business consulting etc. as on 31st March, 2013 on its roll.		
3	The Bidder Should have office in Chandigarh/ Punjab as on date of bid submission	Form-2A with any of the below documentary proof :- a) Valid Rent Agreement b) Copy of latest Utility Bill c) Service Tax/ TAN/ TIN registration		
4	Past Relevant Experience	Form 2B with work orders along with certificate from the organization for whom the bidder has completed/ currently executing project / project management jobs.		
5	Understanding of Work and Methodology	Form 2C		
6	Adequacy and Quality of Resources proposed for Deployment	Form 2D		

8.5. Form-2A: Bidder Profile

[Bidders are required to provide details of bidder profile in the format given below along with the supporting authentic documents]

Bid Reference No. :

S.No.	Particular	Details
1	Sales Turnover	Extracts from the audited balance sheet and profit & loss along with authentic certificate from the practising fellow member of Institute of Chartered Accountant of India (FCA) confirming that Average Annual Sales Turnover is INR 50 Crores or more generated from services related to Consulting business during the last three (3) financial years (FY 12-13, FY 11-12 & FY 10-11) as per the last published balance sheets.
	a) 2010-11	
	b) 2011-12	
	c) 2012-13	
	Average	
2	Manpower (No. of Professionals)	Certificate from HR Department of the Bidder for number of Consulting, technically qualified professionals employed by the bidder confirming that the Bidder have a minimum 100 number of Consulting personnel in the domain of management consulting, Strategic Consulting, Project Management, Business Process Re-engineering, Public Sector advisors, business consulting etc. as on 31st March, 2013 on its roll.
	g) Management Consulting	
	h) Strategic/ Business Consulting	
	i) Project /Program Management	
	j) Government Process Re-engineering	
	k) Financial Analysis	
	l) Others	
m) Total		
3	Local Office Address	The Bidder Should submit any of the below documentary proof :- a) Valid Rent Agreement b) Copy of latest Utility Bill c) Service Tax/ TAN/ TIN registration

Signature.....
In the capacity of.....
Duly authorised to sign Proposal for
And on behalf of.....
Date.....

Place.....

8.6. Form-2B: Relevant Past Experience

8.6.1. For all the below details, the Completion Certificate of the projects completed in the last five (5) years as on 31/03/2013 need to be provided (issued to the responding bidder by the respective client).

8.6.2. For all evaluation purpose, project completion means (i) either the project is fully completed or (ii) implemented but in Operation & Maintenance (O&M) phase.

8.6.3. The value of the projects considered in the above criterion would be based on the Purchase Order or the LOI issued to the responding bidder. In absence of the supporting documents, the projects would not be considered for evaluation

[Bidders are required to provide details of relevant experiences in the format given below, highlighting experience of designing & implementing a similar service delivery project. Use separate sheet for each citation] :-

Bid Reference No. :

S.No.	Particular	Details
1	Experience of Project Consulting or Project Implementation of multi-locational Service Delivery projects for Government/ PSU with a Project cost of INR 50 Crore or above, as evidenced by the certificate issued by a competent authority of the concerned government organization(s).	
	Project Serial number	1
	Name of Project	
	Name of Client	
	Address of Client	
	Contact Person Name & Mobile / Telephone of Client	
	Total Project Overall Value (INR)	
	Project Start Date	
	Project End Date	
	Whether Project completed or in O&M phase	

	No. of personnel man-months deployed in the project	
	Project Team Size	
	Name of the key team personnel involved and functions performed by them	
	Brief narrative description of Project	
	Assignments undertaken by the consultant that are relevant to current project	
	Plan for bringing knowledge and experience of this consultancy into project	
2	Experience of Preparing Detailed Project Report for selection of PPP boot operator by conducting National/ State level, on-Site/ off-Site Survey, Collection & Analysis of Requirement, Project –Planning, Preparing Detailed Project Report, Designing of need based Citizen delivery outlets, service delivery infrastructure plan, & Project management plan with minimum overall Project Consultancy cost of INR 100 lacs or more in last five(5) years.	
	Project Serial number	1
	Name of Project	
	Name of Client	
	Address of Client	
	Contact Person Name & Mobile / Telephone of Client	
	Total Consulting Assignment Value	
	Project Start Date	
	Project End Date	
	Whether Project completed or in O&M phase	
	No. of personnel man-months	

