

**Request for Proposal for "Providing Project Management Consultant strategy and advisory services to Chennai Metropolitan Development Authority (CMDA)"**

Pre-bid meeting held on 09.09.2022 at  
Conference Hall, Construction Wing, CMDA Tower III, Koyambedu

**Corrigendum I**

<b>Sl. No.</b>	<b>Pg.No, Clause No. &amp; Point No.</b>	<b>Existing Clause</b>	<b>Clarification / Proposed Change</b>	<b>Revised Clause/ Clarification</b>
1.	Clause No.6, The submission of proposals, sub-clause 6.2, page No. 3 / 49	The RFP reads as "The "Pre-qualification", "Technical" and " financial" proposal must be ..... This cover should contain the Earnest Money Deposit (EMD) of Rs. 1,50,000/- (One Lakh fifty Thousand Only) in the form of Demand Draft to be taken in the name of "The Executive Engineer, construction wing, Division I, Chennai Metropolitan Development Authority (CMDA), Chennai-600107".	We would request the authority to kindly also add/allow EMD in the form of Bank Guarantee for the amount of Rs. 1,50,000/- (One Lakh fifty Thousand Only)	Tender Conditions prevails
<b>Tender Submission Date</b>				
2.	Page 3/49	The Submission of Proposals up to 3.00 p.m. on 16.09.2022.	We request authority to kindly extend the proposal due date by 3 (three) weeks from issue of pre bid clarifications/addendum/Corrigendum	The tender submission date is extended to <b>30th September 2022 up to 3.00pm</b>

<b>Pre-qualification</b>				
3.	Clause No. 7.2 (i) (b), Prequalification Criteria, Page No. 4 / 49	b. Average annual turnover of Rs. 5000.00 lakhs for the last three years ending March 2022. The Firm must ensure that they submit the evidence of eligibility criteria on turnover & positive net worth as on 31st March 2022 in the form of audited financial statements signed by Chartered Accountant for the last 3 (three) Financial Years. (2019-20, 2020-21 & 2021- 22). Audited financials shall be submitted as proof in the last three financial years as per the format attached – Annexure - 2 D.	<p>We Request Authority to consider average Annual Revenue Rs. 25Cr from Consultancy Services. Below mentioned is the rationale for the request.</p> <p>1) The years 2019-20 and 2020-21 have been affected by the tsunami of COVID. The vast majority of Government payments are expedited only towards the end of March of any Financial Year. Hence the cash collection for the FY 2019-20 has been affected badly. Moreover, the entire business and cash collection had been affected badly during the FY 2020-21. The Infrastructure sector was the most affected due to this pandemic.</p> <p>In light of this pandemic, we request the authority to kindly reduce the turnover requirement. Therefore, the benchmark of Rs 50 Cr may please be reduced, which correctly reflects the firm's capability and not during the devastation of pandemic years.</p> <p>Therefore the wordings may be read as</p>	Tender Condition Prevails.

b. Average annual turnover of Rs. 2500.00 lakhs for the last three years ending March 2022. The Firm must ensure that they submit the evidence of eligibility criteria on turnover & positive net worth as on 31st March 2022 in the form of audited financial statements signed by Chartered Accountant for the last 3 (three) Financial Years. (2019-20, 2020-21 & 2021- 22). Audited financials shall be submitted as proof in the last three financial years as per the format attached – Annexure - 2 D.

As per manual for procurement of consultancy & Other Services guidelines (Updated June 2022) Govt. of India, Ministry of Finance Department of Expenditure. Clause No.9.15.2 Qualifying Criteria.

“Financial Capability :

a) Average Annual Financial Turnover of related services during the last three years, ending 31st March of the previous financial year, should be 30% of the estimated cost.

			Therefore Maximum Turnover should be 3 times of the estimated cost i.e. 25 Cr as per guidelines but RFP is asking for 50 Cr for Pre-Qualification, hence request you to reduce the criteria up to Rs.25 Cr for pre-qualification (Annexure – I & II)	
4.	Clause No. 7.2 (i) (a), Prequalification Criteria, Page No. 4 / 49	(i) Prequalification criteria: a. The Consultant should have experience in at least 5 (Five) assignments for Project Management Consultants / Support Units / Technical Support / working as State Mission Management Unit / Programme Management Unit for a minimum period of 3 (three) years in last 10 (Ten) years from the bid submission date with a minimum consultancy assignment value of Rs.500.00 lakhs in a single work order. (Necessary client certificate for the proof of completion of assignment should be enclosed) – Annexure 2E.	We request authority to kindly allow Ongoing assignment (which are ongoing since more than 3 years) for Project Management Consultants / Support Units / Technical Support / working as State Mission Management Unit / Programme Management Unit for a minimum period of 3 (three) years in last 10 (Ten) years from the bid submission date with a minimum consultancy assignment value of Rs.400.00 lakhs in a single work order. (Necessary client certificate / CA certificate for the proof payment received for assignment should be enclosed) – Annexure 2E.  Otherwise it will be restrictive for many consultants, therefore kindly reduce the consultancy assignment value to Rs.400 Lakhs and allow assignments which are still ongoing for more than 3 to 4 years	The Clause 7.2 (i) (a) shall be read as follows: "The Consultant should have experience in at least 4 (Four) assignments for Project Management Consultants / Support Units / Technical Support / working as National or State Mission Management Unit / Programme Management Unit for a minimum period <b>of 2 (two) years in last 10 (Ten) years from the bid submission date with a minimum consultancy assignment value of Rs.300.00 lakhs</b> in a single work order. (Necessary client certificate for the proof of completion of assignment should be enclosed) – Annexure 2E."  *On-going projects (i.e.) the projects of similar nature, got an extension beyond the timeline mentioned in the Work order ( <i>Project Management Consultants / Support Units / Technical Support / working as National or State Mission Management Unit / Programme Management Unit for a minimum period of 2 (two) years with a minimum consultancy</i>

				<i>assignment value of Rs. 300.00 Lakhs)</i> shall also be considered, on the basis of the Client Satisfaction letter.
5.	Clause 7.2 – Pre qualification criteria, Page Document Clause of the RFP Document Query Details	The Consultant should have ISO certification for Quality Management System ISO 12001:2015	We note that the Client expects the Consultant to have ISO certification for Quality Management System i.e., ISO 9001:2015, hence we request you to modify the said criteria as follows: “The Consultant should have ISO certification for Quality Management System ISO 9001:2015”	The Clause 7.2 (i) (a) shall be read as follows: “The Consultant should have ISO certification for Quality Management System ISO 9001:2015”
6.	Clause 7.2 – Pre qualification criteria, Page Document Clause of the RFP Document Query Details	The RFP reads as “The Consultant should have a local office in Chennai”	If a Consultant does not have a local office but still wants to participate in the bid, can he provide an Affidavit to the effect that in case of winning the project he will open a local office in Chennai? Kindly Clarify?	Considered after the successful appointment of PMC in CMDA the consultant should establish office space in Chennai within a couple of weeks.
7.	Clause 7.3 – Technical Proposal, 7.3.3 – Experience, Page No.5/49	7.3.3 *Experience (40 Points) 7.3.3.1 In preparing project appraisal/DPR for various urban infrastructure projects (20) 7.3.3.2 In providing Project Management Services for any of the Government Departments (10) 7.3.3.3 Working in Tamil Nadu in last 5 years (5) 7.3.3.4 In externally aided projects (5)	We request authority to kindly clarify how many number of projects will be have to be submitted in each of 7.3.3.1, 7.3.3.2, 7.3.3.3 & 7.3.3.4 and also clarify whether “* Minimum 4 No. of major projects to be completed by the consultant” is total Minimum 4 nos. of each the criteria or total 4?	Tender Condition Prevails.  Minimum 4 No. of Major projects to be completed by the consultant in each category, as a part of Project Management Unit.  <u>Marking Breakup is as follows:</u> 7.3.3.1 In preparing project appraisal/DPR for various urban infrastructure projects as a part

