

Selection of Consultancy Agencies For State Project Management Units in the various States and Union Territories for Roll-out of e-District MMP in the various States and Union Territories

SI No	Page Number	Section	Sub-section	Description of Terms / Headings	Existing Clause	Deviations / Recommendations	Clarification
1	5	1	1.1	1.1	Department of Information Technology, Government of India invites the eligible bidders to submit their Expression of Interest (EOI) for providing project management services for the various State Project Management Units for eDistrict MMP	eDistrict MMP is a well-planned project wherein pilots have already been initiated in some States, project guidelines are clearly articulated and there is clarity on the scope of consultants and their deliverables. In light of the available information and clarity on the project, it is requested to shorten the empanelment process. Therefore, it is suggested that DIT after consultation with the prospective consultancy agencies, directly releases the RFP for empanelment with comprehensive pre-qualification criteria.	No change, shortlisting of Consultancy Agencies through release of an EOI is as per the procedure provided in the General Financial Rules of Government of India.
2	6	1	Table 1	Critical Information regarding Bidding	Date of pre-proposal conference - 14th November 2011	Please provide the timing of Pre-bid meeting to be held on 14th Nov, 2011.	Provided
3	7		2.4(4)		Program Management Units (PMUs) at National, State and district level	Kindly let us know if the district level PMU is to be set up and managed by a different agency or the agency setting up the state PMU.	Staff for the District level PMU will be recruited by the District e-Governance Society. The guidelines for recruitment will be drafted in consultation with the State IT departments
4	7	Section 2	Section 2.1 - Point 3		New services will be added to the portfolio subsequently, once the demand for the initial set of e-enabled services increases.	If Consultant Organisation needs to augment their resource capacity on account of addition of more services by the State Govt , all such requests for PMU support be routed through Change Control Mechanism. The current set of services as on the date of signing of the contract by the successful bidder(s) should be taken as a base-line for considering such change requests.	The various details relating to Scope of Work of the Consulting Agency provided in the EOI Document is indicative and the details will be provided in RFP to shortlisted vendors.
5	7	Section 2	Section 2.1 - Point 5		This would also include working with the State Government Departments for identification of services, creation of As-is, To-be for these services.	This is a design consultancy work . Our understanding is that DIT has already completed this activity for several states through pilot programmes and a base-line To BE is already available for the consultants. If BPR is to be carried out at 35 states / UTs , it is likely to result in different versions of To BE for a standard service (such as issue of birth certificate) ; Does DIT have any plans for standardization of BPR approach? Has it not already been done during the pilot stage ?	The various details relating to Scope of Work of the Consulting Agency provided in the EOI Document is indicative and the details will be provided in RFP to shortlisted vendors.
6	8	2.3	2.3.1 (a)	Coverage of the Project	The e-District MMP is to be implemented in all 640 districts of the country including 41 districts already taken up under pilot implementation of the eDistrict Project. The	Table 2 - Minimum resource requirements for state level PMUs on page No. 10 mentions 40 districts where pilots e-District project is being implemented whereas in clause 2.3.1 (a) it is mentioned that 41 districts have been taken up under pilot implementation. Please clarify.	The total number of e-district pilot projects would be 41 districts

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7	9	2.3	2.3.1 (b)	Coverage of the Project	The implementation in the States is proposed to be carried out in 2 phases: In the first phase, districts in which at least 70 per cent of the CSCs are operational would be targeted for the rollout and in the second phase, rest of the districts would be selected for the e-District rollout.	Please provide the list of districts where 70% CSC's are operational	Please refer http://www.csc-india.org/ for status on CSC
8	10	3		Need for state PMU		Can bidders deploy more resources than indicated in table 2. Will this have impact on limit of 25 units? Further will this impact on evaluation if bidder deploys more resources.	The various details relating to Scope of Work of the Consulting Agency provided in the EOI Document is indicative and the details will be provided in RFP to shortlisted vendors.
9	10	3	Table-2	Minimum resource requirements for State Level PMUs	No. of Consultants for the State has been depicted in the last column of the table	Demarcation is not clear if state level resources are different from district level resources. In case, district level resources are different from state level resources, then there is little clarity of the number of district level resources required. In the document, on the page-7 point-6, it has been mentioned that "the District level resources will assist the District Collectors/ District Magistrates for the implementation of the e-District MMP and during the operations & maintenance phase of the Project.", however no break-up is given. So should the consultant working at state level be also acting as District Level resources, in that case the EOI document should define the point explaining State level consultant and district level consultants are same. If otherwise, then same shall be pointed.	Staff for the District level PMU will be recruited by the District e-Governance Society. The guidelines for recruitment will be drafted in consultation with the State IT departments
10	11	Section 4	Section 4.1 & 4.2	Training Plans		IT training plans are provided by SI. What other training plans need to be developed by consultant ? it should explicitly be mentioned that implementation of such plans is the primary responsibility of State and Consultant can only act as a facilitator.	The various details relating to Scope of Work of the Consulting Agency provided in the EOI Document is indicative and the details will be provided in RFP to shortlisted vendors.
11	11	Section 4	Section 4.1 & 4.2	Prepare RFPs		How many RFPs are expected to be prepared ? Can we limit the no. of RFPs and limit the scope?	The various details relating to Scope of Work of the Consulting Agency provided in the EOI Document is indicative and the details will be provided in RFP to shortlisted vendors.
12	11	Section 4	Section 4.1 & 4.2	Indicative Scope of Work for the Pilot & Non Pilot States	Supervise the rollout at all the locations	Our understanding is that district level resource deployment is not within the scope for the Consulting Organisation. In such a scenario, will the travel and incidental costs associated with travel to district locations to monitor the district level implementation be reimbursed at actuals; As the consulting firm will have no control over the district level resources or their activities, what is the role of Consultant wrt district level resources that are planned to be deployed?	The various details relating to Scope of Work of the Consulting Agency provided in the EOI Document is indicative and the details will be provided in RFP to shortlisted vendors.

