

**Delhi Skill and Entrepreneurship University
Govt. of NCT of Delhi**

Sub: Minutes of Pre-bid Meeting held on 27-01-2021 regarding the RFP for Selection of Agency for Project Management Unit [01/DSEU/2021] issued on 20-01-2021

Date: 03-02-2021

Representatives from the following organizations attended the pre-bid meeting (online) on 27 January, 2021:

1. Grant Thornton Bharat LLP
2. Primus Partners Private Limited
3. Leadership By Results
4. Boston Consulting Group (BCG)
5. PricewaterhouseCoopers (PwC)
6. Palladium Consulting India

Organizations which sent pre-bid queries through e-mail:

1. Grant Thornton Bharat LLP
2. Primus Partners Private Limited
3. NR Management Consultants India Pvt. Ltd.
4. Boston Consulting Group (BCG)
5. PricewaterhouseCoopers (PwC)
6. Palladium Consulting India
7. Ernst and Young LLP (EY)
8. KPMG Advisory Services Private Limited

With reference to the Pre-bid meeting held on 27 January, 2021, please find below the modifications to the RFP based on the queries raised by the attendees:

S. No.	Queries	Response
	Chapter 1	
1.	Page 6: 1.3 Bidding Data Sheet S.No.12: Request for time extension for submission of bid	Last date for receiving submission of bids is extended to Feb 17, 2021 at 5 pm IST. <i>(revised 1.3 Bidding Data Sheet attached)</i>
2.	Section 1.3 (Page 5) - Bidding Data Sheet: We would like to know whether the client (for contracting purpose) will be Delhi Skill and Entrepreneurship University (DSEU) or Directorate of Training and Technical Education (DTET).	The client is Delhi Skill and Entrepreneurship University.
3.	Please provide clarity on the max. no. of bidders allowed in a consortium.	Maximum number of bidders allowed in a consortium is three, i.e., lead bidder along with two consortium partners.
	Chapter 2	
4.	Section 2.2 (c) Bidder qualification	No. Three years.

	The request for you to consider waiver of this bidder qualification condition - "2.2.c- Bidder Qualification of RFP that states "the bidder must be a profitable from its operation in the last three years", or to kindly amend it to "the bidder must be a profitable from its operation in at least two out of the last three years."	Section 2.2.c shall read as "The lead bidder must be profitable from its operations for the last three financial years (the last three years owing to COVID shall be taken as FY 2016-17, 2017-18 and 2018-19)."
5.	Section 2.2 (c) Bidder qualification Request for amendment - Not all bidders may necessarily be profitable in the last 3 financial years - only the lead bidder or one of the bidders.	Section 2.2.c shall read as "The lead bidder must be profitable from its operations for the last three financial years (the last three years owing to COVID shall be taken as FY 2016-17, 2017-18 and 2018-19)."
6.	Section 2.2 (d) Bidder qualification We request the DSEU to amend the eligibility criteria to read as follows: The bidder should have, during the last three years, neither failed to perform on any agreement, as evidenced by imposition of penalty by an arbitral or judicial authority or a judicial pronouncement or arbitration against the bidder, nor been expelled from any project or agreement or have had any agreement terminated for breach, as evidenced by imposition of a penalty by a final arbitral or judicial pronouncement against the bidder.	Section 2.2.d shall read as "The bidder should have, during the last three years (the last three years owing to COVID shall be taken as FY 2016-17, 2017-18 and 2018-19), neither failed to perform on any agreement, as evidenced by imposition of penalty by an arbitral or judicial authority or a judicial pronouncement or arbitration against the bidder, nor been expelled from any project or agreement or have had any agreement terminated for breach, as evidenced by imposition of a penalty by a final arbitral or judicial pronouncement against the bidder."
7.	Section 2.2 (d) Bidder qualification Please clarify if the self-certificate from bidder's authorized representative could be used as a supporting document for this criteria. Also, please confirm whether last 3 years mean 2017-18, 2018-19 and 2019-20.	Self-certificate from bidder's authorized representative may be used as a supporting document for this criteria. <ul style="list-style-type: none"> • Please note that at any point in time, if the Client finds that self-certificate is forged or misinformation is provided to the University, then the bidder is liable to be disqualified, barred from participating in any future bidding process and the University has the right to claim the cost and any losses that the University has suffered due to such action. • In case, due to such misrepresentation, the work gets awarded and commences, and the bidder does not have the ability to perform the work, the University has the right to recover the money back along with the compounding interest

		<p>rate (8%).</p> <p>The last three years owing to COVID shall be taken as FY 2016-17, 2017-18 and 2018-19.</p>
8.	<p>Section 2.2 (d) Bidder qualification: In view of the inconsistency in clause b and e given under para 2.2, we request you to kindly confirm that Limited Liability Partnerships under the Limited Liability Partnership Act 2008 are eligible to bid under this RFP.</p>	<p>Limited Liability Partnerships under the Limited Liability Partnership Act 2008 are eligible to bid under this RFP.</p> <p>Section 2.2.e shall read as “Bidding firm(s): the Bidder can be a single company or Society or Trust or a consortium of companies, Societies or Trusts or any of the combinations as defined in Section 2.2.b.”</p>
9.	<p>Section 2.2 Bidder Qualification, Point (a) and (b) and 2.5 Minimum Qualification Criteria Point (a) and Form 2 (a) Point 1</p> <p>Section 2.2- (a) The Bidder as used shall be a registered legal entity in India and bidder should have legal existence of at least ten (10) years as on the date of publishing of the bid and bidder should have an operational office in India.</p> <p>(b) The Bidder must be registered company under the Indian Companies Act, 1956 or Indian Companies Act, 195 2013 or a Society/ Trust registered under Registration Act, 1860 or the Act 1882 Central and State Public Sector entity and or any other applicable statute conforming to the rules laid down by the concerned State Government The Bidder or a member of the Consortium may either be a sole proprietors form/ a partnership firm/LLP/company incorporated under applicable laws of origin.</p> <p>Clause 2.5 - (a) The bidder must be a legal entity...</p> <p>Clarification:</p> <ul style="list-style-type: none"> • The clauses are confusing and contradicting as there seem to be different clauses for Consortium. For e.g. LLP is allowed only in the case of Consortium. Request you to kindly clarify the same. 	<p>Only legal entities registered in India and having an operational office in India are eligible to bid (Refer to Section 2.2). Limited Liability Partnerships under the Limited Liability Partnership Act 2008 are eligible to bid under this RFP.</p> <p>Section 2.5 a. shall read as “The bidder must be a legal entity as defined in Section 2.2. The bidder should be in business for the at-least ten year as on bid submission date. The bidder should not have been blacklisted or terminated.”</p>

