

**RFQ cum RFP REF NO: T-16017/38/2020-iGOT for Onboarding consultant for defining and detailing FRAC
(Framework for Roles Activities and Competencies) for Govt. of India**

Reply to Queries

S. No.	Section Name & No.	Page No.	Statement as per Tender document	Query by bidder	Reason for query	Response by client
1)	6.1 Decoding and Modelling FRAC: Defining Components	21	1. For base registry the Bidder will be required to cover 7 identified Ministries/Departments. The Bidder will be required to study the Organizational Structures, Work Allocation Documents, etc. of different Ministries to prepare the same. The Bidder will be required to study the Organizational Structures, Work Allocation Documents, etc. of 7 Ministries/Departments.	1. How many positions and roles are there in the 7 Ministries/Departments?	1. Positions is the designation and location of an individual in an organisation, tasked with a set of roles. Therefore, the number of positions and roles therein shall affect the efforts required.	The Bidder will be required to study the Organizational Structures, Work Allocation Documents, etc. of 7 Ministries/Departments. The organization structure/hierarchy may slightly vary among the Ministries/Departments. The consultant is expected to map roles, activity, knowledge and competencies for every government position for the 7 Ministries/Departments/organizations. Though the names of Ministries/Departments have been indicated, the same are subject to change keeping in view the official requirements.
2)	12. Pre-Qualification Criteria Sr. No. 2- Legal Entity/Registration of Company	49	1. The bidder must be incorporated and registered in India under the Indian Companies Act 1956/LLP Act 2008 / Partnership Act 1932 & Subsequent amendments thereto and	1. Whether bidder incorporated and registered in India under Society Act 1860 and registered under GST can bid?	1.1 National Productivity Council, an autonomous body under the Department for Promotion of Industry and Internal Trade (DPIIT), Ministry of Commerce and Industry, Government of India is	Kindly refer pre-qualification criteria. “The bidder must be incorporated and registered in India under the Indian Companies Act 1956/LLP Act 2008 / Partnership Act 1932 & Subsequent amendments thereto and should have been operating for the last 5 years”

			should have been operating for the last 5 years		<p>registered as a Society under the Societies Registration Act 1860 and provides consultancy to public & private sector, inter-alia, in Organisation Restructuring & HR transformation since 1958. For more details, you are requested to visit: www.npcindia.gov.in</p> <p>1.2 We consider the nature of registration should have no impact on the execution and delivery of the project.</p>	
3)	<p>12. Pre-Qualification Criteria</p> <p>Sr. No. 6- Experience in HR Consulting</p> <p>Sr. No. 7- Experience in Government Processes</p>	49	The Bidder should have successfully completed at least 3 projects, each of value Rs 1.50 crore or 2 projects, each of value of Rs. 2.00 crore or 1 Project of value of Rs. 3.00 crore or more in the last 3 years (from the date of publication of bid) in HR Transformation & Consulting in India	<p>1. Why the cut-off values i.e., 1.50 crore / Rs. 2.00 crore / Rs. 3.00 crore, of the projects has been determined on such higher side?</p> <p>2. Why are last 3 years only being considered?</p>	<p>1.1 National Productivity Council has conducted Organisation restructuring and HR interventions projects for many large and prestigious clients like Min. of Corporate Affairs (MCA), DGQA, MOIL, PESO, AAI, NFL, CWC, CCIC, DDA, BRPL, BYPL etc. in last 5 years which has been entrusted on nomination basis. But since NPC is a not-for-profit organisation, projects' values are not always commercially commensurate to the</p>	The condition of the RFQ cum RFP remains unchanged

					<p>quantum of interventions done by us. Hence such high cut-off values shall just act as barrier while NPC can contribute a lot in this flagship and important mission of GoI.</p> <p>1.2 The values are enormously high for HR Transformation & Consulting projects in India, especially in Government sector. The OFB corporatisation project (2020), which might be one of the biggest HR Transformation project in recent times as it affects 70000 odd employees, has been reportedly awarded at a contract value of approx. 6.5 cr. There were several other Terms of Reference (ToRs) other than HR transformation in the same awarded contract value.</p> <p>1.3 As per our experience, for similar scope of work on standalone basis, such exercise would have been completed in any single</p>	
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					<p>ministry at a cost approximately Rs. 50 lakhs. Hence the experience in HR Consulting/ Government Processes as the Pre-Qualification Criteria should not be more than 50 lakhs which would certainly ensure a fair balance between the eligibility criteria to be set for the bidder and worth of the projects handled by bidders so far.</p> <p>2. Out of the last 3 years, business was disrupted last year due to COVID pandemic and it is still on. Therefore, NPC request to consider last 5 years instead of 3 years.</p> <p>NPC requests to revise the eligibility criteria as follows:</p> <p>“The Bidder should have successfully completed at least 3 projects, each of value Rs 50 lakhs or 2 projects, each of value of Rs. 75 lakhs or 1 Project of value of Rs. 1.00 crore or more in the last 5 years (from the date of</p>	
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					publication of bid) in HR Transformation & Consulting in India.	
4)	6.1 Decoding and Modelling FRAC: Defining Components	21	Prepare the base version of the Registry of Positions, Registry of Roles and Registry of Activities: For the all the common positions, roles and activities, prepare the base Registries of Positions, of Roles and of Activities and conduct Role-Activity mapping for all the Roles in the Registry (creating a Registry of Role-Activity Mapping).	Is the Preparation of base registry limited to common positions or it extends to all positions in the 7 departments/ Ministries?	For estimating the effort required for creating registry	<p>The base registries will emerge after assessment is carried out at the 7 Ministries/Departments.</p> <p>The consultant is expected to map roles, activity, knowledge and competencies for every government position for the 7 identified Ministries/ Departments/ organizations. The names of Ministries/ Departments indicated here are for illustration purposes and same are subject to change keeping in view the official requirements.</p>
5)	6.1 Decoding and Modelling FRAC: Defining Components	21	Prepare the base version of the Registry of Positions, Registry of Roles and Registry of Activities: For the all the common positions, roles and activities, prepare the base Registries of Positions, of Roles and of Activities and conduct Role-Activity mapping for all the Roles in the Registry (creating a Registry of Role-Activity Mapping).	Please elaborate on the meaning of common position. Approximately, how many common positions are present in the 7 ministries/ departments?	For estimating the effort required for creating registry	<p>Common positions linked to designations like Joint Secretary, Director, Director General, Scientist, Senior Officer etc and may be about 15-20 in number. The exact number will be discovered when directory is prepared.</p> <p>The Gazetted and non-Gazetted distinction will hold as defined for the particular post in accordance with the Civil Service Classification Rules.</p> <p>The Bidder will be required to study the Organizational Structures, Work</p>

						Allocation Documents, etc. of 7 Ministries/Departments.
6)	6.1 Decoding and Modelling FRAC: Defining Components	21	The Bidder will be required to study the Organizational Structures, Work Allocation Documents, etc. of different Ministries to prepare the same. The Bidder will be required to study the Organizational Structures, Work Allocation Documents, etc. of 7 Ministries/Departments.	What is the expectation from the consultant for this? Will DoPT provide the relevant documentation or the consultant is expected to collect this from all ministries/ departments individually?	For estimating the time and effort required for document collection from a single source or from varied sources and point of contacts	The Bidder will be required to study the Organizational Structures, Work Allocation Documents, etc. of 7 Ministries/Departments. The consultant is expected to collect this from all ministries/ departments individually.
7)	6.1 Decoding and Modelling FRAC: Defining Components	19	On the basis of overall strategic intent and global best practices, conduct research (on other competency frameworks) and workshops to define the standard interpretation of FRAC. It will comprise of standard definitions with examples for i. Positions ii. Roles iii. Activities iv. Competencies	When DOPT mentions workshops do they mean workshops with all 7 ministries/ departments or a representation of the unique positions in a single ministry?	To map timelines as of project delivery as per expected time and effort	Workshops will be organized with the representatives of DoPT and relevant Ministries from time to time.
8)	10.12 Certificate under Rule	45	The bid should be accompanied by a certificate for compliance with Rule 144	Cover for the submission of Annexure 13 not mentioned in the	To submit all documentation as required in the RFP by	Annexure 13 is to be submitted in Cover 1.