	deployed in the project	
	Consulting Team Size	
	Name of the key team personnel involved and functions performed by them	
	Brief narrative description of Project	
	Assignments undertaken by the consultant that are relevant to current project	
	Plan for bringing knowledge and experience of this consultancy into project	
3	Bidder Should have experience in executing complete Bid management (RFP Preparation to Signing of Contract) process for selection of a Service Delivery Project Operator at State/ National level plan with minimum overall Project Consultancy cost of INR 30 lacs or more in last five(5) years.	
	Project Serial number	1
	Name of Project	
	Name of Client	
	Address of Client	
	Contact Person Name & Mobile / Telephone of Client	
	Total Consulting Assignment Value	
	Consulting Start Date	
	Consulting End Date	
	Date of Contract Signed for which the Bid management executed	
	No. of personnel man-months deployed in the project	
	Consulting Team Size	
	Name of the key team personnel involved and functions performed by	

	them	
	Brief narrative description of Project	
	Assignments undertaken by the consultant that are relevant to current project	
	Plan for bringing knowledge and experience of this consultancy into project	

8.7. Form-2C: Approach and methodology

Based on the broad areas of work outlined in the RFP and bidder's own experiences, bidders are required to provide details in the form of :-

8.7.1. Power-point Presentation

Sr. No	Understanding the objectives of the assignment	Approximate time for presentation (In Minutes)
1.	Demonstration of understanding of the Project Objective, requirements, Challenges likely to be encountered, expected broad change management, scope of work & likely stakeholders	10
2.	The extent to which the proposal responds exhaustively to all the requirements of all the scope of work	10
3.	Project work break down structure showcasing Overall Timelines, Resource assignments (relevance to the task assigned) and dependencies.	10

Assessment to be based on a note covering all requirements as mentioned in Presentation & Information submitted by Bidder before the Committee

8.8. Form-2D: Adequacy and Quality of Resources proposed for Deployment

Bidders are required to provide the profiles of personnel/ core project team members who will be involved in the assignments (having relevant experiences) as per format given below. Use separate sheet for each citation. Each citation should be signed by the respective staff themselves or by authorized signatory

Bid Reference No. :

Serial Number: 1	Name:	
Photograph	Age & Date of Birth:	
	Present Designation:	
	Nationality:	
	Languages Known:	

Educational Qualification(s)	
Name Of the Institute	
Relevant Professional Qualification(s)	
Name Of the Institute	
Relevant Professional Certification(s)	
Membership of any relevant organization/ associations	
Relevant Training(s) undertaken	
Total experience (No of Years)	
Relevant experience (No of Years)	
No. of years with the Bidder	
Employment Record (starting from present employment & designation and in reverse order with details of Dates, roles & responsibilities, achievements etc.)	
Proposed position for this project	
Proposed Functional Area	

Past experience relevant to this project detail:-

Name of Project		
Duration:From:	To:	Position Held:
Client Name & Address		
Main Project Features		
Responsibility		

I, the undersigned, certify that above profile correctly describes about qualifications and experiences about myself/ my staff to best of my knowledge. I understand that any wilful misstatement described herein may lead to my disqualification or dismissal, if engaged.

*[Signature of staff member or authorized signatory
And on behalf of.....]*

Date.....

Place.....

8.9. Form 3: Commercial Proposal Format-Summary of Costs

[To be submitted by the bidder as per the format given below in a separate sealed cover]

Bid Reference No. :

Sr. No.	Particulars	Amount (INR)
A.	Total Amount of Commercial Proposal (As per Form 3A-Commercial Cost Break-up)	
B.	All Taxes and other duties as per prevailing rates	
C.	Total Project Commercial Proposal [in figures] (A+B)	
D.	Total Project Commercial Proposal [in words]:	

Note: -

- i. Total consultancy cost quoted above is an all-inclusive figure i.e. out-of pocket expenses, traveling, boarding, lodging and other operating cost etc.
- ii. No cost other than quoted above shall be claimed separately.
- iii. Final evaluation shall be done on total project commercial proposal.