	<ul style="list-style-type: none"> The first point mentions legal entities in India and the second point mentions companies incorporated under applicable laws of origin. Request you to kindly clarify if global entities can bid. Also, in Table 2b evaluation criteria A3, 5 Marks are set aside for organizations overseas/ international experience of providing consultancy. So, by allowing parent entity capabilities, such global projects can be better showcased by the bidders. <p>Proposed Revised Clause:</p> <p>The Bidder as used shall be a registered legal entity in India or country of origin and bidder should have legal existence of at least ten(10) years as on the date of publishing of the bid and bidder should have an operational office in India.</p>	
10.	<p>Section 2.4: Instructions for Commercial Bid-Preparation</p> <p>“Point d: The price should be quoted inclusive of all taxes, duties, and charges and levies as applicable.”</p> <p>It is suggested that the prices quoted by Bidder shall be exclusive of taxes & duties and same be paid as per the rates applicable at the time of payments.</p>	No change.
11.	<p>Section 2.5 - Page 10 - Minimum Qualification Criteria - The Terms of Reference require the bidder to draw on comprehensive expertise across both formal education sectors as well as institutionalized skill development. Hence, we request you to kindly modify this criterion to remove the restriction of the “education sector” and consider all human resource development (education/skilling) projects under central and state governments.</p>	Section 2.5 b. shall include education or skilling sectors and is not restricted to the education sector alone.
12.	<p>Section 2.5 - Page 10 - Minimum Qualification Criteria "two similar completed works costing not less than INR 1.5 Cr each" Large projects having consultancy fees above INR 2.5 crore/INR 1.5 crore are generally executed over a longer duration.</p>	No change

	Hence, under this criterion, we request you to kindly consider ongoing projects as well. (or specify a minimum period of the ongoing assignment)	
13.	<p>Section 2.5 - Page 10 - We would request DSEU to clarify if we have to adhere to any of the below clauses:</p> <p>One project involving large scale transformation / business process reengineering / policy reforms / undertaking feasibility assessments for structuring projects with a total consultancy fee of at least INR 2.5 crores or two similar completed works costing not less than INR 1.5 crore each</p> <p>OR</p> <p>Any one project involves assistance to the client in implementation of projects / initiatives / policy initiatives through setting up a Project Management Office (PMO) or a Programme Management Unit (PMU) with a total consultancy fee of at least INR 1.0 crore.</p>	Either of the two as mentioned in pre-qualification criteria checklist
14.	<p>Section 2.5.b - Page 10 – Regarding Bidder Qualification: We request you to kindly allow projects of bidder, its parent entity and group companies to be considered so that best practices can be adopted and leveraged. This would allow bidders to showcase global experiences and best practices to be leveraged. Also, in Table 2b evaluation criteria A3, 5 Marks are set aside for organizations overseas/ international experience of providing consultancy. So, by allowing parent entity capabilities, such global projects can be better showcased by the bidders.</p>	Projects undertaken by the Lead bidder directly or any member of the consortium will be considered.
15.	<p>Section 2.5.c - Page 10 - Over the last five (5) years, the lead bidder should have directly or as a lead member of consortium provided advisory assistance in India on large-scale assignments/programmes involving skilling, education, university inception, or inception of a large educational conglomerate or have partnerships with / undertaken projects for recognized</p>	Revised Form 2(a) Pre-qualification Criteria Checklist is attached herewith.

	entities in the skilling ecosystem such as NSDC, the Sector Skill Councils with a minimum fee of INR 2.5 crore or Two similar completed works costing not less than INR 1.5 Cr each. - Does not reflect in Form 2(a) - must be added	
16.	Section 2.5.c - Page 10 – Request you to please relax this criteria to allow for experience of any member of consortium instead of only the lead bidder meeting the experience.	Lead bidder must have essential/ core qualifications and incidental/ ancillary activities may be pooled through consortium members.
17.	Section 2.5.c - Page 10 - We request DSEU to clarify whether this requires direct working experience with NSDC / SSC as a client or experience? Will the experience of working with central / state government organizations / State Skill Development Missions / donor agencies which involves working on skill development schemes (PMKVY, Special Projects, Apprenticeship, Entrepreneurship etc.) involving coordination with NSDC / SSCs will also suffice?	Experience of working with central / state government organizations / State Skill Development Missions / donor agencies which involves working on skill development schemes (PMKVY, Special Projects, Apprenticeship, Entrepreneurship etc.) involving coordination with NSDC / SSCs will also suffice. However, bidders must clearly mention the nature of engagement with NSDC/ SSCs along with proof to substantiate the claim.
	Chapter 3	
18.	Please clarify whether the technical presentation is required to be given at the time of opening of technical proposals or a separate date and time shall be communicated for the same to the bidders.	<p>Page 11: Clarification for 3.2.c Clarification, 3.2.d. Evaluation Process: Stage 1 and Form 2(b): Evaluation Criteria Section-C:</p> <p>The technical bid shall consist of a detailed approach and methodology along with timelines and all other documents mentioned in the RFP. The technical presentation is required to be given on a separate date and time which shall be communicated in due course.</p> <p>The bidders are requested to note that technical presentation shall not have any content which is not submitted as part of the technical bid document submitted as part of the proposal. The technical bid (including the approach and methodology) shall be received in report format and not as a presentation.</p>
	Chapter 4	