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13	12	4	4.2 Indicative Scope of Work for the Non-Pilot States	4.2 Indicative Scope of Work for the Non-Pilot States	Point 3 & 6 Assist Non Pilot States in the selection of Application Software from the sets of STQC certified application software developed during pilot implementation. Coordinate with STQC for certification of application	For STQC certification of application software, it understood that the States shall try and reuse the already developed component of application software for pilot states only post STQC certification. Further, the additional application development shall also be certified by STQC. It may happen that a State is unable to reuse the application software developed during pilot due to its unique requirements. In this case, it is suggested that the State be allowed to develop its own customized application software and get it certified by STQC. Further, assistance in certification of application software developed during pilot should be under NPMU's scope of work so that when the SPMUs are empanelled and on board for the project, the common software component is already certified and made available to States/UTs for selection.	The various details relating to Scope of Work of the Consulting Agency provided in the EOI Document is indicative and the details will be provided in RFP to shortlisted vendors.
14	12	4	4.2 Indicative Scope of Work for the Non-Pilot States	4.2 Indicative Scope of Work for the Non-Pilot States	Provide one dedicated manpower at each district for project coordination for 4 years.	The resource requirements are defined in section 5 of the RFP where the number of resources to be made available are clearly specified as per category of the State defined in Table 2. There is a conflict in both the clauses. Does the SPMU deploy one resource per district or follow the requirements given in Section 5.	Staff for the District level PMU will be recruited by the District e-Governance Society. The guidelines for recruitment will be drafted in consultation with the State IT departments. The revised Scope of work should read as "Co-ordinate with dedicated manpower at each district for project coordination"
15	12	4.2		Indicative scope of work for the non-pilot states	Provide one dedicated manpower at each district for project coordination for 4 years	Page 10 - Sec 3 talks of min 1 to 4 resources. Clarity required.	Staff for the District level PMU will be recruited by the District e-Governance Society. The guidelines for recruitment will be drafted in consultation with the State IT departments. The revised Scope of work should read as "Co-ordinate with dedicated manpower at each district for project coordination"
16	12	Section 4	Section 4.2		Design the post implementation guidelines for Operation and Maintenance phase.	Post-implementation O&M SOPs / manuals are provided by SI typically. What specific deliverables / activities are 'Consultants' expected to take up ?	The various details relating to Scope of Work of the Consulting Agency provided in the EOI Document is indicative and the details will be provided in RFP to shortlisted vendors.
17	12	Section 4	Section 4.2	Indicative Scope of Work for the Non Pilot States	Provide one dedicated manpower at each district for project coordination for 4 years.	Is providing resources at district level envisaged as part of the scope of work for Consulting Firms ?	Staff for the District level PMU will be recruited by the District e-Governance Society. The guidelines for recruitment will be drafted in consultation with the State IT departments. The revised Scope of work should read as "Co-ordinate with dedicated manpower at each district for project coordination"
18	13	5	5 Resource Requirements under this RFP	5 Resource Requirements under this RFP	Bidders would be required to deploy an appropriate team consisting of members / Consultants which will be atleast as per the below mentioned requirements.	In typical consulting assignments a resource with MBA as qualification starts leading projects in about 5 years of professional experience. Therefore, for resource requirement across all categories of States, it is suggested that the total work experience for Project Manager be reduced to 5 and for consultants it should be minimum 3 years. To further qualify, minimum eGov experience of 2 years each can be included.	This is indicative in nature and may be refined at the RFP Stage
19	13		5(e)		minimum qualifications and experience	Page 13 – There are many non engineering graduates that are MBA and are successfully working in e-governance domain in the areas of Process Improvement, BPR, Change Management, Solution Architecture etc. It is thus suggested to modify qualification requirements of Project Manager / Consultants wherever indicated from BE / BTECH / MCA to any discipline.	This is indicative in nature and may be refined at the RFP Stage

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20	13	Section 5	Point b & c	Resource Requirements under this RFP	Point b: Each member of the team must be a full time employee of the bidder. Point C: The bidders will undertake not to sub-contract any part of this work to third parties.	This is a very restrictive clause and limits competition at the EOI stage itself . One of the best ways to encourage competition and build a stronger e-governance eco system to allow Consortium bidding at the EOI stage itself. World Bank follows this cardinal principal in every single bid that it funds ! In many Donor Agency funded projects, Bidders are encouraged to associate to augment their capacity to Deliver, for the overall benefit of Government Procurement Agency. It may be noted that WB gives weightage of 5-10% to firm's credentials (Turnover , Headcount etc) and focuses more on Quality of submissions, team etc. We request DIT to waive this clause and allow Bidders to associate to augment their capacity at the EOI stage itself.	No Change , The practice of allowing consotiums to bid for projects is recommended in cases where a package of disparate type of works or services is tendered out. In case of selection of a Consultancy agency for the e-District State PMUs allowing consortiums to bid will lead to dilution of responsibility.
21	13	Section 5		Resource Requirements under this RFP	Qualification proposed for Project Manager is BE / B.Tech / MCA / MBA	Request you to modified this be BE / B.Tech / MCA / MBA (Additional qualifications can be given weightage at the Technical Evaluation Stage)	The qualifications are indicative in nature and details will be provided in the RFP
22	13	5.e	i) to iii)	Resource Requirements under this RFP	Total Work Experience of the Consultant (Technology) and Consultant Program Management has been mentioned as 5 years.	We would request DIT, Gol to reduce the work experience for Consultant (Technology) and Consultant Program Management to 3 Years based on the skill and experience level in the e Governance domain.	This is indicative in nature and may be refined at the RFP Stage
23	13	5.e	i) to iii)(Last column)	Resource Requirements under this RFP	Experience in the domain of IT consultancy	Please clarify, whether the experience required is in number of years or number of assignments	The experience is in "no. of years".
24	13	5.e	i) to iii)	Resource Requirements under this RFP	Experience in the domain of IT consultancy	We would request DIT, Gol to raise the requisite e Governance related experience for resources to at least 50% of total work experience of the resources to be deployed by the bidder.	No change
25	14	5 Resource Requirements under this RFP	5 Resource Requirements under this RFP	5 Resource Requirements under this RFP	Note –The technical evaluation of the Proposals submitted by the shortlisted firms will give weightage to manpower that has an educational background from reputed institutions like IIT / IIM. The details regarding the same will be provided in the RFP.	Consulting firms mostly employ resources that are qualified and highly skilled to handle large e-Governance projects with varied components. Therefore it is suggested that weightage should be given to interviews and not to the Institutes.	The details regarding evaluation of resources will be provided at the RFP Stage