Dated this [day / month / year]

Authorized Signatory (in full and initials):

Name and title of signatory:

Duly authorized to sign this Proposal for and on behalf of [Name of Consultant]

Name of Firm:

Address:

8.10. Form 3A: Commercial Proposal Format- Commercial Proposal Cost Break Up

[To be submitted by the bidder as per the format given below along with Commercial Proposal Format]

Bid Reference No. :

S.No.	Resource Category	Number of resources to be deployed	Man Months Deployment (as per Resource Deployment Matrix)	Unit Price (Rate/man-month) (INR)	Total Cost (INR)
(1)	(2)	(3)	(4)	(5)	(6)
(A) Total Amount of Commercial Proposal [in figures] (excluding taxes and other duties)					
(B) Total Amount of Commercial Proposal [in words]: (excluding taxes and other duties)					

Note: -

- i. Unit rate per month quoted above is an all-inclusive figure i.e. out-of pocket expenses, traveling, boarding, lodging and other operating cost etc.
- ii. No cost other than quoted above shall be claimed separately.
- iii. The resource wise rates shall also be referred for calculation of any contract extension/penalty imposition during contractual period, if needed.
- iv. The Man-Month Deployment figures as per column (4) of above must be in agreement with the Total Man-Months figure as mentioned Form-3B-Resource Deployment Matrix.

8.11. Form 3B: Commercial Proposal Format-Resource Deployment Matrix
[To be submitted by the bidder as per the the format given below along with Commercial Proposal Format]

Bid Reference No. :

Sr. No.	Name of Staff	Position Assigned	Deliverables involved	Staff Deployment in Months (in the form of a bar chart) ²					Total Man Months
				M 1	M 2	M 3	M 4	M ...36	
1									
2									
3									
4									
5									

Dated this [day / month / year]

Authorized Signatory (in full and initials):

Name and title of signatory:

Duly authorized to sign this Proposal for and on behalf of [Name of Consultant]

Name of Firm:

Address:

9.0 Annexure A:

Work Deliverables, Timelines and Payment Terms:

Sr. No.	Deliverable	Indicative Activities	Timeline (in Months)	Payment Schedule (%age of Total Fee to be Released)	Basis Of Approval
1.	Issuance of work order to selected Firm (Umbrella Consultant)	-	T	0%	n/a
2.	Submission of Requirement Analysis Report	<ul style="list-style-type: none"> I. Understanding of current working system & targeted requirement. II. Type of services delivered to citizens III. Understanding Detailed mechanism of Existing Service Delivery Architecture IV. Pitfalls in the Existing Structure V. Objectively assess & analyse the current state of affairs of the Service Delivery by various Departments and identify the areas for improvements VI. Identify the services and associated processes at the Departments, its various agencies, wings & branches level and related central & state level interlinked organizations VII. Stakeholders Analysis VIII. Baseline study for establishing baseline figures for future Project Evaluation purpose 	T + 2	5%	Approval of Project Review Committee
3.	Submission of Master Service Matrix	<ul style="list-style-type: none"> I. Tabulating Services delivered by various department across the state II. Identifying Multiple front-end delivery points of the services III. Existing Backend automation level of each service IV. Linkage of Service with Punjab Right to Service Act-2011 V. End to End Manual workflow of the service 	T + 2	5%	Approval of Project Review Committee

		VI. Priorities of the service VII. Integration/ overlapping of the service with any other project/ department etc. VIII. Transaction volume of Service			
4.	Back end Computerization Plan along with Infrastructure plan (IT & non IT)	I. Plan for computerization of the backend work flow of all service in a seamless manner II. Integration plan of all the services III. Inter-operability plan to access the service through various channels of delivery IV. Proposed IT Technology & its benefit V. Identifying technological challenges & preventive measures VI. Assess the existing infrastructure & Gap analysis report VII. Detailed plan of Infrastructure for targeted requirement VIII. Efforts made for standardisation of Infrastructure	T + 3	5%	Approval of Project Review Committee
5.	Submission of Design of Service Delivery Centre along with Geographical On-site Survey Report	I. To conduct geographical survey across the state for identifying the ideal locations for setting up of Service Delivery Centre II. Identifying geographic & administrative suitability of Service Delivery Centres in Urban & Rural areas. III. To submit at least three different designs of Delivery Centres & all designs should have following consideration:- <ol style="list-style-type: none"> a. Citizen base b. Location accessibility w.r.t. distance, means of available transport etc. c. Infrastructure availability & External dependencies d. Congenial atmosphere e. Load of Services (Present & Future need) f. Accommodating maximum citizen load at any point of time g. Safety precautions etc. IV. Miniature Model preparation of approved Delivery Centres	T + 4	5%	Approval of State e-Governance Plan Apex Committee