19.	Section 4 - Point 3(a) - We request DSEU to clarify whether the consultants shall be expected to conduct a detailed skill gap study for Delhi region. Or, will it just require validation from industries on existing study carried out by DSEU already?	Consultants will be expected to provide inputs or guide the skill gap study and seek validation from industries.
20.	<p>Section 4 - Point 3 - “To draft recommendations for immediate and medium-term course selection based on three surveys:</p> <p>a. Analysis of skill gap within industry, with particular emphasis on Delhi-based industry to drive Delhi’s economic growth”</p> <p>We understand that the PMU has to undertake surveys of the stakeholders for conducting the skill gap study and analysis. Please confirm, so that the cost implication may be included accordingly in the financial bid.</p>	The PMU is not expected to do a full-fledged survey, however, the PMU will be expected to give inputs to the skill gap study and seek validation from industries.
21.	Section 4 - Point 4 - We request you to please provide clarity on what is meant by 3Rs	Typically, Three Rs means reading, writing and arithmetic; in this case it stands for Responsibility, Risk taking, and Resilience.
22.	Section 4 - Point 5 - We would request DSEU to clarify more details on determining physical infrastructure requirements for the transit campus. Since, there is a SME for Building & Infrastructure also asked as part of the team.	DSEU shall have multiple campuses/ institutes in the city. The Building and Infrastructure Expert will guide and support the University in helping to maximise the utilisation of available space to deliver multiple courses. The SME will also vet and guide the University in all building plan approvals, provide consultancy/ inputs in designs and architectural/ infrastructure matters. The SME shall also estimate the lab/ class/ space/ infrastructure/ equipment requirements for existing and future courses of the University.
23.	Section 4 - Point 13, 14, 15 - Please confirm if the staff for the market research unit, placement unit, and incubation centre shall be provided by the Consultant, or if the PMU’s inputs shall be limited to development of the organizational framework and relevant policy-level recommendations.	PMU shall provide inputs to the development of the organizational framework and relevant policy-level recommendations for setting up of the market research unit, placement unit, and incubation centre. In addition, the PMU shall handhold the University in the process of setting them up, however, the

		staff deployment shall be done by the University.
24.	<p>Section 4 - Point 19 - We request DSEU to clarify whether an external firm for development and implementation of IT processes, website, and any other system shall be hired. If yes, what would be the role of Technology Consultant? Also, would a consultant be expected to undertake selection and procurement of IT vendor/s?</p>	<p>Yes, the University shall hire an external agency for development of the website.</p> <p>Development of LMS and ERP is not part of the PMU's scope of work. The Technology Consultant will be expected to provide inputs on the technology architecture requirements relevant to the University and guide and support the University to implement the same. The Technology Consultant will also facilitate the process of technology integration of the University in terms of setting up of LMS, ERP and hosting of courses online and all necessary inputs for technology integration.</p>
25.	<p>Section 4: Terms of Reference</p> <p>“The scope of work of the Project Management Unit (PMU) to support DSEU in the areas listed.”</p> <p>Since the total duration of the project is 1 year, it is suggested that the expected time period be mentioned against each area clauses.</p>	<p>The bidder is expected to attach a work plan with timelines which are detailed and explained as part of the Approach and Methodology.</p>
	Chapter 5	
26.	<p>Payment Schedule: We would like to time our payments post raising invoices and hence would request a payment of 60 days from the date of invoice. As per our standard terms, we would request the consideration of a clause on interest on late payment. “The selected agency may impose a 1.5% per month late payment fee for invoices that remain unsettled after 60 days from raising the invoice.”</p>	No change
	Chapter 6	
27.	<p>6.16.2. Force Majeure</p> <p>Given the COVID-19 situation, it is suggested that the following be included under this clause:</p> <ul style="list-style-type: none"> o To the extent that the provision of the Services is impacted by a pandemic (including COVID-19) and any 	<p>The Agency must ensure that the quality of services should not be impacted under any circumstances. The specifics shall be determined as per Government protocols and Government orders issued from time to time. As far as possible, the PMU personnel are expected to be at the Client's premises for all concerned</p>

	<p>reasonable concerns or measures taken to protect the health and safety interests of either Party's personnel, the Parties will work together to amend the Agreement to provide for the Services to be delivered in an appropriate manner, including any resulting modifications with respect to the timelines, location, or manner of the delivery of Services.</p> <p>o Where PMU Personnel are required to be present at Client's premises, PMU will use reasonable efforts to provide the Services on-site at [Client] offices, provided that, in light of a pandemic the parties agree to cooperate to allow for remote working and/or an extended timeframe to the extent (i) any government or similar entity implements restrictions that may interfere with provision of onsite Services; (ii) either party implements voluntary limitations on travel or meetings that could interfere with provision of onsite Services, or (iii) a resource determines that he or she is unable or unwilling to travel in light of a pandemic-related risk.</p>	<p>matters or as per mutual consideration depending upon the situation.</p>
28.	<p>Suggestions/ Queries related to including of clauses related with Limitation of Liability, Indemnity, Intellectual Property Rights, Confidentiality, Third Party Disclosure, Deliverable Acceptance Procedure, Fees and Expenses, Liquidated Damages, Force Majeure, Restriction due to COVID-19, Term and Termination, Governing Law and Dispute Resolution/ Arbitration</p>	<p>On the completion of the successful bidding process an agreement will be drafted with the successful bidder which will include all the relevant clauses (including Limitation of Liability, Indemnity, Intellectual Property Rights, Confidentiality, Third Party Disclosure, Deliverable Acceptance Procedure, Fees and Expenses, Liquidated Damages, Force Majeure, Restriction due to COVID-19, Term and Termination, Governing Law and Dispute Resolution/ Arbitration, etc.). However, the discretion of the University shall be final.</p>
29.	<p>We have signed confidentiality agreements with some of our clients that limit our ability to disclose their names & the contracts / work orders with them. While we shall be happy to disclose the same where we are legally permitted to, we request you to accept a self-certification with a brief description of our client (without disclosing their names), the nature of</p>	<p>Bidders are requested to submit completion certificates.</p>