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26	14	6	6 Payment terms and Conditions	6 Payment terms and Conditions	It is proposed to enter into a deliverables based payment with the Consultancy Agency selected to provide Project Management Services for for the SPMU. The details regarding the same will be provided in the RFP.	It has been observed that in PMU projects that span across large duration (4 years in this case), defining milestones for deliverables and following the milestones are usually difficult. Therefore it is suggested that the payment should be broken into two parts – timeline based and deliverable based. Part payment to be made for every quarter and part payment on submission of defined deliverables.	The Payment Schedule will be provided in RFP to the shortlisted vendors.
27	15	7	c	Conflict of interest	Agency selected for npmu will not be eligible for spmu	Is this applicable for district level PMU – Section 2.1, 4 envisages setting up of PMU at national, state and district level.	Staff for the District level PMU will be recruited by the District e-Governance Society. The guidelines for recruitment will be drafted in consultation with the State IT departments
28	15	7	a) & b)	Conflict of Interest	Under the Scheme for the National Rollout for the e-District Project, it is envisaged that four types of organizations will be engaged for the rollout of the Project, the consultancy organization providing program management services at the National Project Management Unit, the consultancy organization providing program management services for the various State Project Management Units located at the various State Governments and Union Territories. Further a System Integrator (SI) will be appointed for task of implementation of the e District Project. DIT also proposes to empanel OEMs for providing computing infrastructure like Desktops, Printers	We understand that the Pilot Phase and Implementation Phase of the e-District project have already been completed previously by some of the bidders empanelled with DIT, Gol recently. Hence, to avoid any conflict of interest, these consulting / implementing agencies may not be allowed to participate in the process for selection of agency for SPMU Project.	It is clarified that the agencies that have been System Integrators or Software Providers for the e-District pilot implementation can't participate in the tender process for SPMU. This is in addition to Section 7, page 14-15 of the EOI document.

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29	19		9.12		Submission of EOI	As per Page 19 (Section 9.12), submission of Eoi is on 1600 Hrs on November 23, 2011 but as per table 1, Serial No. 6, Page 6, time is mentioned to be 1700 Hrs. Kindly clarify the time for submission of bids.	The submission of Eoi is on 1700 Hrs on November 23, 2011
30	19	Section 9	Section 9.12	Venue and Deadline for submission		Considering the size , scale and complexity of the SPMU bid (35 states etc) , we will have only one week from the date of receipt of pre-bid clarifications to respond to this bid. We seek extension of bid submission by 3 weeks.	No change
31	20	Section 9	Section 9.16	Formation of Consortium / association with other entities	It is proposed to select a single company, a Consultancy Agency that will be provide Program Management Services for the State PMU. Consortium of firms, association of two firms will not be considered	We consider this as a very restrictive clause and limits competition at the EOI stage itself. One of the best ways to encourage competition and build a stronger e-governance eco system is to allow Consortium bidding at the EOI stage itself. World Bank follows this cardinal principal in every single bid that it funds ! In many Donor Agency funded projects, Bidders are encouraged to associate to augment their capacity to Deliver, for the overall benefit of Government Procurement Agencies. It may further be noted that WB gives weightage of 5-10% to firm's credentials at the Technical evaluation stage and none to Turnover , Headcount etc and focuses more on Quality of submissions, team etc. We therefore request DIT to waive this clause and allow Bidders to associate to augment their capacity at the EOI stage itself.	No change
32	21	9 Instructions to Bidders	9.18 Pre-qualification Category Criteria	Table 3 – Prequalification Criteria I	Table 3 – Prequalification Criteria I	Since the scope of work and expected quality of deliverables shall be same across all States/UTs irrespective of their category, it is suggested to pre-qualify consulting agencies with minimum acceptable competence and experience. Therefore, it is requested to include another pre-qualification criterion on minimum turnover 75 crores of from consulting in India in last 3 years.	No change
33	21	9 Instructions to Bidders	9.18 Pre-qualification Category Criteria	9.18.1 Pre-qualification Criteria II	The concept of Work Capacity and Bidding Capacity is being introduced to prescribe the Pre-qualification Criteria for the task of shortlisting of Consultancy agencies for undertaking the work of providing program management services at the State Level for the e-District MMP.	The concept of work capacity and bidding capacity is a good concept to judge the ability of consulting firms to deliver projects. However, the concept read in conjunction with table 4 may lead to small time / non-serious agencies bid for one or two States and may also impact the overall deliverable quality. Since the expected quality of deliverables is high, irrespective of the category, following can be considered: <ul style="list-style-type: none"> · Department may introduce tiered empanelment of consulting agencies (similar to the UID empanelment process). It may introduce range of consulting turnover and correlate it with the category of the State. For example, an agency with more than 75 crore consulting turnover can be eligible for all categories and an agency with less than 75 crore to be eligible for only category A states. · Similarly, minimum number of completed assignments can be specified as one of the pre-qualification criteria in the above described types of consulting agencies. For example, for all categories, agencies should have completed minimum 8 consulting assignments whereas for only A category States, agencies should have completed 	No change
34	22	9.18.1	6 (c)	Pre-qualification Criteria II	Purchase order should not be earlier than April 1 st 2008	Page 29 – SN 9, as per the clause, Purchase order should not be earlier than April 1 st 2008. Since, most of the e-governance projects are long duration projects, we recommend that the date shall be changed at least to April 1, 2006.	At all the places where the completed Consultancy Assignments of value of at least Rs. 10 Lakhs in the past 3 years has been sought, the Purchase orders for these projects should have been issued not earlier than 1st April 2006. Bidders may self certify completion, however any false representation shall be dealt as per terms of the RFP