		<p>* Minimum 4 No. of major projects to be completed by the consultant</p> <p>We request authority to kindly clarify how many number of projects will be have to be submitted in each of 7.3.3.1, 7.3.3.2, 7.3.3.3 &amp; 7.3.3.4 and also clarify whether “* Minimum 4 No. of major projects to be completed by the consultant” is total Minimum 4 nos. of each the criteria or total 4? And provide marking breakup of each assignment</p>	<p>And provide marking breakup of each assignment</p>	<p>of Project Management Consultant (15) - Each eligible project will be given 3.75 marks (max. 4 projects)</p> <p>7.3.3.2 In providing Project Management Services/Management Consultants / Support Units / Technical Support / working as State Mission Management Unit/ for any of the Government Departments (15) - Each eligible project will be given 3.75 marks (max. 4 projects)</p> <p>7.3.3.3 Working in Tamil Nadu in last 5 years (5) - Each eligible project will be given 1.25 marks (max. 4 projects)</p> <p>7.3.3.4 In externally aided projects (5) - Each eligible project will be given 1.25 marks (max. 4 projects)</p> <p>*Projects without detailed description and Client Satisfaction letter will not be considered for evaluation.</p>
8.	Clause 7.3.1 – Technical Proposal, Page 5	The quality of the methodology proposed (25 points);	Kindly clarify if the quality of the methodology proposed shall be assessed in the form of a Technical Presentation to the evaluation committee constituted by the Client. Also, provide the break-up of the 25 points allotted to assess the	<p>The Clause 7.3.1 shall be read as follows:</p> <p>A Committee constituted by CMDA will evaluate the technical proposals.</p>

			<p>quality of the methodology proposed by the Consultant.</p> <p>The following break-up may be considered for assessing the quality of the proposed methodology:</p> <ul style="list-style-type: none"> <li>• About the Bidder – 5 points</li> <li>• Strength of Proposed Team – 5 points</li> <li>• Approach and Methodology – 10 points</li> <li>• Relevant Case Study – 5 points</li> </ul>	<ul style="list-style-type: none"> <li>• Bidder and firm’s capability - 7.5 Points <i>(On the basis of Firm’s prior experience)</i></li> <li>• Relevant Case study - 7.5 Points <i>(Maximum of 4 Successful case studies, as implemented by the consultant)</i></li> <li>• Approach and Methodology - 10 Points</li> </ul>
9.	Clause 7.2 (i) Pre-qualification Criteria 5/49	Bidder shall not have an ownership interest or a continuing business interest or not be an associate with concessionaire (s) /contractor.	<p>Kindly clarify if the clause refers to the Bidders association with the concessionaire (s)/contractor who shall be selected for various projects of CMDA, through bid process management conducted by the Project Management Consultant who shall be hired from this RFP process.</p> <p>If not, please clarify.</p>	The consultant shall assist CMDA to appoint consultant / concessionaire / contractors, for various project through bid process management. Therefore, the bidder shall not have an ownership interest or a continuing business interest or not be an associate with concessionaire (s) /contractor.
10.	Clause 7.3, Technical Proposal, Page No. 6/49	The Team Leader and Deputy Team Leaders proposed shall be full-time for this assignment only.	There seems to be some contradictory regarding the deployment of Key personnel full-time for the assignment.	<p><b>The Clause shall be read as follows:</b></p> <ul style="list-style-type: none"> <li>• It is to clarify that there is only Team Leader position has been proposed for the PMC. Also, no such position called Deputy Team Leader in the PMC key experts.</li> <li>• The proposed key professional, consists of 4 key experts shall be full time deployed for the project in CMDA for the duration of 24 Months.</li> </ul>

11.	Clause No. 15, Page No. 8/49	The successful bidder will be invited for signing agreement. The bidder is requested to furnish a performance security at the rate of 5% of the finalized agreement value in the form of Irrevocable Bank Guarantee from any one of the Nationalized Bank/Scheduled bank in India taken in favour of the The Member Secretary, CMDA, Chennai – 600 008, valid for a period of _30_ months or till the successful completion of the assignment and subject to extensions without any	We request authority to kindly reduce the performance security to 3% of the finalised agreement value.	Tender Condition Prevails.
12.	Clause 7.5.2 – Page 7 of 49	Proposals will finally be ranked according to their combined technical (St) and financial (Sf) scores using a weight of 75% for technical proposal and 25% for financial proposal. $S = St \times 0.75 + Sf \times 0.25$	Request to consider 80: 20 for the selection of the consultants.	Tender condition prevails.
13.	Clause 22, Page No. 9/49	Joint Venture and Consortium / JV are allowed (subject to 1 lead member and 1 joint venture member). The lead member should possess the technical experience(as per the clause 7.2) Assignment along with client certificate only be considered for evaluation).....Joint Bidding Agreement is attached herewith as Form F-6	We request the authority to kindly consider to allow jointly fulfil the Pre-Qualification(7.2) & Technical Proposal (7.3)	Tender condition prevails. It is to clarify that, the Joint Bidding Agreement is given in the Form F-7.



14.	Clause 29, Page No: 11/49	Force Majeure	We request the Authority to kindly include Pandemic/COVID under the definition of Force majeure.	<p>The definition of Force Majeure shall be modified as:</p> <p>For the purposes of this Contract, "Force Majeure" means an event which is beyond the reasonable control of a Party, is not foreseeable, is unavoidable, and makes a Party's performance of its obligations here under impossible or so impractical as reasonably to be considered impossible under the circumstances, and subject to those requirements, includes, but is not limited to, war, riots, civil disorder, earthquake, pandemic, fire, explosion, storm, flood or other adverse weather conditions, strikes, lockouts or other industrial action confiscation or any other action by Government agencies. Force Majeure shall not include (i) any event which is caused by the negligence or intentional action of a Party or such Party's Experts, Sub- consultants or agents or employees, nor (ii) any event which a diligent Party could reasonably have been expected to both take into account at the time of the conclusion of this Contract and avoid or overcome in the carrying out of its obligations hereunder</p> <p>Force Majeure shall not include insufficiency of funds or failure to make any payment required hereunder.</p>
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<b>Annexure 1 – Terms of Reference</b>				
15.	Page No. 15/49, Scope of Work	<p>The brief scope of work shall include, but is not limited to the following:</p> <p>A. Prepare the Concept note, project brief and requirements of the project by coordinating with stakeholders across various tiers of the government.</p> <p>B. Develop the project strategy with respect to the time schedules and the cost estimates.</p> <p>C. Establish project phases (if applicable).</p> <p>D. Obtain approval on the project strategy</p> <p>E. Other related tasks that may arise from time to time.</p> <p>F. Evaluating project studies / desirability including valuation of the proposals received at various stages of the project cycle by the Board from the conception stage, appraisal stage, structuring stage, procurement stage, implementation stage and monitoring stage</p> <p>G. Shaping policy issues</p> <p>H. Assist CMDA/ GoTN as required or as directed by the MS,CMDA</p>	<p>(a) Urban Infrastructure and related services, &amp; relevant Technical know-how and documentation and</p> <p>(b) Administrative processes and execution of Project Management tools and related activities</p> <p>We hence humbly request CMDA to accommodate the following revisions in the section (Scope of Work) as recommended below and for the section to be read as:</p> <p>The brief scope of work shall include, but is not limited to the following:</p> <p>A. Assist CMDA in strategizing and conceptualizing projects and prepare the Concept note, project brief and requirements of the project by coordinating with stakeholders across various tiers of the government</p> <p>B. Develop the project planning, phasing and activation strategy with respect to the time schedules and the cost estimates</p>	<p><b>The revised scope of work is as follows:</b></p> <p>A. Assist CMDA in strategizing and conceptualizing projects andprepare the Concept note, project brief and requirements of the project by coordinating with stakeholders across various tiers of the government</p> <p>B. Develop the project planning, phasing and activation strategy with respect to the time schedules and the cost estimates</p> <p>C. Obtain approval on the project strategy</p> <p>D. Assist CMDA with research, ongoing and upcoming programs, workshops, articles, white papers and related tasks that may arise from time to time</p> <p>E. Shaping policy issues</p> <p>F. The Consultant will have to provide inputs on the following and related topics as needed:</p> <p>Sustainable measures and standards in the Built forms with respect to</p> <ul style="list-style-type: none"> <li>• Energy Efficiency</li> </ul>