	services we performed for them, the duration of the project and a tentative contract value duly attested by CA.	
	Miscellaneous	
30.	No legal contracting terms and conditions in the RFP: We request client to please confirm that the contracting template for procurement of consultancy services issued by MeitY would be used for contracting purposes?	The University shall develop its template for contracting based on the current government rules and ensure that the contract is vetted by a legal consultant to the University.
31.	Budget for the PMU: We request you to let us know if there is any estimated budget provisioned for the PMU project	The budget allocation will be done after successful completion of the bidding process.
32.	Contract: We request you to let us know if the budget for 1 year of operations of the PMU team shall be revised in line with the contract renewal and the same shall be increased by a certain percentage?	No. The contract is for one year term, if required, the University shall determine based on grant allocation to the University and the extent of work required the possibility of renewal at that time.
33.	Bidding entity: We request you to clarify whether the applicant can submit assignments of sister-concern entities to fulfil the requirements under eligible assignments of the firm.	No.
	Form 1	
34.	Form 1, Form 12: While we agree in principle with the stated terms, we would request that the final contract include mutually acceptable terms that are standard terms in all contracts with public sector clients. These may be discussed and mutually agreed subsequent to the final selection of the Agency.	The discretion of the University/ government shall be final.
	Form 2(a): Pre-qualification Criteria checklist	
35.	Form 2(a) - Page 21: Point 2 states 'The lead bidder must have minimum average annual turnover of INR 10 (Ten) crores from last three financial years i.e. FY 2016-17, 2017-18, and 2018-19.' However, as the last three financial years are in fact, 2017-18,	Due to COVID situation, the University shall consider the last three financial years as FY 2016-17, 2017-18 and 2018-19.

	2018-19 and 2019-20, we would request that the turnover requirements apply to these years.	
36.	Form 2 a – Pre-Qualification Criteria Checklist : We request you to kindly clarify as the criteria mentioned here do not match the ones mentioned in Clause 2.2 and 2.5 of the RFP.	Refer to revised Form 2(a) attached herewith.
37.	Form 2(a): Pre-Qualification Criteria Checklist: Point 3 1. It is assumed that both Ongoing / Completed projects are accepted. Please clarify. 2. As accepted by other state and central government agencies, we assume that for completed projects, apart from completion certificate, CA certificate document would also be considered and accepted. Please clarify.	1. Ongoing projects shall not be considered. 2. Completion certificate is required.
	Form 2(b)	
38.	Form 2(b) - Evaluation criteria: We request DSEU to clarify the number of projects required to showcase under A.1, A.2 and A.3 to obtain the maximum marks assigned to respective past experience. a. A1, A2, A3 - define the criteria and scoring b. Would only the number of projects be considered or quality of the projects undertaken c. Would it be relative based on the number of projects (capping may be mentioned) Also, what is the min. work order value for each project value.	Revised Form 2(b) attached herewith. a. Scoring criteria defined. b. Quality and impact created by the project must be mentioned by the bidder, which will be factored during evaluation. c. Based on the revised evaluation criteria, however, the Committee shall determine the quality within the range of scores relatively. Maximum capping mentioned d. Minimum work order amount: Rs. 10 lakhs
39.	Section 2.5.c - Page 10 - We request DSEU to clarify whether this requires direct working experience with NSDC / SSC as a client or experience? Will the experience of working with central / state government organizations / State Skill Development Missions / donor agencies which involves working on skill development schemes (PMKVY,	Experience of working with central / state government organizations / State Skill Development Missions / donor agencies which involves working on skill development schemes (PMKVY, Special Projects, Apprenticeship, Entrepreneurship etc.) involving coordination with NSDC / SSCs will also suffice. However, bidders must clearly

	Special Projects, Apprenticeship, Entrepreneurship etc.) involving coordination with NSDC / SSCs will also suffice?	mention the nature of engagement with NSDC/ SSCs along with proof to substantiate the claim.
40.	<p>Form 2(b), B.2 Evaluation criteria: It is mentioned that the field research/ survey expert and lead shall be deployed for a period of 3 months.</p> <p>Please clarify if they will be required to be deployed for a 3-month duration at the start of the project or the 3 month duration shall be spread across the project duration.</p>	<p>To be determined as per work plan and actual requirement of resource person. Ideally, spread across the project duration. This is left to the best judgement of the bidder. The Committee shall evaluate it based on the merit of the proposal.</p>
41.	<p>Form 2(b), B.2 Evaluation criteria: Technology lead – Considerable experience of developing IT systems, websites and managing IT infrastructure for large organizations, with a preference for educational institutions.</p> <p>Please clarify on the required educational qualification and the min. no. of years of experience. We suggest that the educational qualification for the required profile can be B.Tech IT/Computer Science/Any relevant field</p>	<p>As mentioned in Form 2(b): Technology Expert – Expert to have an MBA degree, with systems and IT specialization and at least 12 years of work experience.</p>
42.	<p>Form 2(b), B.2 Evaluation criteria: Building and infrastructure – Expert to have at least 15 years of work experience at reputed firms with the relevant experience.</p> <p>Please clarify the educational requirement for the profile.</p>	<p>Expert to have minimum education qualification of B. Tech (Civil)/ B. Arch. degree, with at least 15 years of work experience at reputed firms with the relevant experience. International experience would be valued.</p>
43.	<p>Form 2(b), B.2 Evaluation criteria: Field research/survey expert and field research / survey lead</p> <p>Please clarify whether this is one position or two different positions. Also please clarify the educational requirement for the position.</p>	<p>These are two different positions.</p> <p>Field Research / Survey expert – Any Masters degree with at least two years of experience including that in research and writing in the social sector.</p> <p>Field Research / Survey lead – Any Masters degree with at least seven years of experience including that in project planning and execution, stakeholder</p>