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35	22	Section 9	Section 9.18.1	Pre-Qualification Criteria II	<p>Minimum Requirement of Technical/Consulting Manpower Strength of 10 per indicative resource - (Minimum qualifications – B.E. / MCA / MBA with minimum 5 Years Work Experience) for Category A States.</p> <p>2 Nos of completed Consultancy Assignments of value of atleast Rs. 10 Lakhs in the past 3 years 2008-09, 2009-10, 2010-11 for Category A States. (Note -Purchase orders should not be earlier than April 1st 2008.)</p> <p>No. of completed Consultancy Assignments of value of atleast Rs. 10 Lakhs in the past 3 years 2008-09, 2009-10, 2010-11 for Indian Customers. Purchase orders should not be earlier than April 1st 2007.</p>	<p>Layered restrictions around pre-qualifications at the EOI stage can potentially restrict competition. We request you to improve this ratio to 1:4 such that many other competent firms can also participate in the bid process, which is beneficial for the Government.</p> <p>We also wish to bring to your notice that many of the leading ' Accounting and Advisory' firms operate in Limited Liability Partnership mode globally. In India, LLP is still in its formative stages and many of us forced to operate under different structures as of now; We have a migration plan to move to LLP in India , which is still in transition stage and the matter is under consideration by MCA. We therefore request you to allow partnership firms operating in India to aggregate their revenue and headcount figures from Indian / Global operations and present their submissions. This will allow 'apples to apples' comparison in terms of Turnover , HeadCount etc, between Partnership firms and Companies ! For example, a Company operating globally from India has a Single Balance sheet and can showcase aggregate revenue and headcount, unlike in the case of Partnership firms !</p> <p>Purchase Orders: We request DIT to remove the restriction of past three years and allow previous 10 yrs data. We would also request you to consider Work Orders of On-going projects too.</p> <p>Minimum Qualifications: We wish to submit to you that most of the leading Accounting and Advisory firms have Chartered Accountants (CAs) across the length and breadth of organization, including in Consulting. These CAs and are well exposed to various facets of audit and business advisory aspects as part of their day-to-day worklife. We therefore request you to add CA qualification also as alternate to BE/B.Tech/ MBA or equivalent. Further, defining institutions of repute is bit of challenge (since we have many more educational institutions of repute in India, beyond IITs and IIMs) – typically there is a basic qualification and there are marks for additional qualifications (PG etc) during the technical evaluation stage !</p> <p>We also request you to exclude Turnover, Head Count and Citations resulting from SI business of the Bidding firm, for the purpose of computation of Units..</p>	<p>The revised pre-qualification criterion for Category A States as per clause 6b) Section 9.18.1 is revised from 10 to 8. The third row of Table 4 will get accordingly changed. Thus the manpower strength for category B will be 16, category C will be 24 and category D will be 32.</p> <p>LLP cannot be considered.</p> <p>At all the places where the completed Consultancy Assignments of value of at least Rs. 10 Lakhs in the past 3 years has been sought, the Purchase orders for these projects should have been issued not earlier than 1st April 2006. Bidders may self certify completion, however any false representation shall be dealt as per terms of the RFP.</p> <p>Staff with CA qualification can be counted against the EOI criterion Sr No. 3 of table 4 relating to manpower strength. However actual personnel to be deployed for the project will need to have the qualifications as given in para 5.</p> <p>The turnover, Head count, citation from SI business of the bidding firms would not be taken into account for the purposes of pre-qualifications</p>
36	22	Section 9	Section 9.18.1	Point 6 (b)	<p>Minimum Requirement of Technical/Consulting Manpower Strength of 10 per indicative resource - (Minimum qualifications – B.E. / MCA / MBA with minimum 5 Years Work Experience) for Category A States. The Pre-Qualification Criteria for Category B, C & D States will be increased pro rata</p>	<p>This is a Quantity based restriction -</p> <p>Request that the ratio per indicative resource should be restricted to either 1:4</p> <p>Request that "CA (Chartered Accountant)" be included in the list of qualifications</p> <p>Request that the Work Experience to be modified to "average of 2 years"</p>	<p>The requirement should be read as</p> <p>"b) Minimum Requirement of Technical/Consulting Manpower Strength of 8 per indicative resource - (Minimum qualifications – B.E. / MCA / MBA/CA with minimum 5 Years Work Experience) for Category A States"</p>