			<p>C. Obtain approval on the project strategy</p> <p>D. Assist CMDA with research, ongoing and upcoming programs, workshops, articles, white papers and related tasks that may arise from time to time</p> <p>E. Shaping policy issues</p> <p>F. The Consultant will have to provide inputs on the following and related topics as needed: Sustainable measures and standards in the Built forms with respect to</p> <ul style="list-style-type: none"> <li>▪ Energy Efficiency</li> <li>▪ Water Efficiency including recycling and reuse of wastewater</li> <li>▪ Circulation/logistics movement</li> <li>▪ Commuter / pedestrian friendly design</li> <li>▪ Open &amp; landscaped areas within the site</li> <li>▪ Use of renewable energy</li> <li>▪ Waste Management</li> <li>▪ Indoor air quality</li> <li>▪ Environmental friendly materials</li> <li>▪ Regulatory impediments in implementing Sustainable Buildings</li> </ul>	<ul style="list-style-type: none"> <li>• Water Efficiency including recycling and reuse of wastewater</li> <li>• Circulation/logistics movement</li> <li>• Commuter / pedestrian friendly design</li> <li>• Open &amp; landscaped areas within the site</li> <li>• Use of renewable energy</li> <li>• Waste Management</li> <li>• Indoor air quality</li> <li>• Environmental friendly materials</li> <li>• Regulatory impediments in implementing Sustainable Buildings</li> </ul> <p>G. The consultant shall coordinate with selected consultants / agencies, review reports / documents submitted through various stages of the project, prepare project progress reports (weekly / monthly, on basis of project duration) for review by CMDA, furnish inputs w.r.t feedback on document submitted, assist CMDA with document approvals, etc. to ensure smooth completion of projects</p> <p>H. The consultant must assist CMDA in the Authority's ongoing and planned initiatives including but not limited to the following:</p> <ul style="list-style-type: none"> <li>• Preparation of concept notes for various projects and</li> </ul>
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G. The consultant shall coordinate with selected consultants / agencies, review reports / documents submitted through various stages of the project, prepare project progress reports (monthly, on basis of project duration) for review by CMDA, furnish inputs w.r.t feedback on document submitted, assist CMDA with document approvals, etc. to ensure smooth completion of projects

H. The consultant must assist CMDA in the Authority's ongoing and planned initiatives including but not limited to the following:

- Preparation of concept notes for various projects and create and strong back-end structure for the same
- Identification and preparation of proposals as per announcements
- Prepare standard frameworks for Various Projects and create a strong back-end template structure for the same including but not limited to the following:

- create and strong back-end structure for the same
- Identification and preparation of proposals as per announcements
- Prepare standard frameworks for Various Projects and
- create a strong back-end template structure for the same including but not limited to the following:
  - Create standardized TOR for the various consulting engagements that may be required by the sponsor department for market study, feasibility study and Detailed Project Report preparation.
  - Create standard (customizable) project report structure for DFRs for Various Projects and create a strong backend template structure for the same
  - Create white papers on critical projects and problem- solving situations that can be used for learning.

I. Bid Process Management: Create standard documents (RfP, RfQ, EoI, Tender, Agreements and PPP concessionaire agreements, etc) for floating tenders,

			<p>o Create standardized TOR for the various consulting engagements that may be required by the sponsor department for market study, feasibility study and Detailed Project Report preparation.</p> <p>o Create standard (customizable) project report structure for DFRs for Various Projects and create a strong back-end template structure for the same</p> <p>o Create white papers on critical projects and problem- solving situations that can be used for learning.</p> <p>I. Bid Process Management: Create standard documents (RfP, RfQ, EoI, Tender, Agreements and PPP concessionaire agreements, etc) for floating tenders, evaluation, selection and appointment of consultants</p> <ul style="list-style-type: none"> <li>▪ Assist CMDA in preparing the complete set of tender documents / RFP Document required for the process of selecting the consultant / contractor / developer to the project</li> <li>▪ Preparation of Project Information Memorandum to be enclosed with the RFP Document</li> </ul>	<p>evaluation, selection and appointment of consultants</p> <ul style="list-style-type: none"> <li>▪ Assist CMDA in preparing the complete set of tender documents / RFP Document required for the process of selecting a consultant / contractor / developer to the project</li> <li>o Preparation of Project Information Memorandum to be enclosed with the RFP Document</li> <li>o Preparation of draft Agreement to be enclosed with the RFP Document</li> <li>o Marketing Support</li> <li>o Preparation of Request for Qualification (RFQ) Document</li> <li>o Evaluation of Applications submitted by Applicants/Bidders</li> <li>o Evaluation of qualification/proposal submissions by Bidders</li> <li>o Finalization of successful bidder and signing of Agreement</li> </ul> <p>J. Assist CMDA/ GoTN as required or as directed by the MS, CMDA</p> <p>K. The Project Management Consultant shall assist CMDA in conceptualizing at least 3 to 5 projects in a month / based on the demand,</p>
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			<ul style="list-style-type: none"> <li>▪ Preparation of draft Agreement to be enclosed with the RFP Document</li> <li>▪ Marketing Support</li> <li>▪ Preparation of Request for Qualification (RFQ) Document</li> <li>▪ Evaluation of Applications submitted by Applicants/Bidders</li> <li>▪ Evaluation of qualification/proposal submissions by Bidders</li> <li>▪ Finalization of successful bidder and signing of Agreement</li> </ul> <p>J. Assist CMDA/ GoTN as required or as directed by the MS, CMDA</p> <p>K. The Project Management Consultant shall assist CMDA in conceptualizing at least 3 to 5 projects</p>	<p>subject to the approval / announcements /new initiatives proposed in consultation with Member Secretary and Senior Officials in CMDA.</p>
16.		<p>I. The consultants have to prepare and submit weekly and monthly reports for the following:</p> <p>a.Document Management</p> <ul style="list-style-type: none"> <li>• Standardization of documents (RfP, RfQ, EoI, Tender, Agreements and PPP concessionaire agreements, etc.)</li> <li>• Prepare concept notes for various projects and create a strong back-end structure for the same</li> </ul>	<p>L. Protocol Setting and Project Management: The consultants have to carry out the following tasks and prepare and submit monthly reports where required for the following:</p> <p>i. Document Management</p> <ul style="list-style-type: none"> <li>▪ Standardization of documents (RfP, RfQ, EoI, Tender, Agreements and PPP concessionaire agreements, etc)</li> </ul>	<p>L. Protocol Setting and Project Management: The consultants have to carry out the following tasks and prepare and submit monthly reports where required for the following:</p> <p><b>i. Document Management</b></p> <ul style="list-style-type: none"> <li>• Standardization of documents (RfP, RfQ, EoI, Tender, Agreements and PPP concessionaire agreements, etc)</li> </ul>