	144 (xi) in General Financial Rules (GFR), 2017		(xi) in General Financial Rules (GFRs), 2017 as per certificate provided in Annexure 13.	RFP. Please provide details	the client for evaluation purposes	
9)	13. Technical Evaluation Criteria / Framework - Criteria 1	51	The Bidder should have successfully implemented at least 3 projects, each of value of at least Rs. 2 Crore in the last 5 years (from the date of publication of bid) in the areas pertaining to at least 2 of the following: <ul style="list-style-type: none"> ▪ Organizational Development/Design ▪ Manpower Planning/Performance Evaluation ▪ Talent lifecycle management ▪ Culture & Change Management 	What is meant by the statement "pertaining to at least two of the following". Does it mean: <ol style="list-style-type: none"> 1) Each project needs to meet minimum 2 out of the 4 mentioned areas 2) Can we provide multiple projects meeting any of the one (but different for each project) criteria 	For submitting project details / credentials as per RFP requirement	Kind refer Technical Evaluation criteria The Bidder should have successfully implemented at least 3 projects, each of value of at least Rs. 2 Crore in the last 5 years (from the date of publication of bid) in the areas pertaining to at least 2 of the following: <ul style="list-style-type: none"> ▪ Organizational Development/Design ▪ Manpower Planning/Performance Evaluation ▪ Talent lifecycle management ▪ Culture & Change Management
10)	13. Technical Evaluation Criteria / Framework - Criteria 1	51	The Bidder should have successfully implemented at least 3 projects, each of value of at least Rs. 2 Crore in the last 5 years (from the date of publication of bid) in the areas pertaining to at least 2 of the following: <ul style="list-style-type: none"> ▪ Organizational 	Can the bidder submit projects contracted and delivered by the India entity but for clients based outside India?	For submitting project details / credentials as per RFP requirement	The condition of the RFQ cum RFP remains unchanged.

			<p>Development/Design</p> <ul style="list-style-type: none"> ▪ Manpower <p>Planning/Performance</p> <p>Evaluation</p> <ul style="list-style-type: none"> ▪ Talent lifecycle management ▪ Culture & Change Management 			
11)	13. Technical Evaluation Criteria / Framework - Criteria 2	51	<p>The Bidder should have successfully implemented at least 3 projects, each of value of at least Rs. 2 Crore in the last 5 years (from the date of publication of bid) in the areas pertaining to at least 2 of the following:</p> <ul style="list-style-type: none"> ▪ Competency Modelling (functional & behavioural) and Framework Design ▪ Competency/ Skill Dictionary Preparation ▪ Job Analysis and Design ▪ Competency based Leadership Development 	<p>The bidder is required to submit projects completed in last 5 years, however, the bidder would request to know the cut-off date and year to qualify the credentials under this pre-qualification criteria?</p>	<p>For submitting project details / credentials as per RFP requirement</p>	<p>The cut-off date will be from the date of publication of bid.</p>
12)	13. Technical Evaluation Criteria / Framework - Criteria 2	51	<p>The Bidder should have successfully implemented at least 3 projects, each of value of at least Rs. 2 Crore in the last 5 years (from the date of publication of bid) in the areas pertaining to at least 2</p>	<p>The bidder would request for relaxation in the contract value mentioned for the projects. Typically, the probability of given scope covering more</p>	<p>For submitting project details / credentials as per RFP requirement</p>	<p>The condition of the RFQ cum RFP remains unchanged.</p>

		<p>of the following:</p> <ul style="list-style-type: none"> ▪ Competency Modelling (functional & behavioural) and Framework Design ▪ Competency/ Skill Dictionary Preparation ▪ Job Analysis and Design ▪ Competency based Leadership Development 	<p>than one of the mentioned criteria and fulfilling the project value criteria is low. We propose the criteria to be changed as per below options:</p> <p>1) The Bidder should have successfully implemented at least 3 projects, each of value of at least Rs. 1 Crore in the last 5 years (from the date of publication of bid) in the areas pertaining to at least 2 of the following:</p> <ul style="list-style-type: none"> ▪ Competency Modelling (functional & behavioural) and Framework Design ▪ Competency/ Skill Dictionary Preparation ▪ Job Analysis and Design ▪ Competency based Leadership Development <p>2) The Bidder should have successfully</p>		
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				<p>implemented at least 3 projects, each of value of at least Rs. 2 Crore in the last 5 years (from the date of publication of bid) in the areas pertaining to at least 1 of the following:</p> <ul style="list-style-type: none"> ▪ Competency Modelling (functional & behavioural) and Framework Design ▪ Competency/ Skill Dictionary Preparation ▪ Job Analysis and Design ▪ Competency based Leadership Development 		
13)	13. Technical Evaluation Criteria / Framework - Criteria 1 & 2	51	Page Number 51	Can the bidder submit same credentials / projects for pre-qualification and technical evaluation criteria?	For submitting project details / credentials as per RFP requirement	Separate projects need to be submitted for different evaluation criteria.
14)	1.4.8. Insurance to be taken out by consultants -	11 (Vo 1 2)	Page Number 11, RFP Volume II The Consultants (i) shall take out and maintain, and shall cause any Sub consultants to	The bidder maintains professional indemnity insurance only. Such professional indemnity insurance covers our	To be in compliance as per the clauses mentioned in the RFP	The condition of the RFQ cum RFP remains unchanged.

	(RFP Volume II)	<p>take out and maintain, at their (or the Sub consultants', as the case may be) own cost but on terms and conditions approved by the Client, insurance against the risks, and for the coverages, as shall be specified in the Special Conditions (SC), and (ii) within 15 (fifteen) days of receiving any insurance policy certificate in respect of insurances required to be obtained and maintained under this clause, the Consultant shall furnish to the Client, copies of such policy certificates, copies of the insurance certificates and evidence that the insurance premium have been paid in respect of such insurance. No insurance shall be cancelled, modified or allowed to expire or lapse during the terms of this Contract. (iii) if the Consultant fails to effect and keep in force the aforesaid insurances for which it is responsible pursuant hereto, the Client will apart from having other recourse</p>	<p>professional liability up to an appropriate level sufficient for the purposes of this engagement, Since the PII policy is confidential, the terms of the policy cannot be disclosed.</p>		
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			<p>available under this Contract have the option without prejudice to the obligations of the Consultant, to take out the aforesaid insurance, to keep in force any such insurances, and pay such premia and recover the costs thereof from the Consultants, and the Consultants shall be liable to pay such amounts on demand by the Client. (iv) the insurance policies so procured shall mention the Client as the beneficiary of the Consultants and the Consultants shall procure an undertaking from the insurance company in this regard.</p>			
15)	1.4.1 Limitation of the Consultants' Liability towards the Client	16 (Vo 1 2)	<p>Page Number 16, RFP Volume II</p> <p>1.4.1 Limitation of the Consultants' Liability towards the Client</p> <p>(a) Except in case of negligence or wilful misconduct on the part of the Consultants or on the part of any person or firm acting on behalf of the Consultants in carrying out</p>	Request for relaxation on indirect liability on negligence and wilful misconduct.	To be in compliance as per the clauses mentioned in the RFP	The condition of the RFQ cum RFP remains unchanged.

		<p>the Services, the Consultants, with respect to damage caused by the Consultants to the Client's property, shall not be liable to the Client:</p> <ul style="list-style-type: none">(i) for any indirect or consequential loss or damage; and(ii) For any direct loss or damage that exceeds (i) the total payments for Professional Fees and Reimbursable Expenditure made or expected to be made to the Consultants hereunder, or (ii) the proceeds the Consultants may be entitled to receive from any insurance maintained by the consultants to cover such a liability, whichever of (i) or (ii) is higher. <p>(b) This limitation of liability shall not affect the Consultants' liability, if any, for damage to Third Parties caused by the Consultants or any person or firm acting on behalf of the Consultants in carrying out the Services.</p>			
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16)	4. Project Background and Introduction to FRAC	13	iGOT Karmayogi-the digital learning platform	If need be, will access be provided to the platform for understanding its to-be integration with the framework?	To better understand the end platform.	The successful bidder will be provided access to the platform.
17)	5.FRAC Process – an Overview	16	A. Designing and Detailing FRAC, at the Institute of Secretariat Training & Management Developing the overall strategy for FRAC through assessment of global practices, testing of hypothesis in the local context, focused group discussions and workshops with thought leaders and industry experts	Basis the context provided in RFP, we understand the overall concept of FRAC is already established. Could DoPT please elaborate on 'developing the overall strategy'.	We would like to understand the intent of DoPT when we refer to the term 'strategy here'. Is it more of a review of the existing strategic plan around FRAC or creation of a detailed strategy elaborating upon usage and concept	It refers to the creation of a detailed strategy elaborating upon usage and concept for more than one Ministry, where the Organization structure may vary slightly across the Ministries.
18)	5.FRAC Process – an Overview	17	B. Operationalizing FRAC at Departments <u>2. Finalizing Departmental goals for the next 3 years</u> and obtaining approval of the competent authority in the Department. Since FRAC seeks to transform processes in the government	While this point is mentioned in the overview of the FRAC process, it has not been mentioned in the deliverable section. Could you please confirm if this activity is to be carried out internally within the	To better understand the scope expectations	Kindly refer Section Scope of Work -6.2- Templatization of FRAC and Defining Standard Operating Procedure for Operationalizing FRAC at Departments. The deliverables are mentioned therein.

			and is envisaged as a living document, emphasis is placed on accurately representing the role-activity-competency mapping for each position, for a period of three years	ministries or the consultant is expected to carry out this activity?		
19)	6.Scope of Work - Defining the Strategy for FRAC and designing the Processes, Tools and Templates	20	<p>This RFQ cum RFP aims to onboard an agency with extensive experience in HR consulting and competency development to work closely with the DoPT, ISTM and iGOT team to set up and operationalize the FRAC Center of Excellence (FRAC CoE) and develop Strategy and Operating Processes for FRAC.</p> <p>Of the three-step FRAC process as defined earlier, the scope primary deals with the first step as shown below: Step A. Designing and Detailing FRAC, at the Institute of Secretariat Training & Management Step B: Operationalizing FRAC at Departments Step C: Technical</p>	<p>Our understanding is that, while the scope of the rfp is predominantly focused on Step A, we would need to complete Step B and C for a couple of ministries.</p> <p>Request DoPT to please confirm our understanding</p>	To help us better estimate the approach, time and effort for this activity.	The condition of the RFQ cum RFP remains unchanged.