		engagement, knowledge management and administration.
44.	<p>Form 2(b), B.2 Evaluation criteria: A total of 10 marks are allotted against the full-time team members.</p> <p>Please clarify on the breakup of marks for each proposed subject matter expert</p>	<ul style="list-style-type: none"> ● Institutional, legal, regulatory, governance structures (Lead) - 2 marks ● Industry Engagement (Lead) - 2 marks ● Curriculum and Teacher Professional Development (Lead) - 1 mark ● Technology (Lead) - 1 mark ● Field Research / Surveys (Expert and Lead) – short-term deployment as required (3 Months expected) - 1 mark each ● Financial Modelling (Expert) – short-term deployment as required (3 Months expected) - 1 mark <p>Project monitoring and management (Lead) - 1 mark</p>
45.	<p>Form 2(b), B.3 Evaluation criteria: A total of 10 marks are allotted against the subject matter experts</p> <p>Please clarify on the breakup of marks for each proposed subject matter expert</p>	<ul style="list-style-type: none"> ● Institutional, legal, regulatory, governance structure expert - 2 marks ● Industry Engagement expert - 2 marks ● Curriculum and Teacher Professional Development Expert - 2 marks ● Technology Expert - 2 marks ● Building & Infrastructure - 2 marks <p>SME will have to spend at least 15% time on this project, with bidders proposing up to 100% time as they deem necessary.</p>
46.	<p>Form 2(b), B.3 Evaluation criteria: SME will have to spend 15% of the time on this project, with bidders proposing up to 100% time as they deem necessary.</p> <p>Please clarify if the SMEs are required to be deployed at the client location for the duration of the time spend on the project.</p>	<p>Yes, the SMEs are expected to be deployed at the client location for the duration of the time spent on the part of the project that pertains to their domain of expertise.</p>
47.	<p>Form 2(b): 30 marks out of 100 have been allocated to resource assessment. As this is a Project Management Unit assignment to be delivered by an expert team, it is suggested that at least 50 or more marks be allocated to resource</p>	<p>Revised Form 2(b) attached herewith.</p>

	assessment.	
48.	Page 31 - Approach and Methodology: Please clarify if there is any page limit for the A&M section	There is no page limit for A&M section, however, the bidders are expected to be concise and clear.
49.	<p>Page 22: Form 2(b): Evaluation Criteria A.4 The bidder has relevant ISO certifications as evidence of the quality of its services</p> <ul style="list-style-type: none"> • ISO 9001:2015 • ISO 27001 • ISO 14000 (for manufacturing) • ISO 20000 (for IP implementation organisation) <p>We understand that possession of any valid ISO certification out of the 4 given standards, is acceptable for scoring full marks under this criterion. Please confirm.</p> <p>May be shifted to bidders pre - qualification</p> <p>For all evaluation criteria - points scoring - segregation of marks - how many projects to qualify to acquire the maximum marks</p>	ISO certification criteria is stricken off. (Refer to Revised Form 2(b) attached herewith.)
50.	<p>Page 23 - B.2 - Resource Assessment: We request DSEU to clarify qualifications required for expert positions such as: Curriculum and Teacher Professional Development, Technology, Field survey. Can the consulting firms have the liberty to provide resources with relevant experience with a minimum Master's degree in any discipline?</p> <p>Can consulting firm provide pen-profiles (short) of SMEs?</p>	<p>Mentioned (Refer to Revised Form 2(b) attached herewith.)</p> <p>Pen-profiles may be given for SMEs in addition to submitting Form 7, but not compulsory.</p>
51.	Page 25 - C - Approach and Methodology: We request you to clarify how long the approach & methodology in the Technical Bid can be. Since this document will be same as that used in the Technical Presentation and it will cover each of 21 points listed in the extensive scope of work, the overall document may become a lengthy	The bidders shall submit the Approach and Methodology section as part of the 'word' document. Only the 'word' document is to be submitted as part of the Technical Evaluation Bid, the presentation shall be made subsequently to the Evaluation Committee, which should have the same content as the proposal document submitted in the Technical

	document to do each aspect justice in terms of depth and detail. If brevity is desired, an indicative number of maximum slides in the presentation would be useful. We also assume that this Approach & Methodology section can be submitted as a 'presentation' document rather than a 'word' document.	Evaluation Bid. The bidders are free to elaborate on the approach and methodology in a clear and concise manner. The technical presentation shall have a time limit for each bidder and the bidders will be expected to adhere to the stipulated time limit and shall be allowed to present as many slides as the bidder may deem fit to explain the proposal in a clear and concise manner.
52.	<p>Page 25 - C - Approach and Methodology: As per the Evaluation criteria, Approach and Methodology will be assessed through Technical Presentation. However, there is a Form 8 to be completed by providing 'detailed Approach and Methodology (A&M)'. We would want to clarify if consultants have to provide detailed A&M in the technical proposal (which will not be evaluated), followed by a Technical Presentation (if pre-qualified), which will be evaluated.</p> <p>In such a scenario, is it a possibility that we provide our A&M in the form of presentation itself?</p>	
53.	Form 2(b) A1, A2: Can the same project (if relevant) can be submitted under both criteria. Please do clarify if this is not the case since in many of the education and skilling projects, we would have run large PMUs.	Same project if relevant can be submitted under both the criteria.
54.	<p>Form 2(b) B2: We believe that many of these people, who will be very senior and with many years of experience, may not be needed as 100% staffing for the entire duration of the project. On the other hand, every team will also need Associates & Consultants who may be less experienced but will work under the overall guidance of the Project Manager, Project Director etc. and who will be responsible for the actual day to day research, documentation, modeling, field work etc.</p> <p>Therefore, we would recommend that: 1) Junior team members (MBA/Masters with 1-3 years work ex) also be listed and given greater weightage.</p>	In section Form 2(b) B.2: The bidders must identify and list the lead members and indicate the time that the lead member will spend. If the lead member is not devoting 100% time to the PMU, then the bidder must specify the additional resource(s) deployed for the PMU, to compensate for the lead member's full time component. This is left to the best judgement of the bidder. The Committee shall evaluate it based on the merit of the proposal.