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37	22	9.18.1	8)	Manpower Strength - (Minimum qualifications – B.E. / MCA / MBA with minimum 5 Years experience) located in India as of 30th September 2011	Table 4 –Pre-Qualification Criteria II as per the Category of States	We would request you to reduce the minimum required experience of the Manpower Strength from 5 years to 3 Years.	No change
38	22	9.18.1	8)	Table 4 –Pre-Qualification Criteria II as per the Category of States	No. of completed Consultancy Assignments of value of at least Rs. 10 Lakhs in the past 3 years 2008-09, 2009-10, 2010-11 for Indian Customers. Purchase orders should not be earlier than April 1st 2007.	We would request to change the clause as "No. of completed Consultancy Assignments of value of at least Rs. 10 Lakhs in the past 3 years 2008-09, 2009-10, 2010-11 for Indian Customers. Purchase orders should not be earlier than April 1st 2006"	At all the places where the completed Consultancy Assignments of value of at least Rs. 10 Lakhs in the past 3 years has been sought, the Purchase orders for these projects should have been issued not earlier than 1st April 2006. Bidders may self certify completion, however any false representation shall be dealt as per terms of the RFP
39	22	9.18.1	6 c)	9.18 Pre-Qualification Category Criteria > 9.18.1 Pre-Qualification Criteria II	2 Nos of completed Consultancy Assignments of value of atleast Rs. 10 Lakhs in the past 3 years 2008-09, 2009-10, 2010-11 for Category A States. (Note - Purchase orders should not be earlier than April 1st 2008.)	Purchase Order should be after 1st April 2007 or 2008. Please Clarify.	At all the places where the completed Consultancy Assignments of value of at least Rs. 10 Lakhs in the past 3 years has been sought, the Purchase orders for these projects should have been issued not earlier than 1st April 2006. Bidders may self certify completion, however any false representation shall be dealt as per terms of the RFP
40	22	9.18.1	6 c)	9.18 Pre-Qualification Category Criteria > 9.18.1 Pre-Qualification Criteria II	2 Nos of completed Consultancy Assignments of value of atleast Rs. 10 Lakhs in the past 3 years 2008-09, 2009-10, 2010-11 for Category A States. (Note - Purchase orders should not be earlier than April 1st 2008.)	Running consultancy assignments of more than 10 Lakhs rupees, purchased order after 1st April, 2007 may please also be considered.	Agreed for the cases, where the value of work completed, invoiced and paid is more than Rs. 10 lakhs. Bidders may self certify completion, however any false representation shall be dealt as per terms of the RFP.

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41	22	9.18.1	6 c)	9.18 Pre-Qualification Category Criteria > 9.18.1 Pre-Qualification Criteria II	2 Nos of completed Consultancy Assignments of value of atleast Rs. 10 Lakhs in the past 3 years 2008-09, 2009-10, 2010-11 for Category A States. (Note - Purchase orders should not be earlier than April 1st 2008.)	The Consulting projects which have been completed but purchase order before 1st April, 2007 may please also be considered.	At all the places where the completed Consultancy Assignments of value of at least Rs. 10 Lakhs in the past 3 years has been sought, the Purchase orders for these projects should have been issued not earlier than 1st April 2006. Bidders may self certify completion, however any false representation shall be dealt as per terms of the RFP
42	23	9.18.1	12 and form 7; serial No. 9	Pre-Qualification Criteria II	Completed consultancy assignments	It would not be practical to arrange 60 completion certificates even if a large number of advisory projects have been undertaken and completed during the relevant period as completion certificates are generally taken on requirement and especially in government clients don't prefer to provide such certificates. Besides, many government projects are of long duration and projects started after required date may still be under implementation. Accordingly, we suggest that bidders be allowed to submit self certification of completion of assignments as per the mentioned purchase order date along with the requisite work orders. If required, successful bidder may later arrange and provide these certificates during contract signing.	At all the places where the completed Consultancy Assignments of value of at least Rs. 10 Lakhs in the past 3 years has been sought, the Purchase orders for these projects should have been issued not earlier than 1st April 2006. Bidders may self certify completion, however any false representation shall be dealt as per terms of the RFP
43	23	9.18.1	12 and form 7; serial No. 9	Pre-Qualification Criteria II	Completed consultancy assignments	For large duration projects, we additional suggest that if a major milestone is complete, it shall be allowed to meet the requirement for compliance under this criterion.	Agreed for the cases, where the value of work completed, invoiced and paid is more than Rs. 10 lakhs. Bidders may self certify completion, however any false representation shall be dealt as per terms of the RFP.
44	23	9.18.1		Pre-Qualification Criteria II	60 Completed consultancy assignments	Bidders are expected to submit a total of 60 completed assignments to be eligible to bid for all states. As we understand these advisory projects could be in any sector in India and in any state or centre. Kindly confirm if our understanding is correct.	This is an optional requirement. It is clarified that the bidder which meets the minimum requirement of even one category A State (and qualifies the pre-qualification process), will be allowed to participate in the RFP process.
45	23	Section 9	Section 9.18	Table 4 –Pre-Qualification Criteria II as per the Category of States	Manpower Strength - (Minimum qualifications – B.E. / MCA / MBA with minimum 5 Years experience) located in India as of 30th September 2011	"CA (Chartered Accountant)" as a qualification to be added to this list of qualifications	The requirement should be read as "b) Minimum Requirement of Technical/Consulting Manpower Strength of 8 per indicative resource - (Minimum qualifications – B.E. / MCA / MBA/CA with minimum 5 Years Work Experience) for Category A States"
46	23	Section 9	Section 9.18	Table 4 –Pre-Qualification Criteria II as per the Category of States	Manpower Strength - (Minimum qualifications – B.E. / MCA / MBA with minimum 5 Years experience) located in India as of 30th September 2011	Minimum experience to be modified to "average of 2 years"	No change
47	25		10.1		Form I:Covering Letter from the Consulting Agency (Page 25)	We request you to kindly remove the requirement submitting "certificate as to authorized signatories". In place of this Power of attorney may be provided that serves the same purpose.	Agreed