			Codification of FRAC on iGOT Karmayogi			
20)	6.1Decoding and Modelling FRAC: Defining Components	21	<p>Prepare the base version of the Registry of Positions, Registry of Roles and Registry of Activities: For the all the common positions, roles and activities, prepare the base Registries of Positions, of Roles and of Activities and conduct Role-Activity mapping for all the Roles in the Registry (creating a Registry of Role-Activity Mapping). These base Registries will be the foundation on which the detailed Registries of Positions, Roles and Activities will be compiled at the Departments. For base registry the Bidder will be required to cover 7 identified Ministries/Departments. The Bidder will be required to study the Organizational Structures, Work Allocation Documents, etc. of different Ministries to prepare the</p>	<p>Could DoPT please provide an indicative range of the number of common positions across the 7 identified ministries.</p>	<p>The number of common positions will help the consultant devise the approach and timeline more accurately</p>	<p>Common positions linked to designations like Joint Secretary, Director, Director General, Scientist, Section Officer etc. The exact number will be discovered when directory is prepared.</p>

			same. The Bidder will be required to study the Organizational Structures, Work Allocation Documents, etc. of 7 Ministries/Departments			
21)				Could DoPT please confirm if all the concerned ministries have well defined organization structures, work allocation documents in place? Could DoPT also please confirm if there is an existing job family classification available across the ministries	This query is to help us better understand the state of documentation available	The Bidder will be required to study the Organizational Structures, Work Allocation Documents, etc. of 7 Ministries/ Departments. The consultant is expected to map roles, activity, knowledge and competencies for every government position for the 7 Ministries/ Departments/ organizations. The names of Ministries/ Departments/ Organisations will be finalised at a later date. Presently the names have been mentioned for illustration purposes.
22)	6.1Decoding and Modelling FRAC: Defining Components	21	Undertake a detailed review of UNDP's competency framework to ensure the relevance of alignment of behavioral competencies with the changing context of Government of India and expected key behaviors from civil servants. Based on the same, prepare the Dictionary of Behavioral Competencies.	Is the intent of the activity only to update the UNDP framework or design a fresh behavioral competency framework while keeping the UNDP framework as an input?	To help us better estimate the approach, time and effort for this activity.	The consultant will review UNDP framework and use the portion or part which will hold relevance for Indian context.

23)	6.1Decoding and Modelling FRAC: Defining Components	21-22	Dictionary of Functional Competencies: The base version of Dictionary of Functional Competencies will have to be prepared based on all functional competency requirements that can be arrived at by the FRAC CoE (this may involve collaboration with multiple departments of Government of India as will be advised by the Client) and will include defining complete set of functional competencies for 7 departments as identified by the Client.	Could DoPT please confirm if the CBUs are already identified and institutionalized within these 7 ministries or are to be defined as a part of the scope of this engagement	To help us better estimate the time and effort for this activity.	Kindly refer Section 6.1 The bidder is expected to provide “Guidance on Composition of Capacity Building Units in Departments: ▪ High level Operating and Governance Model for CBU ▪ Identify and frame roles and responsibilities for CBU resource”
24)	6.1Decoding and Modelling FRAC: Defining Components	22	Using the base Registries of Roles, Activities, Functional & Pilot dictionaries of domain Competencies the common positions and roles that exist within Government of India and create base FRAC exercise model. This will include a detailed articulation of expected outcomes and accountabilities for every role of the 7 departments:	Our understanding is that the behavioral and functional competencies have to be identified basis the common positions across the 7 ministries. Domain competencies have to be identified for 2 ministries. The FRAC needs to be defined for each and	To get more clarity on the points mentioned under this section	The Bidder will be required to carry out functional competency dictionary for 7 Ministries/ Departments (to be identified later) and domain competency dictionary for 2 Ministries/Departments. The bidder will be required to carry out end to end FRACing exercise for (1) Ministry of Personnel, Public Grievances & Pensions (DoPT) and (2) Ministry of Finance (Department of Economic Affairs)

			<p>i. Define role details with the unique responsibilities, coordination and division of work.</p> <p>ii. On the basis of the activities to be performed by the role, identify the competencies and skills required for each role. These competencies and skills should be elaborated to ensure that the occupant of the position is aware of his/her responsibilities and his/her superior also aware of the expected outcomes of the subordinate.</p>	<p>every role in the 7 ministries having behavioral + functional competencies, out of which for 2 ministries it would have behavioral + functional + domain.</p> <p>Request if DoPT could confirm our understanding.</p>		
25)	6.1Decoding and Modelling FRAC: Defining Components	23	v. The validation of the given role mapping and profiles will be done by the relevant stakeholders	Could DoPT please help us understand the underlying validation process i.e. if there is an existing validation process that needs to be adhered to or the CSP can propose one?	To get more clarity on the points mentioned under this section	Kindly refer Section 6.1 “The validation of the given role mapping and profiles will be done by the relevant stakeholders.”
26)	6.2Templatization of FRAC and Defining Standard Operating	25	Key deliverables: 4. Conduct 10-15 Train the Trainer full day workshop on FRAC toolkit and process	Request if DoPT could elaborate on the target audience for the TTT mentioned in this section.	To get more clarity on the points mentioned under this section	The capacity building /TTT will be carried out for the working group of ISTM, training division, PMU staff and core team of officers in select Ministries/Departments. An e-learning

	Procedure for Operationalizing FRAC at Departments					course will be developed for TTT and certification purposes.
27)	6.2Templatization of FRAC and Defining Standard Operating Procedure for Operationalizing FRAC at Departments	24	2. It is important that the tool-kit developed should have a high degree of reliability and validity. Hence it is expected to develop a proof of concept for the tool kit through deployment across couple of Ministries/Departments as suggested by DoPT. The feedback obtained through this process should be used for further refining of the toolkit. Experience in agile methodology and design-thinking will be critical	Request elaboration on the key processes involved in 'proof of concept'. Does DoPT envisage this activity to involve departments using the toolkits and consultant shadowing or just the review & validation of the tool kit with the 2 ministries?	To get more clarity on the points mentioned under this section	Kindly refer Section 6.2 “It is important that the tool-kit developed should have a high degree of reliability and validity. Hence it is expected to develop a proof of concept for the tool kit through deployment across couple of Ministries/Departments as suggested by DoPT. The feedback obtained through this process should be used for further refining of the tool kit. Experience in agile methodology and design-thinking will be critical.”
28)	6.3Define Functional Requirement Specification for the FRAC components	26	1. For the iGOT Karmayogi Platform to be complete, it will have to onboard the different FRAC components to eventually link the capacity development activities with	Our understanding is that the CSP (certified service provider) or the IFU team would be responsible for uploading the FRAC outputs on iGOT	To help us better estimate the time and effort for this activity.	The bidder will have to onboard the different FRAC components/ outputs duly linked with competency Framework as per the system requirement of iGOT-Karmayogi platform. This has been clearly spelt out in Clause 6.3 (1) of the RFP Document, which remains unchanged.

	in iGOT Karmayogi		<p>the Competency Framework. Bidder to prepare a Functional Requirement Specification document (FRS) to capture the functional requirement of encoding FRAC on iGOT Karmayogi, including the Dictionaries, the Registries, and functional and standardized forms enabling Clients to enhance and add roles, activities and competencies. This FRS will have to be designed in a way that it can be used by the Client to define the Scope of Work for the Technical Vendor implementing iGOT Karmayogi and will be at a level of detail such that the Technical Vendor will be able to reasonably estimate effort.</p>	Karmayogi and the consultant would not be responsible for this activity. Kindly confirm		
29)	6.3 Define Functional Requirement Specification for the	26	<p>Key deliverables: 2. Help technical team in preparation of Functional specification document</p>	<p>Could you please elaborate on the kind of support that is expected from the consultant. Are there any existing</p>	<p>To help us better estimate the time and effort for this activity.</p>	<p>Kindly refer Section 6.3 “The Bidder will need to prepare a Functional Requirement Specification document (FRS) to capture the functional</p>