6.	Feasibility Report of running Service Delivery Centres on BOOT based PPP model	<ol style="list-style-type: none"> I. Conceptualization of BOOT model II. Detailed working of envisaged investment III. Expected rate of return & payback period of the investment IV. Potential Revenue Generation breakup must be submitted along with futuristic assumptions of Revenue V. To specify the Revenue Sharing in case of Revenue generated from any sort of secondary resources e.g. Advertisement etc... VI. Complete Asset Management plan to record complete asset history during project tenure VII. Clearly spelt roles & responsibility of Government & Private partner 	T + 5	5%	Approval of State e-Governance Plan Apex Committee
7.	Submission of Detailed Project Report	<ol style="list-style-type: none"> I. Appropriate merging of all above deliverables II. Detail-out the complete scope, phasing strategy, costing, timelines and the implementation plan of the project III. Chalk-out baseline figures with respect to all services and important functions IV. Functional features and requirements of the proposed application V. Alignment with Core infrastructure including CSC, e-district, state data centre, allied departments & stakeholders, etc. VI. Business model and continuity plan to ensure operational viability, sustainable implementation, study existing transaction volumes and the model for designing PPP, outsourcing options based on user charges VII. Project control mechanism VIII. Impact assessment strategy IX. Exit management plan 	T + 5	5%	Approval of State e-Governance Plan Apex Committee

8.	Publishing of RFP for Selection of BOOT Operator	<ul style="list-style-type: none"> I. Preparation/ finalization (as the case may be) of RFP i.e. scope of work, standard terms & conditions, project deliverable, important milestones, reporting mechanism, payment schedule, risk mitigation plan, exit management etc. II. Invitation of Bids, III. Pre-bid meetings IV. Replies to pre-bid queries and issuance of corrigendum V. Opening and Evaluation of bids etc. 	T + 7	5%	Copy of the newspaper advertisement
9.	Selection of BOOT Operator	<ul style="list-style-type: none"> I. Coordination for Issuance of Letter of Intent to the selected bidder II. Preparation of legal agreement to be signed with selected bidder 	T + 10	10%	Copy of the contract signed with BOOT operator
10.	Approval of Transition Plan Prepared by BOOT operator	<ul style="list-style-type: none"> I. Follow-up with BOOT operator for submission of Transition plan within specified time limit II. Study & recommendation of Transition plan III. Follow-up for approval of transition plan 	T + 14	5%	Approval of Project Review Committee
11.	Approval of all required Government Orders	<ul style="list-style-type: none"> I. Identify the legal changes & prepare list of all Government Orders required II. Drafting of Government Orders required for project implementation, wherever required, in co-ordination with BOOT Operator III. Follow-up with respective Government department for getting the Government Orders approved IV. Circulation of Government Orders to all the stakeholders 	T + 20 Parallel Activity	5%	Notified orders for all the services
12.	Opening & Go-Live Of minimum 25% of planned Service Delivery Centres	<ul style="list-style-type: none"> I. Project management, monitoring and evaluation during the project development phase after selection of BOOT operator to ensure adherence to the project timelines and requirements 	T + 20	5%	Sign off by Concerned Deputy Commissioners
13.	Opening & Go-Live Of minimum 50% of planned Service Delivery Centres	<ul style="list-style-type: none"> II. Continual follow-up with BOOT Operator III. Coordinate for user acceptance testing and to review 	T + 22	5%	Sign off by Concerned Deputy Commissioners

14.	Opening & Go-Live Of minimum 75% of planned Service Delivery Centres	IV. user acceptance test results Periodically review & monitor sites preparation & implementation work	T + 23	5%	Sign off by Concerned Deputy Commissioners
15.	Opening & Go-Live Of minimum 100% of planned Service Delivery Centres	V. Project management, monitoring and evaluation during the onsite implementation VI. SLA monitoring of BOOT Operator VII. Manage Issues and plan for risk mitigation strategies	T + 24	10%	Sign off by Concerned Deputy Commissioners
16.	Impact Assessment and Outcomes of the project	I. Measure the project benefits as against the pre-defined objectives of the project II. Prepare final project appraisal report covering project goals and objectives, implementation methodology used, project risk and mitigation strategies used, project achievements and failures, additional follow up action to be done by the department/ agency III. Define the data collection sampling method & technique & get it approved from the Society. IV. Collect the post-implementation data as per pre-defined sampling method V. Compare the same with Baseline Study data VI. Submit the report to the Society	T + 35	10%	Approval of State e-Governance Plan Apex Committee
17.	Approval of Project Implementation Closure report	I. Prepare the Exit management plan II. Prepare Knowledge Transfer plan III. Submit learning's & suggestion for futuristic improvement in the project	T + 36	10%	Approval of State e-Governance Plan Apex Committee
	TOTAL			100%	

Note:- To achieve the Project Timelines, Consultant may take up more than one deliverable/ activity parallelly.