	2) The stipulation of 100% time commitment for Full time team members be relaxed and the Agency be given flexibility to deploy these staff as per the needs of the project and the request of the client.	
	Form 6: Self-Certificate for number and details of qualified Manpower/Employees	
55.	Page 29: Form 6: Self-Certificate for number and details of qualified Manpower/ Employees; We understand that the bidder may propose profiles of staff who are currently not employed with the bidding organization, under a certified undertaking that the staff will be on-boarded upon award of project to the bidder. Please confirm.	Best case is when the bidder has the required Manpower/ Employees, however, it will also be acceptable if the bidder provides an undertaking that the required Manpower/ Employees have been identified and will be on-boarded upon award of project to the bidder. However, no change in identified Manpower/ Employees will be allowed once the successful bidder is selected without the written consent of DSEU (shall only be permitted under extreme circumstances).
	Form 7: Profiles of the proposed core team members & experts to be deployed for the project	
56.	Form 7: Page 30 1. We assume that the working space to the resources placed under the PMU team would be provided by DSEU. Please clarify. 2. Will there be any working hours mandate which the PMU will have to follow. 3. Apart from the public holidays we assume that paid leaves, casual leaves and medical leaves for the PMU resources would be available as per the DSEU leave policy. Please clarify.	1. Working space within the University premises shall be provided to the PMU team. 2. The PMU shall follow the working hours of the University, i.e., 9.30 am to 6 pm. 3. DSEU shall issue leave policy for PMU/ contractual staff in due course (as per government norms for consultants).

**Delhi Skill and Entrepreneurship University
Govt. of NCT of Delhi**

Date: 03-02-2021

CORRIGENDUM

In RFP for Selection of Agency for Project Management Unit [01/DSEU/2021] issued on 20-01-2021 the following conditions are modified:

1. Section 1.1.d shall be read as "Please note that all references to 'bidder' in this RFP refer to the Lead Bidder together with a maximum of two consortium partners. All references to 'Lead Bidder' refer to the Lead Bidder alone."
2. Revised Bidding Data Sheet based on the change in last date of bid submission:

1.3 Bidding Data Sheet

S. No	Particulars	Details
1	Tender ID	[01/DSEU/2021]
2	Tender date	20th January 2021
3	Selection Method	Tender will be awarded to the Bidder with the highest score based on the QCBS Evaluation Method (80:20) , subject to Bidder meeting the Qualification Criteria and Minimum Technical Qualification Score
4	Name of the Tender Inviting Authority	Registrar, Delhi Skill and Entrepreneurship University, Integrated Institute of Technology Complex, Sector 9, Dwarka, New Delhi
5	RFP issued by	Delhi Skill and Entrepreneurship University (DSEU)
6	Availability of RFP	RFP can be downloaded from <u>www.tte.delhigovt.nic.in</u>
7	Nodal Officer for correspondence and Clarification	Registrar, Delhi Skill and Entrepreneurship University, Integrated Institute of Technology Complex, Sector 9, Dwarka, New Delhi
8	Pre-bid Meeting	Online. 14:00 hrs, 27 th January 2021 Link will be shared in due course.
9	Last date for Pre-bid queries	17:00 hrs, 29th January 2021 via Email (registrardseu@gmail.com) or by post to Nodal Officer's correspondence address

10	Issue of addendum/ clarification (if any and if required)	17:00 hrs, 30th January 2021 through https:// www.tte.delhigovt.nic.in
11	Last date and address of bid submission	Proposals must be submitted no later than 17:00 hrs., 17th February 2021 in hard copy.
12	Date and Address for Opening of Qualification Bid and Technical bid	11:00 hrs., 18th February 2021 at Delhi Skill and Entrepreneurship University, Integrated Institute of Technology Complex, Sector 9, Dwarka, New Delhi
13	Opening of Commercial bid for Technically Qualified bidders	11:00 hrs, 24th February 2021 at Delhi Skill and Entrepreneurship University, Integrated Institute of Technology Complex, Sector 9, Dwarka, New Delhi
15	Bid Validity Period	90 days from the date of opening of bids
16	Commencement of the Assignment	9th March 2021

3. Section 2.2.c shall read as “The lead bidder must be profitable from its operations for the last three financial years (the last three years owing to COVID shall be taken as FY 2016-17, 2017-18 and 2018-19).”
4. Section 2.2.d shall read as “The bidder should have, during the last three years (the last three years owing to COVID shall be taken as FY 2016-17, 2017-18 and 2018-19), neither failed to perform on any agreement, as evidenced by imposition of penalty by an arbitral or judicial authority or a judicial pronouncement or arbitration against the bidder, nor been expelled from any project or agreement or have had any agreement terminated for breach, as evidenced by imposition of a penalty by a final arbitral or judicial pronouncement against the bidder. Self-certificate from bidder’s authorized representative may be used as a supporting document for this criteria.
 - Please note that at any point in time, if the Client finds that self-certificate is forged or misinformation is provided to the University, then the bidder is liable to be disqualified, barred from participating in any future bidding process and the University has the right to claim the cost and any losses that the University has suffered due to such action.
 - In case, due to such misrepresentation, the work gets awarded and commences, and the bidder does not have the ability to perform the work, the University has the right to recover the money back along with the compounding interest rate (8%).”
5. Section 2.2.e shall read as “Bidding firm(s): the Bidder can be a single company or Society or Trust or a consortium of companies, Societies or Trusts or any of the combinations as defined in Section 2.2.b.”
6. Section 2.5.a. shall read as “The bidder must be a legal entity **as defined in Section 2.2**. The bidder should be in business for the at-least ten year as on bid submission date. The bidder should not have been blacklisted or terminated.”
7. Section 2.5.b. shall read as “b. Over the last five (5) years, the lead company or any member of the Consortium should have provided advisory services to a government or a government agency in India within education or skilling sector related to:
 - i. At least one project involving large-scale transformation/ business process re-

engineering/ policy reforms/ undertaking feasibility assessments for structuring projects with a total consultancy fee of at least INR 2.5 Cr. or two similar completed works costing not less than INR 1.5 Cr each.