		<ul style="list-style-type: none"> <li>• Identification and preparation of proposals as per announcements.</li> <li>• Prepare ToRs for Various Projects and create a strong back-end template structure for the same including but now limited to the following: <ul style="list-style-type: none"> <li>○ Create standardized</li> <li>○ TOR for the appointment of consultants for feasibility studies that can be used by the respective sponsor departments</li> <li>○ Create standardized TOR for the various consulting engagements that may be required by the sponsor department for market study, feasibility study and Detailed Project Report preparation.</li> </ul> </li> </ul> <p>Prepare DFRs for Various Projects and create a strong back-end template structure for the same</p> <ul style="list-style-type: none"> <li>• Prepare Project Management Plans and create a strong back-end template structure for the same</li> </ul>	<ul style="list-style-type: none"> <li>▪ Create and update complete project repository at CMDA periodically.</li> <li>▪ Create a set of acceptable MIS formats and documents that can capture the project cycle of the various projects.</li> <li>▪ Create internal presentations that can be used by MS and/or CMDA Officials at various forums</li> <li>▪ Create a standard template for presentations especially to present to Govt. of Tamil Nadu.</li> <li>▪ Create learning matrix to capture the various good and drawbacks of the current practices of project / program execution for evaluation and change management</li> <li>▪ Customize EDMS and Standardize Reports</li> <li>▪ Develop numbering scheme for Work Flow Management</li> <li>▪ Design and Implementation of 'Online Collaboration' Among Team Members</li> <li>▪ Creation of content for portal and assist CMDA in engaging a consultant for launch and management of Project Website Management</li> <li>▪ Standardization of templates for Correspondences (Sent/Received)</li> </ul>	<ul style="list-style-type: none"> <li>• Create and update complete project repository at CMDA periodically</li> <li>• Create a set of acceptable MIS formats and documents that can capture the project cycle of the various projects.</li> <li>• Create internal presentations that can be used by MS and/or CMDA Officials at various forums</li> <li>• Create a standard template for presentations especially to present to Govt. of Tamil Nadu.</li> <li>• Create learning matrix to capture the various good and drawbacks of the current practices of project / program execution for evaluation and change management</li> <li>• Customize EDMS and Standardize Reports</li> <li>• Develop numbering scheme for Work Flow Management</li> <li>• Design and Implementation of 'Online Collaboration' Among Team Members</li> <li>• Creation of content for portal and assist CMDA in engaging a consultant for launch and management of Project Website Management</li> <li>• Standardization of templates for Correspondences (Sent/Received)</li> <li>• Assist internal team in streamlining the process of Design/Working Drawing</li> </ul>
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		<ul style="list-style-type: none"> <li>• Create white papers on critical projects and problem-solving situations that can be used for learning.</li> <li>• Create and update complete project repository at CMDA periodically.</li> <li>• Create a set of acceptable MIS formats and documents that can capture the project cycle of the various projects.</li> <li>• Create internal presentations that can be used by MS and/or CMDA Officials at various forums</li> <li>• Create a standard template for presentations especially to present Govt. of Tamil Nadu.</li> <li>• Create learning matrix to capture the various good and not so good aspects of the execution for future learning. • Customize EDMS and Standardize Reports</li> <li>• Develop numbering scheme for Work Flow Management.</li> <li>• Storing and Retrieval of Project Documents/Data.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assist internal team in streamlining the process of Design/Working Drawing Submittal/Approval Tracking and Monitoring</li> <li>▪ Request for Information (RFI) Tracking and Monitoring</li> <li>▪ Data management and retrieval</li> <li>▪ Change Management Process</li> <li>▪ Progress Payment Process</li> <li>▪ Budget and cost control</li> <li>▪ Daily/ Weekly Reports w.r.t CMDA activities / projects and collation of Meeting Minutes of all meetings in standard template</li> <li>▪ Open Item Tracking and Monitoring</li> <li>▪ Document Linking</li> </ul> <p>M. Project Specific Activities / Project Management: Activities to be undertaken by the consultant for the purpose of review and reporting of project progress (undertaken by other consultants, eg. DPRs, DFRs, etc.)</p> <p>i. Cost Estimating &amp; Budget Management</p> <ul style="list-style-type: none"> <li>▪ Analyze Program/Project Scope of the projects, being implemented / proposed by CMDA.</li> </ul>	<p>Submittal/Approval Tracking and Monitoring</p> <ul style="list-style-type: none"> <li>• Request for Information (RFI) Tracking and Monitoring</li> <li>• Data management and retrieval</li> <li>• Change Management Process</li> <li>• Progress Payment Process</li> <li>• Budget and cost control</li> <li>• Daily/ Weekly Reports w.r.t CMDA activities / projects and collation of Meeting Minutes of all meetings in standard template</li> <li>• Open Item Tracking and Monitoring</li> <li>• Document Linking</li> </ul> <p><b>M. Project Specific Activities / Project Management:</b></p> <ul style="list-style-type: none"> <li>• Activities to be undertaken by the consultant for the purpose of review and reporting of project progress (undertaken by other consultants, eg. DPRs, DFRs, etc.)</li> </ul> <p><b>ii. Cost Estimating &amp; Budget Management</b></p> <ul style="list-style-type: none"> <li>• Analyze Program/Project Scope of the projects, being implemented / proposed by CMDA.</li> </ul>
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		<ul style="list-style-type: none"> <li>• Design and Implementation of On-Line Collaboration Among Team Members</li> <li>• Project Website Management</li> <li>• Correspondences (Sent/Received)</li> <li>• Design/Working Drawing Submittal/Approval</li> </ul> <p>Tracking and Monitoring</p> <ul style="list-style-type: none"> <li>• Request for Information (RFI)</li> </ul> <p>Tracking and Monitoring</p> <ul style="list-style-type: none"> <li>• Data management and retrieval.</li> <li>• Change Management Process •</li> <li>• Progress Payment Process</li> <li>• Budget and cost control</li> <li>• Daily/ Weekly Reports and Meeting Minutes of all meetings.</li> <li>• Open Item Tracking and Monitoring</li> <li>• Document Linking</li> </ul> <p>b. Cost Estimating &amp; Budget Management</p> <ul style="list-style-type: none"> <li>• Analyze Program/Project Scope of the projects, being implemented / proposed by CMDA.</li> <li>• Establish WBS and Cost Estimate Structure and Organization.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Establish WBS and Cost Estimate Structure and Organization</li> <li>▪ Coordinate with Client, Consultants and Govt. Agencies</li> <li>▪ Develop resource requirements &amp; Productivity Rates</li> <li>▪ Perform Alternatives Analysis, in case of any critical issues identified</li> <li>▪ Perform Market Analysis (Bidding Climate)</li> <li>▪ Perform Escalation and Contingency Factor Analysis/Study</li> <li>▪ Develop Phasing Plans</li> </ul> <p>ii. Cost &amp; Resource Loaded CPM Schedules</p> <ul style="list-style-type: none"> <li>▪ Develop Enterprise Project Control Requirements.</li> <li>▪ Establish Key Performance Indicators (KPI) Dashboards.</li> <li>▪ Develop Scheduling Specifications</li> <li>▪ Develop, Monitor and Maintain: <ul style="list-style-type: none"> <li>o Integrated Master Schedule (IMS)</li> <li>o Design Schedules</li> <li>o Pre-bid Schedules</li> </ul> </li> <li>▪ Detailed Resource &amp; Cost Loaded CPM Schedules</li> <li>▪ Develop and Monitor Prepare Cash Flow Analysis and Resource Usage Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Establish WBS and Cost Estimate Structure and Organization</li> <li>• Coordinate with Client, Consultants and Govt. Agencies</li> <li>• Develop resource requirements &amp; Productivity Rates</li> <li>• Perform Alternatives Analysis, in case of any critical issues identified</li> <li>• Perform Market Analysis (Bidding Climate)</li> <li>• Perform Escalation and Contingency Factor Analysis/Study</li> <li>• Develop Phasing Plans</li> </ul> <p><b>iii. Cost &amp; Resource Loaded CPM Schedules</b></p> <ul style="list-style-type: none"> <li>• Develop Enterprise Project Control Requirements.</li> <li>• Establish Key Performance Indicators (KPI) Dashboards.</li> <li>• Develop Scheduling Specifications</li> <li>• Develop, Monitor and Maintain <ul style="list-style-type: none"> <li>o Integrated Master Schedule (IMS)</li> <li>o Design Schedules</li> <li>o Pre-bid Schedules</li> </ul> </li> <li>• Detailed Resource &amp; Cost Loaded CPM Schedules</li> <li>• Develop and Monitor Prepare Cash Flow Analysis and Resource Usage Plan</li> <li>• Perform Resource Leveling and Analysis</li> </ul>
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		<ul style="list-style-type: none"> <li>• Coordinate with Client, Consultants and Govt. Agencies.</li> <li>• Develop Labor Requirements &amp; Productivity Rates.</li> <li>• Perform Alternatives Analysis, incase of any critical issues identified.</li> <li>• Perform Market Analysis (Bidding Climate)</li> <li>• Perform Labor/Material/Equipment Availability Analysis Perform Escalation and Contingency Factor Analysis/Study • Perform Value Engineering Study/Analysis</li> <li>• Develop Phasing Plans</li> </ul> <p>c. Cost &amp; Resource Loaded CPM Schedules</p> <ul style="list-style-type: none"> <li>• Develop Enterprise Project Control Requirements.</li> <li>• Establish Key Performance Indicators (KPI) Dashboards.</li> <li>• Develop Scheduling Specifications</li> <li>• Develop, Monitor and Maintain: <ul style="list-style-type: none"> <li>○ Integrated Master Schedule (IMS)</li> <li>○ Design Schedules</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Perform Resource Leveling and Analysis</li> <li>▪ Review, Analyze and Comment on Contractors Schedules</li> <li>▪ Establish &amp; Provide a comprehensive program to monitor and evaluate all the necessary checks and performance criteria</li> <li>▪ Monitor Project Progress</li> <li>▪ Document and incorporate Changes and Change Order</li> </ul> <p>iii. Cost/Schedule Risk Management</p> <ul style="list-style-type: none"> <li>▪ Establish Risk Management and mitigation Plan of critical infrastructure projects</li> <li>▪ Conduct Risk Workshop and Identify Schedule, Cost and Performance Risks</li> <li>▪ Develop Probabilistic Schedule with 3-point Duration</li> <li>▪ Develop Risk Register and Probability &amp; Impact Score</li> <li>▪ Perform Qualitative and Quantitative Cost/Schedule Risk Analysis</li> <li>▪ Develop Cost and Schedule Risk Models and Perform Monti Carlo Simulation</li> <li>▪ Develop Risk-Based Goals</li> <li>▪ Develop Risk Response Plan, Control Points and Assign Responsibility for mitigation</li> </ul>	<ul style="list-style-type: none"> <li>• Review, Analyze and Comment on Contractors Schedules</li> <li>• Establish &amp; Provide a comprehensive program to monitor and evaluate all the necessary checks and performance criteria</li> <li>• Monitor Project Progress</li> <li>• Document and incorporate Changes and Change Order</li> </ul> <p><b>iv. Cost/Schedule Risk Management</b></p> <ul style="list-style-type: none"> <li>• Establish Risk Management and mitigation Plan of critical infrastructure projects</li> <li>• Conduct Risk Workshop and Identify Schedule, Cost and Performance Risks</li> <li>• Develop Probabilistic Schedule with 3-point Duration</li> <li>• Develop Risk Register and Probability &amp; Impact Score</li> <li>• Perform Qualitative and Quantitative Cost/Schedule Risk Analysis</li> <li>• Develop Cost and Schedule Risk Models and Perform Monti Carlo Simulation</li> <li>• Develop Risk-Based Goals</li> <li>• Develop Risk Response Plan, Control Points and Assign Responsibility for mitigation</li> <li>• Continuous Involvement Including Maintaining (Updating) Risk Register, Risk</li> </ul>
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		<ul style="list-style-type: none"> <li>○ Pre-bid Schedules</li> <li>• Detailed Resource &amp; Cost Loaded CPM Schedules</li> <li>• Develop and Monitor Prepare Cash Flow Analysis and Resource Usage Plan • Perform Resource Leveling and Analysis</li> <li>• Review, Analyze and Comment on Contractors Schedules</li> <li>• Establish &amp; Provide a comprehensive program to monitor and evaluate all the necessary checks and performance criteria</li> <li>• Monitor Project Progress</li> <li>• Document and incorporate Changes and Change Order</li> </ul> <p>d. Cost/Schedule Risk Management</p> <ul style="list-style-type: none"> <li>• Establish Risk Management Plan of critical infrastructure projects.</li> <li>• Conduct Risk Workshop and Identify Schedule, Cost and Performance Risks</li> <li>• Develop Probabilistic Schedule with 3-point Duration</li> <li>• Develop Risk Register and Probability &amp; Impact Score</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continuous Involvement Including Maintaining (Updating) Risk Register, Risk Impacted Schedule and Budget, and Updated Mitigation Plans with Periodical Forecasts for Upper Management Review</li> </ul> <p>iv. Process Demonstration and Knowledge Transfer</p> <ul style="list-style-type: none"> <li>▪ Knowledge Transfer for all the above items to build in- house capacity for the same.</li> <li>▪ Demonstration of Process followed for the following <ul style="list-style-type: none"> <li>○ Project Management Approach</li> <li>○ Planning &amp; Scheduling using CPM</li> <li>○ Scheduling in Primavera P6/MS Project</li> <li>○ Earned Value Analysis &amp; Performance Measurement</li> <li>○ Document Control</li> <li>○ Change Order Estimating</li> <li>○ Reviewing and Analyzing Baseline and Monthly Updated Schedules</li> <li>○ Delay Analysis, Shortfall and LD Clauses</li> </ul> </li> <li>▪ Cost and Schedule Risk Analysis</li> </ul>	<p>Impacted Schedule and Budget, and Updated Mitigation Plans with Periodical Forecasts for Upper Management Review</p> <p><b>v. Process Demonstration and Knowledge Transfer</b></p> <ul style="list-style-type: none"> <li>• Knowledge Transfer for all the above items to build in- house capacity for the same.</li> <li>• Demonstration of Process followed for the following <ul style="list-style-type: none"> <li>○ Project Management Approach</li> <li>○ Planning &amp; Scheduling using CPM</li> <li>○ Scheduling in Primavera P6/MS Project</li> <li>○ Earned Value Analysis &amp; Performance Measurement</li> <li>○ Document Control</li> <li>○ Change Order Estimating</li> <li>○ Reviewing and Analysing Baseline and Monthly Updated Schedules</li> <li>○ Delay Analysis, Shortfall and LD Clauses.</li> <li>○ Cost and Schedule Risk Analysis</li> </ul> </li> </ul>
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	<ul style="list-style-type: none"><li>• Perform Qualitative and Quantitative Cost/Schedule Risk Analysis</li><li>• Develop Cost and Schedule Risk Models and Perform Monti Carlo Simulation</li><li>• Develop Risk-Based Goals</li><li>• Perform Risk-Based Contingency Analysis</li><li>• Develop Risk Mitigation Plan</li><li>• Identify Risk Contributors, Assess Criticality, Recommend mitigation methods</li><li>• Develop Risk Response Plan, Control Points and Assign Responsibility for mitigation</li><li>• Continuous Involvement Including Maintaining (Updating) Risk Register, Risk Impacted Schedule and Budget, and Updated Mitigation Plans with Periodical Forecasts for Upper Management Review</li></ul> <p>e. Process Demonstration and Knowledge Transfer</p> <ul style="list-style-type: none"><li>• Knowledge Transfer for all the above items to build in-house capacity for the same.</li></ul>		
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		<ul style="list-style-type: none"> <li>• Demonstration of Process followed for the following <ul style="list-style-type: none"> <li>○ Project Management Approach</li> <li>○ Planning &amp; Scheduling using CPM</li> <li>○ Scheduling in Primavera P6/MS Project</li> <li>○ Earned Value Analysis &amp; Performance Measurement</li> <li>○ Document Control</li> <li>○ Change Order Estimating</li> <li>○ Reviewing and Analyzing Baseline and Monthly Updated Schedules</li> <li>○ Delay Analysis, Shortfall and LD Clauses</li> <li>○ Cost and Schedule Risk Analysis</li> </ul> </li> </ul>		
17.	Page No. 15 / 49	<p>C – Scope of Work</p> <p>The consultants have to prepare and submit weekly and monthly reports for the following:</p> <p>D – Deliverables</p>	<p>It is felt that the Monthly Progress Report shall cover the details of work undertaken by team members. It is requested to exclude “weekly” reports from Part C – Scope of work.</p> <p>We feel that this will create additional documentation which will also require dedicated time and efforts from the team</p>	<p>The consultant is requested to submit a Monthly Progress Report for every succeeding month.</p>