	FRAC components in iGOT Karmayogi		related to FRAC for iGOT Karmayogi	formats for capturing the Functional specification?		requirement of encoding FRAC on iGOT Karmayogi, including the Dictionaries, the Registries, and functional and standardized forms enabling Clients to enhance and add roles, activities and competencies. This FRS will have to be designed in a way that it can be used by the Client to define the Scope of Work for the Technical Vendor implementing iGOT Karmayogi and will be at a level of detail such that the Technical Vendor will be able to reasonably estimate effort.”
30)	7.1 Timelines	29	<p>2. Registries of Positions, Roles, Activities (base versions) - T+3</p> <p>3. Dictionary of Behavioral Competencies Benchmarking with leading practices on behavioral competency. Codifying common competency based on existing job descriptions across departments & ministries - T+2</p> <p>4. Dictionary of Functional Competencies (base version) Benchmarking with leading practices on behavioral competency. Codifying common competency based on existing job descriptions</p>	Our understanding is the in order to complete the dictionary of competencies (#3 and #4) the registries of position, roles and activities (#2) should be completed. Could DoPT please validate the timelines for the 3 points		Kindly note the timelines provided in Section 7.1, the dictionaries for Behavioural and Functional competencies will need to be completed in T+2 and thereafter Registries of Positions, Roles, Activities will be completed in T+3.

			across departments & ministries - T+2			
31)	7.1 Timelines	29	<u>Building Capacity for FRAC CoE and FRAC Sub Units</u> 12. Suggestions to Technology team on changes within system required for operationalizing FRAC and better linkages Deliverable: System Improvement document	Could you please elaborate on the point around the System Improvement document and the expectation from the consultant. The deliverable is mapped to the timelines for the stage "Building Capacity for FRAC CoE and FRAC Sub Units" however it has not been detailed out in this section.	To better understand the level of tech support and estimate the time and effort for the activity	The System Improvement document would provide inputs on changes required to be made in the current system to Technology team for operationalizing FRAC and its various applications and better synchronization in various Ministries/ Departments/ Organisations.
32)	7.1 Timelines	30	Train the trainer sessions for core iGOT team and other CTI and CCAs along with collaterals and knowledge management approach for sustenance and acceptance of the concept across stakeholder Deliverable: 10 – 15 full day workshops and knowledge management/sustainability plan	Could DoPT elaborate on the training content to be covered in these full day sessions and the differentiation between TTT for CoE vs the Igot/CTI/CAA	To help us better estimate the agenda and conduct of TTT's ie if any differentiation is required	The clause is self-explanatory and requires no further elaboration.

33)	8 11. List of mandatory resources and 16.11 Annexure 11- Commercial Bid Format Proposal	32	8.11 It is also envisaged that an additional pool of the following resources may be required for the project, they are: (i) Quality Assurance Expert (ii) Technology Expert (iii) Domain Expert 16.11 Annexure Format	The annexure 11 format does not take into account any additional resources that may be required to deliver the engagement. Could DoPT please help understand on how to list the costs for these additional resources, if they may be required	To confirm the annexure format	The Bidder needs to deploy suitable resources for this project. Section 8 of Vol I provides the minimum resource requirements for the engagement (“mandatory resources”), which needs to be adhered to mandatorily. It may be noted that the resource details are the minimum requirements and the Bidder may bring in additional resources if it so desires to meet the Scope of Work as mentioned in this RFQ cum RFP
34)	8. Minimum Resource Requirement	32	9. The deployed resources will be expected to work out of New Delhi, in any premise of the Client, most likely at office of DoPT, Institute of Secretariat Training & Management. If resources are required to travel outside of the NCR, the Client will reimburse the travel and accommodation of the resources, as per the Govt. of India norms, at Deputy Secretary level	Our understanding is the resources are expected to be deployed 100% at the client location. Considering the individuals would be fairly senior resources would it be possible for these resources to be deployed in a limited capacity at the client side and have a dedicated support team guided by them with 100% deployment	To understand if alternate team structures can be proposed.	The condition of the RFQ cum RFP remains unchanged.
35)	9. Service Level Agreement	36	The aggregate of liquidated damages payable to the Client under this clause shall be subject to a maximum of	Request to DoPT: Kindly consider keeping the upper cap of	To request an amendment in SLA terms and conditions	The condition of the RFQ cum RFP remains unchanged.

			15% of the total contract fees.	damages to 10% as per industry standard		
36)	9. Service Level Agreement	37	Change in any of the named Mandatory Resources during the duration of the Project: For every instance of a resource replacement, a deduction of 10% of monthly cost of the resource concerned will be made.	Request to DoPT: Can the change of resource be done with client's approval in case of contingencies?		The Client does not encourage replacement of resources by the Bidder unless it has been explicitly asked for by the Client. If, however, due to some unforeseen situation, the Bidder proposes a replacement of resource during the course of the project, the proposed resource shall have similar/better profile as compared to the resource being replaced with regards to Academic and Professional Profile, relevant Work Experience and relevant Technical Expertise. The Client may, at its discretion, evaluate one or more profiles proposed by the Bidder as replacement and the replacement resource may be onboarded only after the Client provides its formal go ahead. Also, refer to the SLAs and penalties on resource replacement.
37)	10.20 Performance Bank Guarantee (PBG)	45	For the successful bidder the Performance Bank Guarantee shall be retained by Client until the completion of the assignment by the Consultant and be released 180 (one hundred and eighty) days after the completion of the assignment.	Request to DoPT: Is it possible to change this phrase to 'PBG will be returned immediately on completion of services?'	Total PBG should be valid for 1.5 years however the contract period is 1 year	The condition of the RFQ cum RFP remains unchanged.

38)	13. Technical Evaluation Criteria/ Framework	51-52	<p>1. Bidder's Profile: Experience of large HR Transformations with focus on Organizational Development and Talent Management.</p> <p>2. Bidder's Profile: Experience of similar engagements</p> <p>3. Bidder's Profile: Experience of large organization transformation</p>	<p>Request to DoPT: Can the criteria on relevant projects be ammended to include projects from past 7 years, rather than 5 years considering some of the projects requested may be long term and multi year engagements.</p> <p>Additionally would DoPT consider ongoing engagements?</p>	To request an amendment in criteria in regards to previous experience	The condition of the RFQ cum RFP remains unchanged.
39)	15.4 Intellectual Property Rights	56	Client will own all rights, title and interest in and to all data, reports, frameworks, specifications, designs, models, analyses, inventions, programs and other property or materials (collectively, the "Works") that consultant or, if an entity, employees, officers, managers, directors or agents (collectively, "Personnel") develop in connection with the provision of the services including all copyright interests and intellectual property rights in	Request to DoPT: We propose below language for your consideration: "Upon expiration of this Agreement / Contract or sooner upon written request of the Client, all Confidential Information in the possession of consultant shall be returned to the Client or destroyed under conditions which preserve the confidentiality of the Confidential Information, at the option and instruction of	The pre-existing IPR will continue to remain with the consultant after the end of the engagement. Consultant will leverage the IPR for providing services in scope of the engagement and will hand over deliverables made by using the IPR.	The condition of the RFQ cum RFP remains unchanged.

			the design and development of the e-learning materials.	the Client. Notwithstanding the foregoing, consultant retains all rights in the Deliverables and work product, and in any software, materials, know-how and/or methodologies that consultant may use or develop in connection with this Contract.		
40)	15.5 Confidentiality	57	These restrictions do not apply to information which has entered the public domain or which has been disclosed to consultant by a third party who is not subject to any restriction on disclosure.	Request to DoPT: We propose to use the following language for this sentence; 'The confidentiality obligations shall survive the termination of this Contract / completion of services for a period of one (1) year'	To request an amendment in SLA terms and conditions	The condition of the RFQ cum RFP remains unchanged.
41)	Standard Form of Contract - 1.3.2 Termination	9	b) if, as the result of Force Majeure, the Consultants are unable to perform a material portion of the Services for a period of not less than sixty (60) days.	Request to DoPT: To add the below text to this clause 'if the client does not adhere to the arbitration judgement'	To request an amendment in SLA terms and conditions	The condition of the RFQ cum RFP remains unchanged.