Annexure B: Performance Bank Guarantee

<Name>
<Designation>
<Address>
<Phone Nos.>
<Fax Nos.>
<Email id>

Whereas, <<name of the Consultant and address>> (hereinafter called “the applicant/Consultant”) has undertaken, in pursuance of contract no. <<insert contract no.>> dated. <<insert date>> to provide consulting services for <<name of the assignment>> to <<Society>> (hereinafter called “the beneficiary”)

And whereas it has been stipulated by in the said contract that the applicant/Consultant shall furnish you with a bank guarantee by a recognized bank for the sum specified therein as security for compliance with its obligations in accordance with the contract;

And whereas we, <<**Name of the Bank**>> a banking company incorporated and having its head /registered office at <<address of the registered office>> and having one of its office at <<address of the local office>> have agreed to give the Consultant such a bank guarantee.

Now, therefore, we hereby affirm that we are guarantors and responsible to you, on behalf of the Consultant, upto a total of **Rs. <<Insert Value>> (Rupees <<insert value in words>> only)** and we undertake to pay you, upon your first written demand declaring the Consultant to be in default under the contract and without cavil or argument, any sum or sums within the limits of Rs. <<Insert Value>> (Rupees <<insert value in words>> only) as aforesaid, without your needing to prove or to show grounds or reasons for your demand or the sum specified therein.

We hereby waive the necessity of your demanding the said debt from the applicant/Consultant before presenting us with the demand.

We further agree that no change or addition to or other modification of the terms of the contract to be performed there under or of any of the contract documents which may be made between you and the Consultant shall in any way release us from any liability under this guarantee and we hereby waive notice of any such change, addition or modification.

This Guarantee shall be valid until <<Insert Date>>.

Notwithstanding anything contained herein:

- I. Our liability under this bank guarantee shall not exceed **Rs <<Insert Value>> (Rupees <<insert value in words>> only)**.
- II. This bank guarantee shall be valid up to <<insert expiry date>>.
- III. It is condition of our liability for payment of the guaranteed amount or any part thereof arising under this bank guarantee that we receive a valid written claim or demand for payment under this bank guarantee on or before <<insert expiry date>> failing which our liability under the guarantee will automatically cease.

Appendices:

Appendix 1: List of Top 50 Management Institutes

Sr.No.	Name of the Institute	Location
1	INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD	AHMEDABAD
2	INDIAN INSTITUTE OF MANAGEMENT, BANGALORE	BANGALORE
3	INDIAN INSTITUTE OF MANAGEMENT, CALCUTTA	KOLKATA
4	XAVIER LABOUR RELATION INSTITUTE	JAMSHEDPUR
5	FACULTY OF MANAGEMENT STUDIES	DELHI
6	MANAGEMENT DEVELOPMENT INSTITUTE	GURGAON
7	INDIAN INSTITUTE OF MANAGEMENT, KOZHIKODE	KOZHIKODE
8	INDIAN INSTITUTE OF MANAGEMENT, INDORE	INDORE
9	S.P.JAIN INSTITUTE OF MANAGEMENT & RESEARCH	MUMBAI
10	INDIAN INSTITUTE OF FOREIGN TRADE (IIFT)	NEW DELHI
11	INSTITUTE OF MANAGEMENT TECHNOLOGY	GHAZIABAD
12	NARSEE MONJEE INSTITUTE OF MANAGEMENT	MUMBAI
13	NATIONAL INSTITUTE OF INDUSTRIAL ENGINEERING	MUMBAI
14	MUDRA INSTITUTE OF COMMUNICATION	AHMEDABAD
15	XAVIER INSTITUTE OF MANAGEMENT	BHUBANESHWAR
16	INTERNATIONAL MANAGEMENT INSTITUTE (IMI)	NEW DELHI
17	SHAILESH J MEHTA SCHOOL OF MANAGEMENT	MUMBAI
18	K.J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES & RESEARCH	MUMBAI
19	NATIONAL INSTITUTE OF AGRICULTURAL EXTENSION MANAGEMENT	HYDERABAD
20	VINOD GUPTA SCHOOL OF MANAGEMENT	KHARAGPUR
21	T.A. PAI MANAGEMENT INSTITUTE (TAPMI)	MANIPAL
22	GOA INSTITUTE OF MANAGEMENT	GOA
23	BHARATHIDASAN INSTITUTE OF MANAGEMENT (BIM)	TIRUCHIRAPPALLI
24	SYDENHAM INSTITUTE OF MANAGEMENT STUDIES & RESEARCH	MUMBAI
25	INDIAN INSTITUTE OF TECHNOLOGY DELHI	NEW DELHI
26	INDIAN INSTITUTE OF FOREST MANAGEMENT	BHOPAL
27	PRIN. L.N. WELINGKAR INST OF MANAGEMENT DEVELOPMENT & RESEARCH	MUMBAI
28	INDIAN INSTITUTE OF SOCIAL WELFARE & BUSINESS MANAGEMENT	KOLKATA
29	LOYOLA INSTITUTE OF BUSINESS ADMINISTRATION	CHENNAI
30	NIRMA UNIVERSITY, INSTITUTE OF MANAGEMENT	AHMEDABAD
31	XAVIER INSTITUTE OF SOCIAL SERVICE	RANCHI
32	BALAJI INSTITUTE OF MODERN MANAGEMENT (BIMM)	PUNE
33	BANARAS HINDU UNIVERSITY	VARANASI
34	LAL BAHADUR SHASTRI INSTITUTE OF MANAGEMENT	NEW DELHI
35	ALLIANCE BUSINESS ACADEMY	BANGALORE
36	INDIAN SCHOOL OF MINES	DHANBAD
37	IFIM BUSINESS SCHOOL	BANGALORE
38	FORE SCHOOL OF MANAGEMENT	NEW DELHI
39	AMITY BUSINESS SCHOOL	NOIDA