		The Consultant shall submit a monthly progress report at the end of every month.	members deployed full-time on project work.	
18.	Page 17 / 49	<p>C – Scope of Work</p> <p>(d) Cost/Schedule Risk Management</p> <ul style="list-style-type: none"> <li>• Develop Probabilistic Schedule with 3-point Duration</li> <li>• Develop Risk Register and Probability &amp; Impact Score</li> <li>• Develop Cost and Schedule Risk Models and Perform Monti Carlo Simulation</li> <li>• Develop risk-based goals</li> <li>• Performa Risk-based contingency analysis</li> </ul>	<p>Request authority to elaborate on these scope items.</p> <p>It is understood that these scope components are highly quantitative in nature and level of analysis will differ based on various parameters, including availability of project-level/site-level data to carry out these analyses. Clarity is requested on the level of detail to be covered by the consultant team on these topics.</p>	Refer revised Scope of Work. Query No. 14
19.	Page 18 / 49	<p>The Consultant will have to provide inputs on the following and related topics as needed,</p> <p>a. Sustainable measures in the Buildings with respect to :</p> <ul style="list-style-type: none"> <li>• Energy Efficiency</li> </ul>	It is understood that the 4-member team consists of experts with respect to the project monitoring, infrastructure development, procurement aspects.	Tender Condition prevails. Refer Query No. 14