42)	Standard Form of Contract - 1.3.3 Termination	9	(iii) the Consultant's obligation to permit inspection, copying and auditing of their accounts and records, (iv) the rights of indemnity of the Client	Request to DoPT: To please consider deleting this part	To request an amendment in SLA terms and conditions	The condition of the RFQ cum RFP remains unchanged.
43)	Standard Form of Contract - 1.10 Liquidated damages	13	If the selected Consultant fails to complete the Assignment, within the period specified under the contract, the consultant shall pay to the Client, fixed and agreed liquidated damages, and not as penalty, @ 1% of the contract fees for each week of delay or part thereof. The aggregate maximum of liquidated damages payable to the Client under this clause shall be subject to a maximum of 15% of the total contract fees.	Request to DoPT: To add 'for the reasons solely attributable to the Consultant'.	To request an amendment in SLA terms and conditions	The condition of the RFQ cum RFP remains unchanged.
44)	Standard Form of Contract - 1.4.1 Limitation of the Consultants' Liability	17	(ii) For any direct loss or damage that exceeds (i) the total payments for Professional Fees and Reimbursable Expenditure made or expected to be made to the Consultants hereunder, or (ii) the proceeds the Consultants may be entitled	Request to DoPT: Delete section (ii)	Please consider retaining section (i) on linkage to professional fees and remove the linkage to the insurance proceeds	The condition of the RFQ cum RFP remains unchanged.

	towards the Client		to receive from any insurance maintained by the consultants to cover such a liability, whichever of (i) or (ii) is higher.			
45)	Pre-qualification criteria & 12	51	The Bidder should have successfully completed at least 3 projects, each of value Rs 1.50 crore or 2 projects, each of value of Rs. 2.00 crore or 1 Project of value of Rs. 3.00 crore or more in the last 3 years (from the date of publication of bid) in HR Transformation & Consulting in India	1) What all is included in HR Transformation? Would only work in Talent Management suffice this requirement? 2) Can the completed projects value be revised to INR 1Cr each?	Need clarity on terms used	The condition of the RFQ cum RFP remains unchanged. The condition of the RFQ cum RFP remains unchanged.
46)	Pre-qualification criteria & 12	52	The Bidder should have successfully completed at least 3 projects, each of value Rs.1.50 crore, or 2 projects, each of value Rs.2.00 crore or 1 project of value of Rs. 3.00 crore or more in the last 3 years (from the date of publication of bid) in process transformation in Government Clients or Public Sector Units	1) What is considered as process transformation? 2) Would this also cover Competency framework and Assessment / Development centers? If Skill development corporations will be classified as Government Clients?	Need clarity on terms used	Kindly refer pre-qualification criteria: “The Bidder should have successfully completed at least 3 projects, each of value Rs.1.50 crore, or 2 projects, each of value Rs.2.00 crore or 1 project of value of Rs. 3.00 crore or more in the last 3 years (from the date of publication of bid) in process transformation in Government Clients or Public Sector Units”

47)	Technical Evaluation Criteria/ Framework & 13	53	<p>The Bidder should have successfully implemented at least</p> <p>3 projects, each of value of at least Rs. 2 Crore in the last</p> <p>5 years (from the date of publication of bid) in the areas</p> <p>pertaining to at least 2 of the following:</p> <ul style="list-style-type: none"> ▪ Organizational Development/Design ▪ Manpower Planning/Performance Evaluation ▪ Talent lifecycle management ▪ Culture & Change Management <p>Marks breakup:</p> <p>1 Project: Max 3.5 marks</p> <p>2 Projects: Max 7 marks</p> <p>3 Projects: Max 10 marks</p>	<p>1) Could we submit multiple work-orders for renewal of same SOW with same client?</p> <p>2) Would you consider Talent Lifecycle management as Competency framework development or Assessments and Development centers?</p> <p>3) Can the completed projects value be revised to INR 1Cr each?</p> <p>3) Could we reduce number of creds needed to 1 instead of 2 for all the creds given in evaluation criteria?</p>	<p>SHL offer some of it's services using different entities within the group, we would like to use it to meet evaluation criteria</p>	<p>No, multiple work-orders for renewal of same SOW with same client will not be eligible.</p> <p>The condition of the RFQ cum RFP remains unchanged.</p> <p>The condition of the RFQ cum RFP remains unchanged.</p> <p>The condition of the RFQ cum RFP remains unchanged.</p>
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48)	Technical Evaluation Criteria/ Framework & 13	54	The Bidder should have successfully completed at least 3 projects, each of value of at least Rs. 2 Crore in the last 5 years (from the date of publication of bid) in organization transformation/management/ HR Business Process engineering/HR management/process transformation in Government Clients or Public Sector Units 1 Project: Max 3.5 marks 2 Projects: Max 7 marks 3 Projects: Max 10 marks	1) Can we use credentials from our parent company or group companies?	SHL offer some of it's services using different entities within the group, we would like to use it to meet evaluation criteria	No. The condition of the RFQ cum RFP remains unchanged.
49)	6 .1Decoding and Modelling FRAC: Defining Components	22	Dictionary of Domain Competencies: A template for the Dictionary of Domain Competencies will have to be prepared based on global best practices and FRAC templates. The same will have to be piloted for its effectiveness, relevance and validity at two of the 7 departments identified by the Client. The Bidder will be required to carry out functional competency dictionary for 7 Ministries/	1. There is reference to the bidder conducting end to end FRACing activities for 2 of the departments. Does the scope also entail building/validating knowledge resources and conduct other similar activities under 'FRACing' as well?	SHL offer some of it's services using different entities within the group, we would like to use it to meet evaluation criteria	The condition of the RFQ cum RFP remains unchanged.

			Departments and domain competency dictionary for 2 Ministries/Departments. The bidder will be required to carry out end to end FRACing exercise for (1) Ministry of Personnel, Public Grievances & Pensions (DoPT) and (2) Ministry of Finance (Department of Economic Affairs)			
50)	6.1	20	A position is the designation and location of an individual in an organization, tasked with a set of roles	2. What is the total number of unique positions for this intervention?	To estimate the effort required	The positions may vary from Ministry to Ministry.
51)	6.1	21	Behavioral competencies are a higher order of behaviors applicable across the government. They describe the values and strengths that help officials perform effectively. These include attitudes like problem solving, decision making, networking etc.	3. Does the scope require us to create a standard behavioral competency framework that will cut across all 7 ministries as mentioned in the tender document Or Does the scope require us to create a different behavioral competency frameworks for each	To estimate the effort required	Several behavioural competencies are common across the Ministries; however, some behavioural competencies will be more specific to certain Ministries.

				of the 7 ministries as mentioned in the tender document		
52)	6.1	21	Functional competencies describe the application of skills and knowledge needed to perform effectively across domains and positions. These include cross-cutting competencies like project management, time management, communication, writing etc.	4. Does the scope require us to create a standard functional competency framework that will cut across all 7 ministries as mentioned in the tender document Or Does the scope require us to create a different functional competency frameworks for each of the 7 ministries as mentioned in the tender document	To estimate the effort required	Several functional competencies are common across the Ministries and may cut across several departments, however, many functional competencies may or may not be specific to some Ministries.
53)	6.1	21	The dictionary thus created is expected to include about 60-70% of all Functional Competencies required for any role in the Government of India	5. Could you explain if ' any role in the Government of India ' refers to any role within the 7 ministries mentioned in the tender document or any role included in all the	Clarity on functional competency deliverables	Kindly refer Section 6.1 "The base version of Dictionary of Functional Competencies will have to be prepared based on all functional competency requirements that can be arrived at by the FRAC CoE (this may involve collaboration with multiple departments of Government of India as will be advised by the Client) and will

				ministries under the Government of India		<p>include defining complete set of functional competencies for 7 departments as identified by the Client. The tentative seven Ministries/departments will be: (1) Ministry of Personnel, Public Grievances & Pensions (DoPT) (2) Ministry of Health & Family Welfare (Including National Health Mission) (3) National Highways Authority of India (NHAI) (4) Ministry of Environment, Forest and Climate Change (Including DG (wildlife) unit)(5) Ministry of Finance (Department of Economic Affairs) (6) Ministry of Electronics & Information Technology (7) Ministry of Rural Development- (Including Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGA) unit. The dictionary thus created is expected to include about 60- 70% of all Functional Competencies required for any role in the Government of India.”</p> <p>It may also be noted that the above mentioned 7 (seven) Ministries/Departments are tentative and DoPT has the right to modify the same, based on its requirement.</p>
54)	6.1	22	Detailed articulation of expected outcomes and accountabilities for every role of the 7 departments:	6. As per our understanding, the bidder is expected to create detailed job	To estimate the effort required	<p>Kindly refer Section 6.1</p> <p>“Using the base Registries of Roles, Activities, Functional & Pilot dictionaries of domain Competencies the common</p>

				descriptions for each role of the 7 departments. Please confirm		positions and roles that exist within Government of India and create base FRAC exercise model. This will include a detailed articulation of expected outcomes and accountabilities for every role of the 7 departments: i. Define role details with the unique responsibilities, coordination and division of work. ii. On the basis of the activities to be performed by the role, identify the competencies and skills required for each role. These competencies and skills should be elaborated to ensure that the occupant of the position is aware of his/her responsibilities and his/her superior also aware of the expected outcomes of the subordinate.”
55)	6.1	23	An e-learning course will be developed for TTT and certification purposes.	7. As per our understanding, we will leverage the existing platform (Igot) to host the e-learning module. Kindly confirm	Clarity on technology integration	An e-learning course will be developed for TTT and certification purposes.
56)	8.8	32	All resources will be required to log an attendance on a daily basis at their respective reporting location and use	8. Given the current health emergency across the country with respect to Covid second wave, the	Clarity on staffing requirement	The condition of the RFQ cum RFP remains unchanged.