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SI No	Page Number	Section	Sub-section	Description of Terms / Headings	Existing Clause	Deviations / Recommendations	Clarification
48	26	10 Annexure	10.4 Form IV: Details on Technical Manpower as on 30th September 2011	10.4 Form IV: Details on Technical Manpower as on 30th September 2011	- Skills Sets - Details of any one consultancy assignment	It would be extremely difficult for any agency to collate details such as skill sets and consulting assignment for 300 resources. To assess the resource capability, it is suggested that the table be modified to exclude the above mentioned parameters and include the name of the department. In the RFP, consulting agency would provide details of the work being done by each function/ department within the firm and therefrom the typical skills and experience can be assessed. Detailed assessment can be done through interviews at the time of empanelment.	The requirement of submitting names is relaxed. Instead, a certificate confirming the same can be provided by Authorized signatory.
49	26		10.4		Form IV: Details on Technical Manpower as on 30th September 2011	Since this is an only an EoI, we request you to kindly relax the requirement of submitting names of required number of resources. Instead, a certificate confirming the same can be provided by Authorized signatory.	Agreed
50	27		10.5		Form V: Names of States in which the organisation is	Please indicate what exactly does DIT expect us to fill here as in table 2, the no. of consultants to be deployed are already indicated.	On the basis of "Work Capacity" and "Bidding Capacity", as defined in Section 9.18.1, the bidder is required to provide the names of the States, as per its bidding capacity.
51	27		10.7(7)		10.7 Form VII: Checklist of Documents to be submitted	Many organizations have multiple businesses and advisory turnover may not be explicitly indicated in the financial statements. We request you to kindly allow us to submit auditor's certificate to meet this requirement	Agreed. However the certificate should be from the statutory auditor.
52	29	10 Annexure	10.7 Form VII: Checklist of Documents to be submitted	10.7 Form VII: Checklist of Documents to be submitted	9. Nos of completed Consultancy Assignments of value of atleast Rs. 10 Lakhs in the past 3 years 2008-09, 2009-10, 2010-11. Purchase orders should not be earlier than April 1st 2007.	The date of purchase orders i.e. April 1 st 2007 contradicts with date of purchase orders i.e. April 1 st 2008 mentioned on Page 22.	At all the places where the completed Consultancy Assignments of value of at least Rs. 10 Lakhs in the past 3 years has been sought, the Purchase orders for these projects should have been issued not earlier than 1st April 2006. Bidders may self certify completion, however any false representation shall be dealt as per terms of the RFP
53	29	10 Annexure	10.7 Form VII: Checklist of Documents to be submitted	10.7 Form VII: Checklist of Documents to be submitted	11. Power of attorney by the CEO or competent authority or board resolution authorizing the Bidder to sign/ execute the proposal as a binding document and also execute all relevant agreements forming part of RFP	For power of attorney, board resolution vesting power of attorney in competent authority should also be considered.	Agreed

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SI No	Page Number	Section	Sub-section	Description of Terms / Headings	Existing Clause	Deviations / Recommendations	Clarification
54	15	Section 8		Maximum number of States for which any Consultancy Organisation can be selected	While the provision of Program Management Services for the State PMU is a deliverable based arrangement, an agency can take work only for a maximum number of 25 (indicative) resources including all states. For e.g. incase a Consultancy Agency secures the bid for 5 Category A States (1 indicative resources per state), 5 Category B States (2 indicative resources per state) and 1 Category D State (4 indicative resources per state), it can thereafter only secure only one more Category C State (2	<p>These kind of layered pre-qualifications and quantity based selection (based on turnover and headcount) could potentially benefit only large firms by size and potentially allows one single firm to garner upto 33% of the business by value and 50% by quantity (technically), leaving very little scope for other participating firms. We also wish to bring to DIT's notice that in several past cases, DIT has awarded state-wide roll-out projects equally to all qualified firms. A few illustrative examples include the following:</p> <p>(i) 'Horizontal Transfer Programme: Roll-out of successful e-governance projects: DIT, in the past had awarded e-governance SPMU projects equally to all qualified firms.</p> <p>(ii) SSDG</p> <p>(iii) NISG has, in the past, had awarded projects titled 'Design of eGovernment Strategy and Capacity Building Plan ' equally to all qualified firms</p> <p>With increased focus of GOI on egovernance, there is also a need to broad-base competition and encourage new players to participate and serve the government sector. In the light of the above, we request DIT to reduce this maximum no. of Units awarded to not more than 12 and also encourage all qualified bidders to work across various category of States for the benefit smaller States / less privileged states. Further, states should also be given a chance to choose the Consultant from list of short-listed Consulting firms, based on their earlier experience with any given firm / quality of service record, etc.</p>	No change
55	14	Section 6		Payment terms and Conditions	It is proposed to enter into a deliverables based payment with the Consultancy Agency selected to provide Project Management Services for for the SPMU. The details regarding the same will be provided in the RFP	<p>The broad 'scope of work' mentioned in the EOI (page 11) reflects a series of activities, with very few deliverables (design of rfp, change management plan etc). Further, at a broad level, PMU type 'Consultancy' is typically construed as 'inputs based' contract (technical issue resolution support / project management support are typically a 'series of activities') and not 'output based' contract, considering the deep inter-dependencies between SI activities and the Consultancy Organisation's activities.</p> <p>Further, as per page 11 of the RFP, it is proposed to engage Consultancy Agencies to achieve deliverables related to the implementation of e-District through provision of resources for the State Level PMUs". Accordingly, the RFP seeks 'Supply of Skilled manpower' to fulfil contractual obligations of the Consultant. it is not as much a 'deliverables' based Contract. Accordingly, price bid should be sought based on no. of resources committed to be deployed and not based on deliverables.</p>	