		<ul style="list-style-type: none"> <li>• Water Efficiency</li> <li>• Circulation/logistics movement</li> <li>• Commuter friendly design</li> <li>• Use of renewable energy</li> <li>• Waste Management</li> <li>• Indoor air quality</li> <li>• Environmental friendly materials</li> <li>• Regulatory impediments in implementing Sustainable Buildings</li> </ul> <p>b. Blue-Green Infrastructure</p> <ul style="list-style-type: none"> <li>• Planning of non fossil, fuel based solutions</li> </ul> <p>c. Nature-Based Solutions</p> <ul style="list-style-type: none"> <li>• Sustainable site measures with increased landscape cover and effective landscape design</li> </ul> <ul style="list-style-type: none"> <li>• Civic Amenities</li> </ul>	<p>However, the part of the scope listed here is understood to be exclusively carried out by sustainable development experts.</p> <p>Therefore, a clarification in the scope and the team composition shall help in better participation in the RFP.</p>	
20.	Pg 15, c) Scope	<p>a. Document management Create standardized ToR ....</p>	<p>We suggest the competent authority that there are already standard templates published by different donor agencies. We would suggest to use the same for procuring any services, say Standard Bidding Document of World Bank, ADB, etc.,.</p> <p>The consultant would be assisting the client and ensure that the originality of the template is maintained.</p>	<p>Refer revised Scope of Work. Query No. 14</p>

21.	Pg 19, e) payment terms	The timesheet shall clearly indicate actual number of person -days of the personal deployed...	We would like to clarify from the authority if any fee would be deducted for leave taken by the consultant on account owing to health-related or family emergency issues or any reasonable circumstances. In such case, the consultant shall inform the client in advance (wherever possible) and the team would support client in their absence.	Tender Condition prevails.
22.	Pg 20, list of key professionals, Point(1)	Copy of the degree certificate has to be enclosed with the CV	We request the authority to relax this clause, this may be verified by them once the consulting firm has been selected and before issue of Letter of Award. However we shall ensure an undertaking from the proposed resource and the authorized signatory on each of the CVs which shall certify the genuinity of it and serve the purpose.	After successful selection of a consultant, they have to submit the degree certificate of Key professionals proposed for the project.
23.	Page No.15, Annexure I, (c ) Scope of Work	Other related tasks that may arise from time to time.	"other related tasks" is a very general statement and has wide scope. We request the authority to be specific on what tasks the consultant has to carry out.	Tender Condition Prevails.
<b>LIST OF KEY PROFESSIONALS</b>				



24.	Page No. 19 & 20 /49	<p>The Consultant shall deploy their Personnel as per the proposed personnel deployment schedule (24 Months).</p> <p>List of Key Professionals:</p> <table border="1" data-bbox="450 400 893 1018"> <thead> <tr> <th>S.No</th> <th>Key Professionals</th> <th>Man Months Proposed</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Project Monitoring Expert (Team Lead)</td> <td>24</td> </tr> <tr> <td>2</td> <td>Infrastructure Expert</td> <td>24</td> </tr> <tr> <td>3</td> <td>Procurement Expert</td> <td>24</td> </tr> <tr> <td>4</td> <td>Project coordinator /Office Manager</td> <td>24</td> </tr> </tbody> </table>	S.No	Key Professionals	Man Months Proposed	1	Project Monitoring Expert (Team Lead)	24	2	Infrastructure Expert	24	3	Procurement Expert	24	4	Project coordinator /Office Manager	24	Kindly clarify	<p>The team shall be deployed full time (24 Months) to assist CMDA in various technical aspects as mentioned in RfP.</p> <p>Total Man months: <b>96 Months</b> (4 Key Professional Experts x 24 Months)</p>
S.No	Key Professionals	Man Months Proposed																	
1	Project Monitoring Expert (Team Lead)	24																	
2	Infrastructure Expert	24																	
3	Procurement Expert	24																	
4	Project coordinator /Office Manager	24																	
25.	Page No. 19 & 20 /49	<p><b>Project Monitoring Expert (Team Lead)</b></p> <ul style="list-style-type: none"> <li>• Post Graduate in Urban Planning / Project Management or relevant streams from a reputed Institution.</li> <li>• Minimum 7 years of experience in DPR preparation, project planning, CPM &amp; PERT scheduling, Resource Management, Drafting Scheduling</li> </ul>	<p>We request you to consider the following criteria for Project Monitoring Expert (Team Lead):</p> <ul style="list-style-type: none"> <li>• Post Graduate in Urban Planning / Project Management / MBA or relevant streams from a reputed Institution.</li> <li>• Minimum 7 years of experience in DPR/DFR preparation, project</li> </ul>	<p>Project Monitoring Expert (Team Leader), should satisfy the following criteria.</p> <ul style="list-style-type: none"> <li>• Post Graduate in Urban Planning / Project Management / MBA or relevant streams from a reputed Institution.</li> <li>• Minimum 7 years of experience in DPR/DFR preparation, project planning, CPM &amp; PERT scheduling, Resource</li> </ul>															

		Specifications, Delay Analysis and Project Monitoring.	planning, CPM & PERT scheduling, Resource Management, Drafting Scheduling Specifications, Delay Analysis and Project Monitoring, Transaction Advisory Services.	Management, Drafting Scheduling Specifications, Delay Analysis and Project Monitoring, Transaction Advisory Services.
26.	Page No. 19 & 20 /49	<p><b>Project Monitoring Expert (TeamLead)</b> - Post Graduate in Urban Planning / Project Management or relevant streams from a reputed Institution</p> <p>Minimum 7 years of experience in DPR preparation, project planning, CPM &amp; PERT scheduling, Resource Management, Drafting Scheduling Specifications, Delay Analysis and Project Monitoring</p> <p><b>Infrastructure Expert</b> - Post-Graduate in Construction Engineering Management/ Infrastructure Engineering /Infrastructure Management or relevant streams from a reputed Institution.</p> <p>Minimum 7 years of experience as an expert for Urban infrastructure projects, especially handling various</p>	<p><b>Urban Infrastructure / Land Management Expert</b> - Post Graduate in Urban Planning or relevant Planning streams with Bachelors in Architecture / Civil Engineering / Planning from a reputed Institution.</p> <p>Minimum 10 years of experience in DPR/DFR preparation, project planning and monitoring, cost estimation, Resource Management , Drafting Scheduling Specifications, Delay Analysis and Project Monitoring</p> <p><b>Finance Expert</b> - MBA/CA/CFA/PG diploma in finance or equivalent Expert to possess minimum 10 years experience in infrastructure projects including minimum 7 years of experience in developing financial models for urban infra projects</p> <p>Note: Finance expert to support with internal project ideation,</p>	<p>Project Monitoring Expert – Refer the previous query.</p> <p>The tender condition prevails the following key experts:</p> <ul style="list-style-type: none"> <li>• Infrastructure Expert</li> <li>• Procurement Expert</li> </ul> <p><b>4<sup>th</sup> Key Expert – Project Co-ordinator / Office Manager is replaced with Finance Expert, should satisfy the following criteria.</b></p> <ul style="list-style-type: none"> <li>• MBA/CA/CFA/ or equivalent possess minimum 5-7 years experience in infrastructure projects including minimum 5 years of experience in developing financial models for urban infra projects</li> <li>• Finance expert to support with internal project ideation, feasibility and review of models and analysis submitted by other consultants, including support with cost estimation, project budgeting, risk management and relevant project</li> </ul>