OR

ii. At least one project involving assistance to the client in implementation of projects/interventions/policy initiatives through setting up a Project Management Office (PMO) or a Programme Management Unit (PMU) with a total consultancy fee of at least INR 1 crore.”

8. Section 3.2.c.i. Clarification shall read as “When deemed necessary, during the Bid Evaluation process, DSEU may seek clarifications or ask the bidders to make presentation on any aspect(s) from any or all the bidders. However, that would not entitle the bidder(s) to change or cause any change in the substance of the bid submitted or price quoted. The technical bid shall consist of a detailed approach and methodology along with timelines and all other documents mentioned in the RFP. The technical presentation is required to be given on a separate date and time which shall be communicated in due course. The bidders are requested to note that technical presentation shall not have any content which is not submitted as part of the technical bid document submitted as part of the proposal. The technical bid (including the approach and methodology) shall be received in report format and not as a presentation.”
9. Section 6.17. Miscellaneous (vi) On the completion of the successful bidding process an agreement will be drafted with the successful bidder which will include all the relevant clauses (including Limitation of Liability, Indemnity, Intellectual Property Rights, Confidentiality, Third Party Disclosure, Deliverable Acceptance Procedure, Fees and Expenses, Liquidated Damages, Force Majeure, Restriction due to COVID-19, Term and Termination, Governing Law and Dispute Resolution/ Arbitration, etc.). However, the discretion of the University shall be final.
10. Revised Form 2(a): Pre-qualification Criteria checklist:

Form 2(a): Pre-qualification Criteria checklist

Criteria No.	Criteria Description	Documents Required	Document Ref Page No.
1.	a. The Bidder (defined as lead bidder and a maximum of two consortium members) must be a legal entity. b. The Bidder should be in business for at least ten years as on bid submission date	Copy of certificate of incorporation commencement of business for the bidder	
2.	The lead bidder must have minimum average annual turnover of INR 10 crores from two out of last three financial years i.e. FY 2016-17, 2017-18 and 2018-19 (due to COVID-19 last financial year is disregarded) with average annual revenue from	As per Form-10	

	<p>consultancy, advisory and training services for last 3 financial years i.e. FY 2016-17, 2017-18 and 2018-19 (due to COVID-19 last financial year is disregarded) of 5 crores.</p>		
3.	<p>Over the last five years, the lead bidder or any member of the Consortium should have provided advisory services to a government or a government agency in India within education or skilling sector related to:</p> <p>(i) At least one project involving large-scale transformation/ business process re-engineering/ policy reforms/ undertaking feasibility assignments for structuring projects with a total consultancy fee of at least INR 2.5 cr. or two similar completed works consisting of not less than INR 1.5 cr each.</p> <p>Or</p> <p>(ii) At least one project involving assistance to the client in implementation of projects/ interventions/ policy initiatives through setting up a Project Management Office (PMO) or a Programme Management Unit (PMU) with a total consultancy fee of at least INR 1 crore.</p>	Work orders/ agreement/ Lol/ completion certificate	
4.	<p>Over the last five (5) years, the lead bidder should have directly or as a lead member of the consortium provided advisory assistance in India on large-scale assignments/ programmes involving skilling, education, university inception, or inception of a large education conglomerate or have partnerships with/ undertaken projects for recognized entities in the skilling ecosystem such as NSDC, the Sector Skill Councils with minimum fee of INR 2.5 crore or two similar completed works costing not less than INR 1.5 cr. each.</p> <p>[Experience of working with central / state government organizations / State Skill Development Missions / donor agencies which involves working on skill development schemes (PMKVY, Special Projects, Apprenticeship, Entrepreneurship etc.) involving</p>	Work orders/ agreement/ Lol/ completion certificate	

	coordination with NSDC / SSCs will also suffice. However, bidders must clearly mention the nature of engagement with NSDC/ SSCs along with proof to substantiate the claim.]		
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In case of a consortium, copy of certificate of incorporation, Form 10 has to be submitted for each consortium member and Minimum Qualification Criteria for average annual turnover should be satisfied by the Lead Member.

Name & Signature

Authorized Signatory Company Seal

11. Revised Form 2(b): Evaluation Criteria:

Form 2(b): Evaluation Criteria

S.No.	Evaluation Criteria	Maximum Score	Forms
A	EXPERIENCE -Adequacy for the assignment	45	
A. 1	<p>Prior experience relevant to skilling, education, university inception and other related projects including training and publication in the field</p> <p>20+ projects/ programmes* (maximum 30): 10-20 marks 11 to 20 projects/ programmes: 10 marks 1 to 10 projects/ programmes: 5 marks Else: 0 marks</p> <p><i>Note: The projects will also be evaluated against the size (both in terms of coverage, scale and quantum), quality and impact.</i></p>	20	Form 4
A.2	<p>a. Experience relevant to implementation of projects/ interventions/policy initiatives through setting up a Project Management Office (PMO) or a Programme Management Unit (PMU) related to eligible assignments</p> <ul style="list-style-type: none"> - Two or more: 5-20 marks - One: 5 marks <p>OR</p> <p>b. Organization has been appointed to develop Socio-Techno-Economic Viability/ Feasibility/ Impact Studies related with project(s) involving large-scale transformation/ business process re-engineering/</p>	20	Form 4