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56	15	Section 8		Maximum number of States for which any Consultancy Organisation can be selected	While the provision of Program Management Services for the State PMU is a deliverable based arrangement, an agency can take work only for a maximum number of 25 (indicative) resources including all states. For e.g. incase a Consultancy Agency secures the bid for 5 Category A States (1 indicative resources per state), 5 Category B States (2 indicative resources per state) and 1 Category D State (4 indicative resources per state), it can thereafter only secure only one more Category C State (3 indicative resources per state).	Further, payments to Consultancy Organisation should be based on actual resources deployed on the ground on a time and material basis / monthly basis and subject to satisfactory completion of PMU activities during any given month. Consulting Organisation must and should deploy all the committed no. of resources at all times-else, pro-rata payments should only be made to the Consultant Organisation; this will ensure that payment of fees is linked to actual resource deployment on the ground. It should not happen that bidders quote on time and material basis and Government runs the risk receiving payment claims from 'Selected Bidder' based on deliverables and not on actual resources deployed! We would also request you to consider a reasonable mobilization time (of say about 6 weeks from the date of signing of the contract) for the Consulting firm to ramp-up the team.	The various details relating to Scope of Work of the Consulting Agency provided in the EOI Document is indicative and the details will be provided in RFP to shortlisted vendors.
57	11	Section 3		Need for State PMU	It is proposed to engage Consultancy Agencies to achieve deliverables related to the implementation of e-District through provision of resources for the State Level PMUs.		
58	11	4	4.1	Indicative Scope of Work for the Pilot States	Point 3: Assist the SDA in monitoring of the User Acceptance Tests (UAT) and review of test results	It is understood that for Pilot States, existing application shall be used for the State-wide roll out. It is assumed that conducting UAT of these applications shall not be a part of SPMU since this activity was included as part of the pilot phase.	The various details relating to Scope of Work of the Consulting Agency provided in the EOI Document is indicative and the details will be provided in RFP to shortlisted vendors.
59	11	4	4.1	Indicative Scope of Work for the Pilot States	The e-District pilot has been initiated in 14 states with varied level of progress in all of them	We understand that the pilot e-District has been initiated in 16 States. Apart from the States mentioned, Rajasthan and Puducherry were also included under the pilot phase. Please clarify if these States are to be considered as pilot States since considerable progress has been made in these States	Rajasthan & Pudicherry are considered as Pilot States. It is clarified that the 16 States have been considered under Pilot.

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60	11	4	4.1	Indicative Scope of Work for the Pilot States	Coordinate with STQC for certification of application software	It is assumed that in case of Pilot States, coordination for STQC certification of the application shall not be required to be done by the SPMU since this activity was included as part of the pilot scope	The various details relating to Scope of Work of the Consulting Agency provided in the EOI Document is indicative and the details will be provided in RFP to shortlisted vendors.
61	11	4	4.1	Indicative Scope of Work for the Pilot States	Prepare RFPs required for State wide rollout of the e-District MMP	Will DIT be sharing a model RFP which shall be further customized at the State level since this has been the model in other schemes like SDC, etc	The various details relating to Scope of Work of the Consulting Agency provided in the EOI Document is indicative and the details will be provided in RFP to shortlisted vendors.
62	11	4	4.1	Indicative Scope of Work for the Pilot States	Supervise the installation, commissioning and acceptance of IT infrastructure at the State and District level	It is assumed that "Supervise" refers to "Monitoring of progress" and does not refers to physical supervision of the mentioned activities of installation, commissioning and acceptance of IT infrastructure at State and District level	The various details relating to Scope of Work of the Consulting Agency provided in the EOI Document is indicative and the details will be provided in RFP to shortlisted vendors.
63	12	4	4.2	Indicative Scope of Work for the Non-Pilot States	Point 3: Assist Non Pilot States in the selection of Application Software from the sets of STQC certified application software developed during pilot implementation.	It is suggested that for selection of the most suitable application for a non-pilot State, a common framework may be devised centrally by DIT. Parameters like common services, technology platform, etc can be used for arriving at this framework. Also, this analysis should be made available to all the Non-pilot States from DIT so as to ensure consistency in the assessment of applications	The various details relating to Scope of Work of the Consulting Agency provided in the EOI Document is indicative and the details will be provided in RFP to shortlisted vendors.
64	12	4	4.2	Indicative Scope of Work for the Non-Pilot States	Point 10: Provide one dedicated manpower at each district for project coordination for 4 years	This requirement has not been mentioned for pilot States. Should this be assumed that such support will not be required for pilot States	Staff for the District level PMU will be recruited by the District e-Governance Society. The guidelines for recruitment will be drafted in consultation with the State IT departments
65	12	4	4.2	Indicative Scope of Work for the Non-Pilot States	Provide one dedicated manpower at each district for project coordination for 4 years	<p>We understand that the structure of SPMU is combination of a core state team and district level resources.</p> <ol style="list-style-type: none"> 1. It may not be feasible for consulting firms to provide resources at each of the districts other than what provided for State core team. The State PMU can monitor the implementation through close coordination with DeGS staff and SI designated manpower for the said purpose. It is suggested that these resources should be hired through SeMT or DeGS for District level deployment. 2. All district level resources may not be required from day 1. It is suggested that deployment of district level resources may be decided in consultation with SDA. 3. It is suggested that the strength of the SPMU should be increased since a lot of activities will happen at the State level during this phase 4. Including district level resources, total number of resources for a state may vary from 01 to 71 depending upon the districts in a state 5. There is no cap on number of resources, but the cap is on "Units". 	<p>Staff for the District level PMU will be recruited by the District e-Governance Society. The guidelines for recruitment will be drafted in consultation with the State IT departments.</p> <p>The various details relating to Scope of Work of the Consulting Agency provided in the EOI Document is indicative and the details will be provided in RFP to shortlisted vendors.</p>