		<p>project design, DPR preparation, Cost Estimate preparation and Project monitoring.</p> <p><b>Procurement Expert-</b> Post graduate in Degree in Engineering/ Management/ law / Business Administration or Equivalent</p> <p>At least 7 Years of experience in similar field. Should have experience in preparation of at least 5</p> <p>contract agreement / PPP contract including concessionaire agreement and Service contracts. Experience in preparation of tender documents, Carryout bid process management for e-governance projects.</p> <p><b>Project Coordinator / Office Manager -</b> B.E/ B. Tech/MBA/ or equivalent. At least 5 Years of experience in similar field.</p> <p>Graduate in a related discipline. Preference for candidates who have an experience worked in similar assignment in ULBs/Parastatals</p>	<p>feasibility and review of models and analysis</p> <p>submitted by other consultants, including support with cost estimation, project budgeting, risk management and relevant project management processes on MS projects / primavera, etc.</p> <p><b>Contract / Procurement Expert -</b> Post graduate / Bachelor Degree in / Law or Equivalent At least 10 Years of experience in similar field.</p> <p>Should have experience in preparation of at least 5 contract agreement / PPP contract including concessionaire agreement and Service contracts. Experience in preparation of tender documents, Carryout bid process management for projects</p> <p><b>Project Coordinator / Office Manager -</b> B.E/ B. Tech/MBA/ Planning or equivalent. At least 5 Years of experience in similar field Graduate in a related discipline. Preference for candidates who have an experience worked in similar assignments where role / duties include CPM and PERT</p>	<p>management processes on MS projects / primavera, etc.</p>
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scheduling, Resource Management, Drafting Scheduling Specifications, budgeting, Delay Analysis and Project Monitoring

27. Page No. 19 & 20 / 49

**List of Key Professionals**

S.No	Key Professionals	Marks
1	Project Monitoring Expert (Team Lead)	12
2	Infrastructure Expert	8
3	Procurement Expert	8
4	Project coordinator /Office Manager	7

It is to clarify that, as mentioned in the RfP the key experts should satisfy the following criteria:

- Project Monitoring Expert - Should have led **at least 3 assignments in a leadership** capacity in Similar Assignments.
- Infrastructure Expert - Should have worked on a **minimum of 4 Similar assignments** with experience as an Infrastructure Expert.
- Procurement Expert - Should have worked on a **minimum of 4 Similar assignments** with experience as a Procurement Expert.
- Project Co-ordinator / Office Manager now replaced as Finance Expert - Should have worked on a **minimum of 4 Similar assignments** with experience as Finance Expert.

28. Page No. 19 & 20 /49

Considering the various IT related activities specified in the Scope of Work of the Consultant, we recommend a fifth

IT Expert will not be the part of the PMC. Tender condition prevails.

			<p>key professional with IT background to be included for entire duration of the Project with the following educational qualification and experience:</p> <p>IT Expert:</p> <ul style="list-style-type: none"> <li>• Graduate in Computer Science / Information Science from a reputed institution</li> <li>• Minimum 7 years of experience in projects or programs with IT plan, strategies and its implementation for effective monitoring of projects, MIS, website management, data management.</li> </ul>	
29.	Page No. 20 / 49	Field survey staff: Sufficient field survey staff to be allocated for the survey of road network and other details.	Kindly describe the volume of work with respect to field survey staff for survey of road network and other details so as to estimate the cost and resource details for the same. The same shall be included in the financial proposal.	Deletion of the Statement.
30.	Page No. 20 / 49	A site plan showing the layout is attached with this ToR for bidder's reference only.	We request the Client to kindly share the site plan showing the layout for our reference.	Deletion of the Statement.
31.	Page No. 20/49	<p>Consultant team:</p> <p>The consultants shall include necessary support staff for fulfilling</p>	We understand that these points are not relevant to the proposed scope of work – request the same to be deleted.	It is to clarify that, Initially CMDA would require 4 key experts as mentioned in the

		<p>the objectives and requirements of this project.</p> <p>2) The above team should be supported by adequate support staff/experts / specialists in the field of environmental, architects, geotechnical, structural, electrical, mechanical landscaping, financial experts, economic experts, surveyors and other experts / specialists etc., on as required basis with adequate experience to ensure that the objectives of the project are achieved within the timelines.</p> <p>3) Field survey staff: Sufficient field survey staff to be allocated for the survey of road network and other details.</p>	<p>However, if these support team is indeed required, then the financial proposal should include separate man-day rates to be quoted for deploying these personnel. These skills sets are specialized experts and cannot be captured in the current financial proposal of the RfP.</p>	<p>RfP. Hence, the support staff is subjective and it cannot be quantified currently.</p> <p><b>Point No. 3&amp;4 will be deleted from the Bid Document from Page No.20/49</b></p>
32.	Page No. 20 /49, List of Key professionals Point (2)	Copy of the degree certificate has to be enclosed with the CV	<p>We request the authority to relax this clause, this may be verified by them once the consulting firm has been selected and before issue of Letter of Award.</p> <p>However we shall ensure an undertaking from the proposed resource and the authorized signatory</p>	After successful selection of a consultant, they have to submit the degree certificate of Key professionals proposed for the project.

			oneach of the CVs which shall certify the genuinity of it and serve the purpose.	
33.	Clause (e) of ToR Payment terms Page 19 of 49	Time duration and Payments The total duration of the Project shall be 24 (Twenty Four) months.  <b>The duration of the Project may be extended upon mutualagreement of the Authority and the Consultant, at the same terms and conditions.</b>	There is no mention about any clause with respect to cost escalation if the duration of the project is extended beyond 24 months.  We request the authority to consider areasonable escalation in man-month rates if the project duration is extended beyond 24 months.	Considering the Time Extension, if any in future, price escalation of 5% per annum will be provided upon obtaining approval from the appropriate authority.
<b>Annexure 2 –Submission Forms</b>				
34.	Annexure 3, Supplementary information for firms, (1) Proposal should include the following information, point No. (a) Technical proposal, Sr. No. (i), Page No. 29	It is providing in the RFP which reads as:  i. A description of the manner ..... work plan time schedule in Form F-2 and approach or methodology proposed for carrying you the required work	As per the RFP Form F-2, is for providing Assignment of Similar Nature Successfully completed during last 5 years.  We, therefore, request the authority to kindly provide Form F-2 for work plan,Time schedule and approach & methodology	Revised Forms for the Submission of Bid Document is as follows:  <ul style="list-style-type: none"> <li>• Form F1 - Cover Letter</li> <li>• Form F2 - Assignments of Similar Nature, successfully completed during last 5 years</li> <li>• Forms F3 - Methodology of PMC</li> <li>• Form F4 - Team Composition</li> <li>• Form F5 - Format of Curriculum Vitae for Proposed Key Professional Staff</li> <li>• Form F6 - Schedule of Price Bid (On the letter head of Bidder)</li> <li>• Form F6A - Cost Estimate of Services</li> </ul>
35.	Annexure 3, Supplementary information for firms, (1)	It is Provided in the RFP which reads as:	As per the RFP Form F-4 is Schedule of Price Bid.	

	Proposal should include the following information, point No. (a) Technical proposal, Sr. No. (ii), Page No. 29	The composition of the team of personnel which the consultant would propose to provide and the task which would be assigned to each team member in Form F-4	We, therefore, request the authority to kindly provide Form F-4 for providing composition of the team of personnel which the consultant would propose to provide and the tasks which would be assigned to each team member.	<ul style="list-style-type: none"> <li>Form F7 - Joint Bidding Agreement (the "JBA") (Applicable only when the bidder is consortium/ JV)</li> </ul>
36.	Annexure 3, Supplementary information for firms, (1) Proposal should include the following information, point No. (a) Technical proposal, Sr. No. (ii), Page No. 29	<p>It is Provided in the RFP which reads as:</p> <p>(i) Curriculum Vitae of the individual key staff member to be assigned to the work and of the team leader who would be responsible for supervision of the team. The Curriculum vitae should follow the attached Format F-5 duly signed by the concerned personnel</p>	<p>The Format for Curriculum Vitae is given in Form F-3</p> <p>Kindly Clarify whether the Form. No. for the format for Curriculum Vitae be changed to Format F-5?</p>	
37.	Annexure 3, Supplementary information for firms, (1) Proposal should include the following information, point No. (a) Financial	<p>It is Provided in the RFP which reads as:</p> <p>(b) The Financial Proposal should include the Schedule of price Bid in Form No. F-6 with cost break Up in Form 6A, for the work program indicated in Form F-7</p>	<p>The RFP provides for financial form in Form F-4 and no Form F-6A and Form 7 is provided.</p> <p>Form No. F-6 in the RFP is for The Joint Bidding agreement.</p> <p>We would like the authority to kindly provide the Forms No. 6A and Form 7.</p>	



	proposal, Sr. No. (ii), Page No. 29			
	<b>Draft Agreement</b>			
38.	Annexure IV: Form of Agreement  (page 40)		<p>We request the Authority to include the below:</p> <p><b>ANTI-BRIBERY &amp; ANTI CORRUPTION</b></p> <p>In connection with performance of this Agreement, [Abbreviation of the client name] and C&amp;WI each represent and warrant to the other Party that they comply with, will comply with, and will not cause the other Party to violate, all applicable laws related to anti-bribery or anti-corruption (“Anti-Corruption Laws”), including, but not limited to, the U.S. Foreign Corrupt Practices Act (15 U.S.C. §§ 78dd-1 et seq.), and the UK Bribery Act of 2010.</p> <p>Sanctions &amp; Anti-Money Laundering. [Abbreviation of the client name] represents and warrants that:</p>	Tender Condition prevails