			Biometric Attendance System wherever present.	<p>deployment of fulltime resources onsite maybe a challenge.</p> <p>For all key diagnostic and delivery related interactions and discussions, the consultants will make themselves available in person at the client location.</p> <p>However, the detailed analysis and design work can be carried out remotely.</p> <p>We would request the client to keep this requirement flexible in compliance to the Covid protocols and allow consultants to work from home as well.</p>		
57)	8.1	32	All resources will be entitled to casual leaves over the project duration prorated at 1.25 leaves per month, any leaves beyond which will lead to proportionate	9. All consultants who will be staffed on the project are full time employees with Aon and are eligible for leaves as per Aon leave policy.	Clarity on leave policy for consultants staffed on the project	The condition of the RFQ cum RFP remains unchanged.

			reduction on the payment for the concerned resource	Therefore, request relaxation on this clause so as to abide by the employment contract. We will ensure that the quality and timelines of deliverables are not impacted in any manner		
58)	12.7	50	The Bidder should have successfully completed at least 3 projects, each of value Rs.1.50 crore, or 2 projects, each of value Rs.2.00 crore or 1 project of value of Rs. 3.00 crore or more in the last 3 years (from the date of publication of bid) in process transformation in Government Clients or Public Sector Units	10. We are a human capital consulting organization that provides advisory services in the area of HR/Organization Design transformation. Please confirm if 'Process Transformation' here includes all HR transformation interventions 11.Can we include global projects undertaken in the given area? Kindly confirm	To include relevant project pertaining to the scope of RFP	RFQ cum RFP document conditions remain unchanged The bidder needs to submit credentials for domestic Government clients or Public Sector units, as per RFQ cum RFP.

59)	13.1	51	<p>The Bidder should have successfully implemented at least 3 projects, each of value of at least Rs. 2 Crore in the last 5 years (from the date of publication of bid) in the areas pertaining to at least 2 of the following:</p> <ul style="list-style-type: none"> ▪ Organizational Development/Design ▪ Manpower Planning/Performance Evaluation ▪ Talent lifecycle management ▪ Culture & Change Management 	<ol style="list-style-type: none"> 1. Can we include global projects undertaken in the given area? Kindly confirm 2) Can we look at multiple projects with same client over the duration. Clients often look at transformation and organization development in different phases and sign off small pieces over a period of time. Kindly confirm. 	To include relevant project pertaining to the scope of RFP	No, they cannot be included.
60)	13.2	52	<p>The Bidder should have successfully implemented at least 3 projects, each of value of at least Rs. 2 Crore in the last 5 years (from the date of publication of bid) in the areas pertaining to at least 2 of the following:</p> <ul style="list-style-type: none"> ▪ Competency Modelling (functional & behavioral) and 	<ol style="list-style-type: none"> 1. Request relaxation in the minimum project value to INR 1 Crore so as to include standalone projects on any of these modules (Specifically Competency framework design & implementation) 	To include relevant project pertaining to the scope of RFP	<p>The bidder needs to submit credentials for domestic Government clients or Public Sector units, as per RFQ cum RFP.</p> <p>No, global projects cannot be included.</p>

			<p>Framework Design</p> <ul style="list-style-type: none"> ▪ Competency/ Skill Dictionary Preparation ▪ Job Analysis and Design ▪ Competency based Leadership Development 	<p>4) Can we include global projects undertaken in the given area? Kindly confirm</p>		
61)	13.3	52	<p>The Bidder should have successfully completed at least 3 projects, each of value of at least Rs. 2 Crore in the last 5 years (from the date of publication of bid) in organization transformation/management/HR Business Process engineering/HR management/process transformation in Government Clients or Public Sector Units</p>	<p>1. Request relaxation in the minimum project value as most of assignments with Govt./PSU organizations are based on L1 bid, and therefore the value tends to be on the lower side. Request the limit to be reduced to Rs. 1 Crore.</p> <p>12. Can we include global projects undertaken with global governments? Kindly confirm</p>	<p>To include relevant project pertaining to the scope of RFP</p>	<p>The condition of the RFQ cum RFP remains unchanged.</p> <p>No, global projects can not be included.</p>
62)	Pre-Qualification Criteria 12.2	49	<p>The bidder must be incorporated and registered in India under the Indian Companies Act 1956/ LLP Act 2008 / Partnership Act 1932 & Subsequent amendments thereto and</p>	<p>Based on the criteria of legal entity / registration of company, is</p> <p>IIM Ahmedabad eligible for bid submission?</p>	<p>IIM Ahmedabad is operational since last 59 years and as per the Indian Institutes of Management Act, 2017, we are a body corporate but not registered under</p>	<p>Kindly refer pre-qualification criteria.</p> <p>“The bidder must be incorporated and registered in India under the Indian Companies Act 1956/ LLP Act 2008 / Partnership Act 1932 & Subsequent</p>

	Legal Entity/ Registration of Company		should have been operating for the last 5 years		the Indian Companies Act 1956/ LLP Act 2008 / Partnership Act 1932	amendments thereto and should have been operating for the last 5 years”
63)	8.11	34	Mandatory Profiles	We request to add another profile of Project SME with 20+ years of experience in HR and Organizational transformation with 50% deployment.	This strategic engagement will involve interactions, deliberations and presentations to senior bureaucrats. A team leader with 12+ years of experience will be critical for project execution, however a senior SME will be required for senior stakeholder management and long term strategic thinking. We request DOPT to add this role	The Bidder needs to deploy suitable resources for this project. Section 8 of Vol I provide the minimum resource requirements for the engagement (“mandatory resources”), which needs to be adhered to mandatorily. It may be noted that the resource details are the minimum requirements and the Bidder may bring in additional resources if it so desires to meet the Scope of Work as mentioned in this RFQ cum RFP
64)	11.3.4	50	Technical 70%, Commercial 30%	Request to change the evaluation pattern to 80:20	This is a highly strategic project for GOI and DOPT having far reaching impact on the way our future administrators shape up. Most of such strategic government RFPs are raised with 80:20 evaluation system as it ensures high quality of resources, SMEs and dedicated presence for	The condition of the RFQ cum RFP remains unchanged.

					effective delivery. Requesting DOPT to consider the same.	
65)	12. Pre-Qualification Criteria (point 6)	49	The Bidder should have successfully completed at least 3 projects, each of value Rs 1.50 crore or 2 projects, each of value of Rs. 2.00 crore or 1 Project of value of Rs. 3.00 crore or more in the last 3 years (from the date of publication of bid) in HR Transformation & Consulting in India	Value of 1.5 Cr is on higher side for HR consultancy therefore the value of projects required may please be reduced to 40 lakhs for wider participation to read the clause as below: <i>The Bidder should have successfully completed at least 3 projects, each of value Rs 40 crore or 2 projects, each of value of Rs.1.00 crore or 1 Project of value of Rs. 2.00 crore or more in the last 3 years (from the date of publication of bid) in HR Transformation/Skill Development & Consulting in India</i>	We have extensive experience in HR consulting, framework design, etc however value for specific HR Transformation & Consulting of 1.5 to 2 Cr is very high.	The condition of the RFQ cum RFP remains unchanged.
66)	12. Pre-Qualification Criteria- Note (a)	50	Copy of Contract/ Work Order and Certificate from the Client/ Authorized Signatory clearly mentioning the completed component of the project and the value of the completed component.	Please consider CA certificate for ascertaining the progress and amount received by the bidder in case of ongoing large projects.	We have multiple govt projects wherein substantial part is complete and payment has been received. However, getting such certificate from client is challenging.	The condition of the RFQ cum RFP remains unchanged.