	<p>policy reforms/ undertaking feasibility assignments for structuring projects</p> <p>- More than 5 projects of 2.5 cr (upto 10 projects) or more than 10 project of 1.5 cr (upto 20 projects): 15-20 marks</p> <p>- More than 1 project of 2.5 cr (upto 5 projects) or more than 1 project of 1.5 cr (upto 10 projects): 5-15 marks</p> <p>- 1 project of 2.5 cr or 2 projects of 1.5 cr: 5 marks</p> <p><i>Note: The projects will also be evaluated against the size (both in terms of coverage, scale and quantum), quality and impact.</i></p>		
A.3	<p>Organization has overseas/international experience of providing consultancy in education/ skilling</p> <p>Two or more projects (maximum 5): 3-5 marks One: 0-2 marks None: 0 marks</p> <p><i>Note: The projects will also be evaluated against the size (both in terms of coverage, scale and quantum), quality and impact.</i></p>	5	Form 4
B	RESOURCE ASSESSMENT	35	
B.1	<p>Project leadership (Team Leader – 20% time commitment and Project Manager), Project Manager to be Full Time</p> <p>Team Leader should be a postgraduate (eg, MBA, Chartered Accountant, Master’s degree) with at least 20 years of work experience in consultancy, implementation of education sector projects and holding leadership positions in industry. Experience must span across multiple geographies.</p> <p>Project Manager must have a Master’s degree with at least 10 years of work experience. The Project Manager is expected to be an education/ development sector professional with experience in education program design, monitoring and evaluation. Experience must span across multiple geographies. International work experience will be preferred.</p> <p>Team Leader: 8 marks Project Management: 7 marks</p> <p>The criteria for evaluation include</p> <ul style="list-style-type: none"> • Education • Overall professional experience 	15	Form 6 & 7

B.2	<p>Full Time Team members as defined below:</p> <ul style="list-style-type: none"> • Institutional, legal, regulatory, governance structures (Lead) – 2 marks • Industry Engagement (Lead) - 2 marks • Curriculum and Teacher Professional Development (Lead) – 1 mark • Technology (Lead) – 1 mark • Field Research / Surveys (Expert and Lead) – <i>short-term deployment as required</i> (3 Months expected) – 1 mark each • Financial Modelling (Expert) – <i>short-term deployment as required</i> (3 Months expected) – 1 mark • Project monitoring and management (Lead) – 1 mark <p>The required expertise is as follows:</p> <p>Institutional, legal, regulatory, governance structures lead – MBA or Master’s degree. At least seven years of experience in the education and skilling sectors, engaging with both government and private sectors.</p> <p>Industry Engagement lead – MBA or Master’s degree. At least seven years of work experience. Experience must include that in the skilling sector and in developing industry partnerships for skilling.</p> <p>Curriculum and Teacher Professional Development lead – Any Master’s degree with at least 10 years of experience as an educator, developer of curriculum materials and teacher trainer.</p> <p>Technology Lead – Any Master’s degree with at least 10 years of experience of developing IT systems, websites and managing IT infrastructure for large organizations, with a preference for educational institutions.</p> <p>Field Research / Survey expert – Any Masters degree with At least two years of experience including that in research and writing in the social sector.</p> <p>Field Research / Survey lead – Any Masters degree with at least seven years of experience including that in project planning and execution, stakeholder engagement, knowledge management and administration.</p> <p>Financial Modelling expert – MBA or Master’s degree. At least five years of experience in financial modelling</p>	10	Form 6 & 7
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	<p>of large-scale projects including social infrastructure projects.</p> <p>Project monitoring and management lead – Master's Degree specializing in Project Management. At least five years of work experience on large scale project management in India and internationally.</p> <p>Marks will be allocated to:</p> <ul style="list-style-type: none"> • Qualification • Relevant Experience 		
B.3	<p>Subject Matter Experts – Across five areas relating to:</p> <ul style="list-style-type: none"> • Institutional, legal, regulatory, governance structures – 2 marks • Industry Engagement – 2 marks • Curriculum and Teacher Professional Development – 2 marks • Technology – 2 marks • Building & Infrastructure – 2 marks <p>SME will have to spend at least 15% time on this project, with bidders proposing up to 100% time as they deem necessary</p> <p>The required expertise is as follows:</p> <p>Institutional, legal, regulatory, governance structure expert – Expert to have a Master's, with at least 15 years of work experience. Experience to include conceptualisation and implementation of skilling and education projects, including setting up of skill development institutes. Must have experience of government engagement.</p> <p>Industry engagement expert – Expert to have a Master's degree, with at least 20 years of senior leadership positions in public policy in India and internationally.</p> <p>Curriculum and Teacher Professional Development – Expert to have a Master's degree, with at least 20 years of work experience. Experience to include leadership of universities in India.</p> <p>Technology Expert – Expert to have an MBA degree, with systems and IT specialization and at least 12 years of work experience.</p> <p>Building & Infrastructure Expert – B. Tech (Civil)/ B. Arch. degree, with at least 15 years of work experience at reputed firms with the relevant experience. International experience would be valued.</p> <p>Marks will be allocated to:</p> <ul style="list-style-type: none"> • Qualification • Relevant Experience 	10	Form 6 & 7

C	APPROACH AND METHODOLOGY (will be assessed through the Technical Presentation)	20	
C.1	Proposed Approach & Methodology by the bidder highlighting their understanding of the project	10	Form 8 & 9
C.2	Proposal includes a work plan with timelines which are detailed and explained	10	Form 8 & 9
A+B+C	Total	100	

Note: Detailed evaluation criteria will be prepared by the Evaluation Committee for evaluation of the Qualification and Competence of the key personnel for the Assignment.

12. Last date of submission of bid has been extended upto 17 February, 2021 at 5.00 pm.