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SI No	Page Number	Section	Sub-section	Description of Terms / Headings	Existing Clause	Deviations / Recommendations	Clarification
66	13	5	5.b	Resource Requirements	The bidders will undertake not to sub-contract any part of this work to third parties	It is requested that for District level resources, sub-contracting may be allowed	Staff for the District level PMU will be recruited by the District e-Governance Society. The guidelines for recruitment will be drafted in consultation with the State IT departments.
67	13	5	5.e.i	Category D States	Minimum requirement of 4 Resources	With reference to page 10, where it is mentioned that SPMU "... will be staffed by a minimum of 1 to 4 resources at the State level depending on the category of the state". It is assumed that the requirement mentioned for every category of States is the minimum and shall vary from State to State. For example, a minimum of 4 resources shall be required for every Category D State and is not the upper limit for Category D States We assume that a state can have more than "minimum" resources for SPMU excluding district level resources	The payments to the Consultancy agency will be based on achievement of deliverables and milestones. The various details regarding the deliverables and milestones will be provided in the RFP. The Consultancy Agency is free to deploy additional resources beyond the minimum stipulated to enable timely completion of the rollout of e-district in the State
68	13	5	5.e	Qualification	For Project Manager, the following qualification has been mentioned: B.Tech / B.E. / M.C.A + M.B.A	It is suggested that this should be changed to the following: B.Tech / B.E. + M.B.A or B.Sc/BCA + M.C.A / M.B.A	This is indicative in nature and may be refined at the RFP Stage
69	21	9	9.18.1	Pre-Qualification Category Criteria	Table 4 –Pre-Qualification Criteria II as per the Category of States	Despite of calculating the work capacity on total company turnover and total consulting man-power, if we calculate on the basis of turnover from Government IT consulting and manpower working Gov IT consulting. The past project experience should be of Government IT consulting only. The cap of number of state should be based either on the total manpower or turnover from Government Consulting.	No change
70	29	10	10.7	Form VII: Checklist	Point 9: Purchase orders should not be earlier than April 1st 2007	Under 9.18.1 (page 22), point 6c mentions that the Purchase orders should not be earlier than April 01, 2008. Please clarify. It is also requested that the date should be changed to April 01, 2006 which was the condition in the RFP for Selection of Consulting Assignment for e-District NPMU	At all the places where the completed Consultancy Assignments of value of at least Rs. 10 Lakhs in the past 3 years has been sought, the Purchase orders for these projects should have been issued not earlier than 1st April 2006. Bidders may self certify completion, however any false representation shall be dealt as per terms of the RFP
71	26	10	10.4	Form IV: Technical Manpower Details	In case the Consultancy agency has more than 300 consultants in its payrolls, it can submit the names of any 300 consultants of the firm	It is understood that the details of at least 300 consultants have to be provided. Please clarify. It is requested to modify the clause as below- 1. To provide Details of 50 resources as per format 2. Declaration on letter head, duly signed by Head-HR for more than 300 consultants on its payrolls with only names & employee number	The requirement of submitting names is relaxed. Instead, a certificate confirming the same can be provided by Authorized signatory.

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72	15	8		Maximum number of States for which any Consultancy Orgn can be selected	While the provision of Program Management Services for the State PMU is a deliverable based arrangement, an agency can take work only for a maximum number of 25 (indicative) resources including all states.	The EoI allows maximum 25 units in any combination of states based on weightage for work/bidding capacity. The number of resources required in such a combination may be more than 25. Considering this, please clarify on this clause.	The payments to the Consultancy agency will be based on achievement of deliverables and milestones. The various details regarding the deliverables and milestones will be provided in the RFP. The Consultancy Agency is free to deploy additional resources beyond the minimum stipulated to enable timely completion of the rollout of e-district in the State. This issue will be taken up at the RFP stage.
73	10	3	Table 2	Minimum Resource requirement for State PMU	1 resource for state A, 2 resource for state B, 3 resource for State C and 4 Resource for state D	The resources proposed for the SPMU for all category of states is less and needs to be revised as per the requirement of the State / UT	No change The payments to the Consultancy agency will be based on achievement of deliverables and milestones. The various details regarding the deliverables and milestones will be provided in the RFP. The Consultancy Agency is free to deploy additional resources beyond the minimum stipulated to enable timely completion of the rollout of e-district in the State
74	11	4	4.1	Indicative scope of Work of Pilot states	Activities to be performed by the State PMU	What is the process defined for Knowledge Transfer from the existing State Consultant to the new SPMU Consultant	The various details relating to Scope of Work of the Consulting Agency provided in the EOI Document is indicative and the details will be provided in RFP to shortlisted vendors.
75	22	9.18	9.18.1	Pre-Qualification Criteria	Bidding Capacity will be three times the Work Capacity	The bidding capacity should be five times the work capacity	No change. However the requirement of manpower strength has been reduced from 10 to 8 for being able to deploy each resource. And similarly on a pro-rata basis.
76	23	9.18	9.18.1	Pre-Qualification Criteria II	Manpower Strength - (Minimum qualifications – B.E. / MCA / MBA with minimum 5 Years experience) located in India as of 30th September 2011	Suggestion : The minimum experience of 5 Years to be changed to 3 years with the required educational qualification	No change
77	23	9.18	9.18.1	Pre-Qualification Criteria II	No. of completed Consultancy Assignments of value of atleast Rs. 10 Lakhs in the past 3 years 2008-09, 2009-10, 2010-11 for Indian Customers. Purchase orders should not be earlier than April 1st 2007.	Suggestion : (1) No. of completed consulting assignment to be changed to No. of completed / ongoing assignment and (ii) The year should be changed to 2006 to give a five year window (2006-2011). Accordingly the projects should have got completed in the past 4 years 2007-08, 2008-09, 2009-10, 2010-11.	At all the places where the completed Consultancy Assignments of value of at least Rs. 10 Lakhs in the past 3 years has been sought, the Purchase orders for these projects should have been issued not earlier than 1st April 2006. Bidders may self certify completion, however any false representation shall be dealt as per terms of the RFP
78	26	10	10.4: Form	Details of Technical Manpower	Name and Employee Number of the employees to be given	Names of the resources should not be asked as this is against the company policy to disclose names of individual personnel.	The requirement of submitting names is relaxed. Instead, a certificate confirming the same can be provided by Authorized signatory.

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79	14	7	7a- 7c	Conflict of Interest	Consuting Organisation cannot be SI or OEM in any other state also.	The Conflict of Interest caluse should be limited to that state only as the consultant's influence will be limited to that state only.	No change
80	6	Table 1	Point 7	Last Date of S	Last Date of Submissi	Last date of bid submission should be extended till 30th Nov 2011	No change