67)	13. Technical Evaluation Criteria /Framework Point (1)	51	<p>The Bidder should have successfully implemented at least 3 projects, each of value of at least Rs. 2 Crore in the last 5 years (from the date of publication of bid) in the areas pertaining to at least 2 of the following:</p> <ul style="list-style-type: none"> • Organizational Development/Design • Manpower Planning/Performance Evaluation • Talent lifecycle management <p>Culture & Change Management</p>	<p>Please consider skill development, capacity building, HR strategies as the areas and to read the clause as below:</p> <p><i>The Bidder should have successfully implemented at least 3 projects, each of value of at least Rs. 2 Crore in the last 5 years (from the date of publication of bid) in the areas pertaining to at least 2 of the following:</i></p> <ul style="list-style-type: none"> • <i>Organizational Development/Design</i> • <i>Manpower Planning/Performance Evaluation</i> • <i>Talent lifecycle management/skill development/capacity building</i> <p><i>Culture & Change Management/HR Strategies</i></p>	<p>We have extensive experience in HR consulting, framework design, etc. Under skill development, NSQF, numerous capacity building interventions are led to cover any skill/competencies gap.</p>	<p>The condition of the RFQ cum RFP remains unchanged.</p>
68)	13. Bidder's Profile: Experience of similar engagements	51	<p>The Bidder should have successfully implemented at least 3 projects, each of value of at least Rs. 2 Crore in the last 5 years (from the date of</p>	<p>Please consider ongoing projects with the value of Rs. 40 Lakhs and add skill development, capacity building, HR</p>	<p>We have extensive experience in HR consulting, framework design, etc. However, value for specific HR</p>	<p>The condition of the RFQ cum RFP remains unchanged.</p>

	(2)		<p>publication of bid) in the areas pertaining to at least 2 of the following:</p> <ul style="list-style-type: none"> • Competency Modelling (functional & behavioral) and Framework Design • Competency/ Skill Dictionary Preparation • Job Analysis and Design <p>Competency based Leadership Development</p>	<p>strategies as the areas. Also, and to read the clause as below:</p> <p><i>The Bidder should have successfully implemented/ongoing at least 3 projects, each of value of at least Rs. 40 Lakhs in the last 5 years (from the date of publication of bid) in the areas pertaining to at least 2 of the following:</i></p> <ul style="list-style-type: none"> • <i>Competency Modelling (functional & behavioral) and Framework Design</i> • <i>Competency/ Skill Dictionary Preparation/Skill Development/Capacity Building</i> • <i>Job Analysis, Design</i> <p><i>Competency based Leadership Development and HR Strategies</i></p>	<p>Transformation & Consulting of 2 Cr is very high. Also, under skill development, NSQF, numerous capacity building interventions are led to cover any skill/competencies gap.</p>	
69)	6.1 Decoding and Modelling FRAC:	21	<p>1. For base registry the Bidder will be required to cover 7 identified Ministries/Departments. The Bidder will be required to</p>	<p>1. How many positions and roles are there in the 7 Ministries/ Departments?</p>	<p>1. Positions is the designation and location of an individual in an organisation, tasked with a set of roles. Therefore,</p>	<p>The Bidder will be required to study the Organizational Structures, Work Allocation Documents, etc. of all 7 Ministries/Departments. The organization</p>

	Defining Components		study the Organizational Structures, Work Allocation Documents, etc. of different Ministries to prepare the same. The Bidder will be required to study the Organizational Structures, Work Allocation Documents, etc. of 7 Ministries/Departments.		the number of positions and roles therein shall affect the efforts required.	structure/ hierarchy may slightly vary among the Ministries/Departments. The consultant is expected to map roles, activity, knowledge and competencies for every government position for the 7 identified Ministries/Departments/organizations.
70)	Pre-Qualification Criteria S.No. - 1 (Single Bidder) Section: 12	49	A Bidder is required to Bid on its own and no Joint Ventures or Consortiums are permitted	Request Joint Venture to be permitted of atleast 2 firms	The Joint Venture can provide the right blend of HR and Government consulting required for accomplishing the scope of work defined in the RFP	The condition of the RFQ cum RFP remains unchanged.
71)	Pre-Qualification Criteria S.No. - 3 (Experience) Section: 12	49	The bidder should have at least 3 years of experience in HR consulting	Request the criteria to be modified into following: The bidder should have at least 3 years of experience in HR consulting/government consulting/consulting offering services in institutional strengthening/capacity building/skill development We also request you to consider International assignments.	Firms providing services in skill development, institutional strengthening and capacity building to government and public sector units should be eligible for bidding for the assignment	The condition of the RFQ cum RFP remains unchanged.
72)	Pre-Qualification Criteria	49	Bidder should have had a minimum average annual turnover of Rs. 20 crores in	Request to change the requirement of average annual turnover from	Average annual turnover of Rs. 75 crores is a reasonable threshold to	The condition of the RFQ cum RFP remains unchanged.

	S.No. - 5 (Annual Turnover) Section: 12		last three financial years (FY 2017-18, 2018-19 & 2019-20) from consultancy services.	Rs. 20 crores to Rs. 75 crores in last three financial years so that better qualifying and competent firms can be considered.	ensure experienced firms bidding for the assignment.	
73)	Pre-Qualification Criteria S.No. - 6 (Experience in HR Consulting) Section: 12	49	The Bidder should have successfully completed at least 3 projects, each of value Rs 1.50 crore or 2 projects, each of value of Rs. 2.00 crore or 1 Project of value of Rs. 3.00 crore or more in the last 3 years (from the date of publication of bid) in HR Transformation & Consulting in India	Request to allow projects completed in HR Transformation/Institutional Development and Capacity Building, Development of Curriculums and Academic programs on either Domestic or International assignments	International experience in skill development, government process re-engineering will help in leveraging experience of firms globally and bringing out the international best practices in accomplishing the scope of work	The condition of the RFQ cum RFP remains unchanged.
74)	Pre Qualification Criteria S.No 7 (Experience in Government Processes)	50	The Bidder should have successfully completed at least 3 projects, each of value Rs.1.50 crore, or 2 projects, each of value Rs.2.00 crore or 1 project of value of Rs. 3.00 crore or more in the last 3 years (from the date of publication of bid) in process transformation in Government Clients or Public Sector Units	Request you to consider consulting on government advisory assignment having components of HR/Training/Capacity Building and Process Improvements	This will help you get overall consulting experience which will make the deliveries more effective and implementable.	The condition of the RFQ cum RFP remains unchanged.
75)	Section 3 Data Sheet	11	Last Date and Time for receipts of tender bids: 29-06-2021 at 1600 hrs.	Please extend Last Date and Time for receipts of tender bids by 2 weeks	Understanding the scope of work and Preparation of the Technical proposal will require additional time of about 2 weeks	As on date no change in last date for receipt of bids is contemplated.
76)	Section 13, point 5, Vol1	53	Resources will be scored on their profiles against the	Please make 2 Additional resource	The enormous size of scope of Work requires	The Bidder needs to deploy suitable resources for this project. Section 8 of Vol

			profile requirements mentioned in the RFQ cum RFP.		more than 5 resources to deliver the project.	I provides the minimum resource requirements for the engagement (“mandatory resources”), which needs to be adhered to mandatorily. It may be noted that the resource details are the minimum requirements and the Bidder may bring in additional resources if it so desires to meet the Scope of Work as mentioned in this RFQ cum RFP
77)	Section 13, point 3, Voll	52	The Bidder should have successfully completed at least 3 projects of value of at least Rs. 2 Core each in the last 5 years (from the date of publication of bid) in organization transformation/management/HR Business Process engineering/HR management/process transformation in Government Clients or Public Sector Units	Please make this to Govt process transformation/ Government Business Process Reengineering	The same point has already been asked in TQ1 and TQ2	Kindly refer Technical criteria “The Bidder should have successfully implemented at least 3 projects, each of value of at least Rs. 2 Crore in the last 5 years (from the date of publication of bid) in the areas pertaining to at least 2 of the following: ▪ Organizational Development/Design ▪ Manpower Planning/Performance Evaluation ▪ Talent lifecycle management ▪ Culture & Change Management”
78)	Section 14.2 page 51 Vol1	54	The payments will be made in the following manner:	Payment be made equal monthly basis	The payment is backloaded, requiring the payment to be made equally distributed	The condition of the RFQ cum RFP remains unchanged.
79)	Section 8.1, Vol 1	33	Programme Manager and Subject Matter Expert Shall have a minimum of 12 years“ experience with minimum 10 years in HR Consulting/ large scale HR transformations	Shall have a minimum of 9 years“ experience with minimum 7 years in HR Consulting/ large scale HR transformations		The condition of the RFQ cum RFP remains unchanged.