40	COLLEGE OF MANAGEMENT STUDIES (GITAM)	VISAKHAPATNAM
41	INSTITUTE OF PUBLIC ENTERPRISE	HYDERABAD
42	SCHOOL OF COMMUNICATION & MANAGEMENT STUDIES	COCHIN
43	INSTITUTE FOR TECHNOLOGY & MANAGEMENT	NAVI MUMBAI
44	BHARATI VIDYAPEETH DEEMED UNIVERSITY	PUNE
45	INSTITUTE FOR FINANCIAL MANAGEMENT & RESEARCH	CHENNAI
46	OSMANIA UNIVERSITY	HYDERABAD
47	XAVIER INSTITUTE OF MANAGEMENT & ENTREPRENEURSHIP	BANGALORE
48	PSG INSTITUTE OF MANAGEMENT	COIMBATORE
49	MUMBAI EDUCATIONAL TRUST	MUMBAI
50	ASIA PACIFIC INSTITUTE OF MANAGEMENT	NEW DELHI

Appendix 2: List of Top 50 Engineering Institutes

Sr.No.	Name of the Institute	Location
1	IIT	Kharagpur
2	IIT	Bombay
3	IIT	Kanpur
4	IIT	Delhi
5	IIT	Madras
6	BITS	Pilani
7	IIT	Roorkee
8	IT-BHU	Varanasi
9	IIT	Guwahati
10	College of Engg, Anna Univ.	Chennai
11	ISM Univ.	Dhanbad
12	Jadavpur Univ., Faculty of Engg	Calcutta
13	BIT Mesra	Ranchi
14	DCE	Delhi
15	NIT	Trichy
16	NIT	Warangal
17	PEC University of Technology	Chandigarh
18	NIT	Suratkal
19	PSG College of Technology	Coimbatore
20	Bengal Engg & Sc Univ, Shibpur	Howrah
21	Thapar Inst of Engg & Tech.	Patiala
22	Motilal Nehru National Inst of Tech.	Allahabad
23	NSIT	Delhi
24	VNIT	Nagpur
25	IIIT	Hyderabad
26	Govt College of Engineering	Pune
27	IIIT	Allahabad
28	NIT	Rourkela
29	Harcourt Butler Tech Institute	Kanpur
30	MNIT	Jaipur
31	SVNIT	Surat
32	NIT	Calicut
33	MANIT	Bhopal
34	VJTI	Mumbai
35	College of Engineering	Visakhapatnam
36	Manipal Inst of Technology	Manipal
37	NIT	Kurukshetra
38	Coimbatore Inst. of Tech	Coimbatore
39	VIT	Vellore
40	NIT	Jamshedpur

41	JNTU	Hyderabad
42	NIT	Durgapur
43	RVCE	Bangalore
44	ICT Mumbai University	Mumbai
45	DA-IICT	Gandhinagar
46	MIT	Pune
47	UVCE	Bangalore
48	SSN College of Engg.	Chennai
49	UCE, Osmania University	Hyderabad
50	Nirma Univ of Science & Tech.	Ahmedabad

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