80)	Section 8.2, Vol 1	33	Competency and Organizational Design Expert Shall have a minimum of 10 years'' experience in HR Consulting with minimum 7 years in areas of Competency/ Skill Development/ Skill Mapping/Organizational Design/Organization Development	Shall have a minimum of 7 years'' experience in HR Consulting with minimum 5 years in areas of Competency/ Skill Development/ Skill Mapping/Organizational Design/Organization Development		The condition of the RFQ cum RFP remains unchanged.
81)	Section 8.2, Vol 1	33	Competency and Organizational Design Expert Shall have the experience of working in at least 5 projects involving development of Competency Framework/ Competency Dictionaries/ Skill Dictionaries/ Skill – Competency Mapping in the last 5 years with a minimum of one such work-related assignments in Government / PSU sector in India	Shall have the experience of working in at least 3 projects involving development of Competency Framework/ Competency Dictionaries/ Skill Dictionaries/ Skill – Competency Mapping in the last 5 years with a minimum of one such work-related assignments in Government / PSU sector in India		The condition of the RFQ cum RFP remains unchanged.
82)	Section 8.3, Vol 1	34	Competency and Organizational Design Analyst Shall have a minimum of 6 years'' experience in HR Consulting with minimum 4 years in areas of Competency/ Skill	Shall have a minimum of 4 years'' experience in HR Consulting with minimum 3 years in areas of Competency/ Skill Development/ Organizational Design/Data Analysis		The condition of the RFQ cum RFP remains unchanged.

			Development/ Organizational Design/Data Analysis			
83)	Section 8.4, Vol 1	34	Government Process Expert Shall have a minimum of 12 years'' experience in with minimum 8 years in Government of India/ consulting for Government of India (preferably the Centre)	Shall have a minimum of 9 years'' experience in with minimum 5 years in Government of India/ consulting for Government of India (preferably the Centre)		The condition of the RFQ cum RFP remains unchanged.
84)	Section 8.4, Vol 1	34-35	Government Process Expert Shall have the experience of working in at least 6 projects with Government of India Clients/ Ministries and shall be aware of government processes, with at least 3 projects pertaining to Government Process Transformation/ Government Process Reengineering	Shall have the experience of working in at least 4 projects with Government of India Clients/ Ministries and shall be aware of government processes, with at least 2 projects pertaining to Government Process Transformation/ Government Process Reengineering		The condition of the RFQ cum RFP remains unchanged.
85)	Section 8.5, Vol 1	35	Occupational Psychologist Shall have a minimum of 12 years'' experience with minimum 10 years in HR Consulting/ Workplace Behavior Design/ Competency Development	Shall have a minimum of 8 years'' experience with minimum 6 years in HR Consulting/ Workplace Behavior Design/ Competency Development		The condition of the RFQ cum RFP remains unchanged.
86)	GCC 1.4.7 at pg. 11 and SCC 1.4.1 at pg. 17	17	Liability is limited to 1X or insurance proceeds, whichever is higher	Client is requested to not make the limitation of liability subject to receivables under the insurance proceeds. Client is requested to limit consultant's		The condition of the RFQ cum RFP remains unchanged.

				<p>liability to 1X of the total contract value. This is as per GFR and the guidelines issued by Meity. It is also the normal industry practice.</p> <p>The insurance clause makes the 1X liability ineffective as it increases to multiple times of TCV.</p>		
87)	GCC 1.4.7 at pg. 11 and SCC 1.4.1 at pg. 17	16-17	There are following exceptions to the limitation of liability - damage to Third Parties	Request to delete exceptions to the limitation of liability. The exceptions render the limitation of liability ineffective and make the liability unlimited.	13	The condition of the RFQ cum RFP remains unchanged.
88)	Section 12 - Pre-Qualification Criteria	49	4)Profitability: The Bidding firm must be a profit-making (Profit after tax) company in the last three financial years (FY <u>2017-18, 2018-19</u> & 2019-20)	Request waiver of this condition on the basis of MSME status	Public Procurement Policy Circular & Policy Circular for MSME Turnover Exemption is attached	The condition of the RFQ cum RFP remains unchanged.
89)	Section 12 - Pre-Qualification Criteria	49	5)Annual Turnover: Bidder should have had a minimum average annual turnover of Rs. 20 crores in last three financial years (FY <u>2017-18, 2018-19</u> & 2019-20) from consultancy services	Request waiver of this condition on the basis of MSME status		<p>The condition of the RFQ cum RFP remains unchanged.</p> <p>Kindly refer Section 12: Pre-qualification</p> <p>“(b) Pre-qualification criteria i.e. Sr. No (3)- Experience and (5)- Annual Turnover will not be applicable for vendors recognized as “Start up” by Department for Promotion of Industry and Internal Trade</p>

						(DPIIT). Relevant proof of being recognized as “Start ups” by DPIIT would need to submitted.”
90)	Section 12 - Pre-Qualification Criteria	49	6)Experience in HR Consulting: The Bidder should have successfully completed at least 3 projects, each of value Rs 1.50 crore or 2 projects, each of value of Rs. 2.00 crore or 1 Project of value of Rs. 3.00 crore or more in the last 3 years (from the date of publication of bid) in HR Transformation & Consulting in India	Request waiver of this condition on the basis of MSME status		The condition of the RFQ cum RFP remains unchanged.
91)	Section 12 - Pre-Qualification Criteria	50	7)Experience in Government Processes: The Bidder should have successfully completed at least 3 projects, each of value Rs.1.50 crore, or 2 projects, each of value Rs.2.00 crore or 1 project of value of Rs. 3.00 crore or more in the last 3 years (from the date of publication of bid) in process transformation in Government Clients or Public Sector Units	Request waiver of this condition on the basis of MSME status		The condition of the RFQ cum RFP remains unchanged.
92)				Further to the pre-bid meeting, I would like to post following query: 1. Could you please consider making		The condition of the RFQ cum RFP remains unchanged.

				<p>the following changes in the pre-qualification criteria – as it shall in no way affect the quality of work delivered</p> <p>2.</p> <p>a. Make GEM portal registered sellers eligible</p> <p>b. Make companies with 1 crore turnover and projects worth 5-10 lakhs in HR eligible (as we have experience in HR for more than 2.5 decades – we have implemented ISO standards in more than 70 ministries, conducted People Capability Maturity Model (PCMM) Assessment to more than 10 PSUs and identified and implemented competency management solution in 5 organizations)</p>		
93)	Pre-Bid Qualification Item 4: Profitability	49	The Bidding firm must be a profit making (Profit after tax) company in the last three financial years (FY 2017-18, 2018-19 & 2019-20)	only registered For Profit companies are eligible to bid. Since we are a Registered as an organization under the Societies Act (Under Allocation of Rules of Business, we are listed	we and others like our organization who have many years of working in this domain and experience of working in such assignments can bid for this work.	Kindly refer pre-qualification criteria. “The bidder must be incorporated and registered in India under the Indian Companies Act 1956/ LLP Act 2008 / Partnership Act 1932 & Subsequent

				under the Ministry of HRD) and are not for profit, we are not sure if we can bid for the assignment.		amendments thereto and should have been operating for the last 5 years”
94)	Pre-Bid Qualification Item 2: Legal Entity/ Registration of Company	49	1. The bidder must be incorporated and registered in India under the Indian Companies Act 1956/ LLP Act 2008 / Partnership Act 1932 & Subsequent amendments thereto and should have been operating for the last 5 years	We are foreign (UAE, Abu Dhabi incorporated Company) Are we Eligible for the bidding Not registered Indian company		Kindly refer pre-qualification criteria. “The bidder must be incorporated and registered in India under the Indian Companies Act 1956/ LLP Act 2008 / Partnership Act 1932 & Subsequent amendments thereto and should have been operating for the last 5 years”
95)	10.1 Eligibility	38	Bids can be submitted by any Agency with expertise in Human Resource Consulting and Consulting for Government	We are in the field of “International Consultant for Electrical Design, Manufacturing and Installations” But we have specialized in the “Teaching of Language” by Memory Enhancement Technique” to make intelligent done. We have done practical RFP project with Govt. of Himachal Pradesh, Dept. of Higher Education, in two colleges. Hamirpur, and Nadaun.		Kindly refer pre-qualification criteria and Technical criteria as per RFQ cum RFP.

96)	10.3 Earnest Money Deposit (EMD) (Bid Securing Declaration)	38	<p>a. The bidder shall furnish along with its bid, a Bid Securing Declaration as mentioned in the data sheet, the same is to be provided as per the format specified under Annexure-3 in this document.</p> <p>b. The Bid Securing Declaration shall be valid for a period of forty-five (45) days beyond the validity period of the RFQ cum RFP. As validity period of RFQ cum RFP is 180 days, the Bid Securing Declaration shall be valid for 225 days from Technical Bid opening date. “Day” means calendar day.</p> <p>c. The bid submitted without Bid Securing Declaration Form will be rejected without providing any further opportunity to the bidder concerned.</p> <p>d. The bidder shall extend the validity of the offer and Bid Securing Declaration Form on request by Client.</p>	<p>We don't have any bankers in India As it is free, are we allowed without any Earnest Money Deposit Without cost</p>		<p>Kindly refer RFQ cum RFP, there is no EMD, only Bid Securing Declaration is required.</p>
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