(a) In connection with performance of this Agreement,

[Abbreviation of the client name] and its shareholders, directors, officers, or employees comply with, will comply with, and will not cause C&WI to violate applicable laws related to the import and export of goods, technology and services, economic or financial

sanctions, trade embargoes, or other restrictions on trade ("Sanctions & Trade Controls"), including, but not limited to,

sanctions laws and regulations of the United States (as administered and enforced by the U.S. Department of the Treasury's Office of Foreign Assets Control ("OFAC") and U.S. Department of State), the U.S. Export Administration Regulations (31 C.F.R. Parts 730-774), the International Traffic in Arms Regulations (22 C.F.R. Parts 120-130),

U.S. antiboycott regulations (as administered and enforced by the U.S. Department of Commerce's Office of Antiboycott Compliance and the U.S. Department of the Treasury's Internal

Revenue Service), and sanctions laws and regulations of the United Kingdom (as administered and enforced by Her Majesty's Treasury), provided that the representations and warranties contained in this [Clause C] are given only to the extent that they would not result in a violation of or conflict with Council Regulation (EC) No. 2271/96, as amended (or any law or regulation implementing such Regulation in any member state of the European Union or any equivalent law or regulation in the United Kingdom), the German Foreign Trade Act or any similar, applicable anti-boycott or blocking law or regulation;

(b) In connection with performance of this Agreement,

[Abbreviation of the client name] and its shareholders, directors, officers, or employees comply with, will comply with, and will not cause C&WI to violate applicable laws related to money laundering, terrorist financing, or related financial recordkeeping and reporting

requirements ("AML Laws"), including, but not limited to, the Bank Secrecy Act (31 U.S.C. §§ 5311 et seq.), Money Laundering Control Act of 1986 (18 U.S.C. §§ 1956 et seq.), USA PATRIOT Act, EU Money Laundering Directives, UK Prevention of Terrorism Act 2005, UK Serious Organised Crime and Police Act 2005, UK Money Laundering

Regulations 2003, UK Proceeds of Crime Act 2002, and UK Anti-

Terrorism, Crime and Security Act 2001;  
;

(c) neither [Abbreviation of the client name] nor any of its shareholders, directors, officers, or employees (i) is blocked, debarred, designated, excluded, sanctioned, or denied import or export privileges under applicable Sanctions & Trade Controls and/or AML Laws; (ii) located in, resident in or organized under the laws of a country or territory which is a subject of country-wide or territory-

wide Sanctions and Trade Controls ([at the date of the this Agreement], Crimea, Cuba, Iran, Syria or North Korea); or (iii)

owned (with a 20% or greater interest) or controlled by any person

identified in (a) (collectively, "Restricted Persons"); and

(d) In connection with performance of this Agreement,

[Abbreviation of the client name] is not engaged in, and will not knowingly engage in, any dealings or transactions or be otherwise associated with Restricted Persons[in violation of Applicable Law or provided that, if a person is considered a Restricted Person solely based on its inclusion in a relevant list, but its inclusion on that list is limited to a specific purpose or purposes, that person would be considered a Restricted Person only with respect to that specific purpose or purposes and not any other purpose or purposes.

If, at any time, [Abbreviation of the client name] becomes aware

that any of the representations set out in Clause (c) (Sanctions & Anti-Money

Laundering)) are no longer accurate, [Abbreviation of the client name] will notify C&WI immediately in writing.

Termination. C&WI will have the unilateral right, exercisable immediately upon written notice, to terminate this Agreement and will be entitled to receive payment of the service fees for services rendered pursuant to this agreement together with any and all

reasonable additional costs incurred due to such early termination in the event that:

(a) in connection with performance of this Agreement,

[Abbreviation of the client name] violates, or causes C&WI to violate, applicable Anti-Bribery Laws and Rules or Sanctions and AML Laws;

(b) C&WI believes in good faith that [Abbreviation of the client name] has acted in a way that may subject C&WI to liability under applicable Anti-Bribery Laws and Rules or Sanctions and AML Laws;

			<p>or</p> <p>(c) [Abbreviation of the client name] or any of its direct or indirect shareholders becomes a Restricted Person.</p>	
39.	Page 41 of 49, Clause 8	Insurance Coverage.	We request you to kindly share the amount of insurance to be considered against Third Party Liability insurance, Professional liability insurance and Employer liability and worker compensation insurance.	Tender Condition prevails.
40.	Page 43 / 49	Annex - 4: Draft agreement of Contract 19 Termination:By the Consultants:	<p>We request the Authority to kindly allow following Termination clause by Consultant for the reason of its Professional obligations or applicable law:</p> <p><i>The Consultant may terminate this Agreement, or any particular Services, immediately upon written notice to the Authority if the Consultant reasonably determines that it can no longer provide the Services in accordance with applicable law or professional obligations.</i></p>	Tender Condition prevails.

41.		<p>Annex - 4: Draft agreement of Contract</p> <p>Confidentiality:</p>	<p>We request the Authority to kindly include the following clause:</p> <p>Except with the prior written consent of the Client <i>or as required under law or under the Consultant's professional obligations</i>, the Consultant and the Experts shall not at any time communicate to any person or entity any confidential information acquired in the course of the Services, nor shall the Consultant and the Experts make public the recommendations formulated in the course of, or as a result of, the Services.</p>	<p>The modified clause is as follows:</p> <p>Except with the prior written consent of the Client, the Consultant and the Experts shall not at any time communicate to any person or entity any confidential information acquired in the course of the Services, nor shall the Consultant and the Experts make public the recommendations formulated in the course of, or as a result of, the Services.</p>
42.	<p>Page 13 – 36 and Page 42 - 13</p>	<p>Annex - 4: Draft agreement of Contract</p> <p>All final reports, plans, drawings, specifications, designs, reports, bid documents and other documents, design calculations, etc., submitted by the Consultants in the performance of the Services shall become and remain the property of the CMDA. The Consultants may retain a copy of such documents but shall not use them for any purposes without the prior written approval of the CMDA. The various reports and documents prepared as part of this assignment is not a public</p>	<p>We request the Authority to kindly amend the clause as below:</p> <p>All plans, drawings, specifications, designs, reports, other documents and software submitted by the Consultant (except any pre-existing IPRs and/or proprietary data, information, software) in the performance of the Services shall become and remain the property of the CMDA. The Consultants may retain a copy of such documents but shall not use them for any purposes without the prior written approval of the CMDA. The various reports and documents prepared</p>	<p>Tender Condition prevails.</p>



		document and the reports / documents will always be the property of the CMDA.	as part of this assignment is not a public document and the reports / documents will always be the property of the CMDA. The Consultant may retain a copy. Any such pre-existing IPRs and/or proprietary data, information, software shall remain the property of the Consultant.	
43.		Annex - 4: Draft agreement of Contract  Liability of the Consultant:	We request the Authority to kindly include the following clause:  The Consultant shall be liable to Client for loss or damage caused through gross negligence or wilful intent. In case, the Consultant is liable owing to wilful intent or gross negligence, the contractual liability of the Consultancy firm shall be limited to the amount of consultant fee set forth under this contract. Further, the Consultant shall not be liable, in contract or tort, under statute or otherwise, for any amount with respect to loss of profit, data or goodwill, or any other consequential, incidental, indirect, punitive or special damages in connection with claims arising out of this Contract.	Tender condition prevails.  The Consultant shall be liable to Client for loss or damage caused through gross negligence or wilful intent. In case, the Consultant is liable owing to wilful intent or gross negligence, the contractual liability of the Consultancy firm shall be limited to the amount of consultant fee set forth under this contract.

44.	<b>Page 41</b>	Annex - 4: Draft agreement of Contract Point 8 Insurance coverage	<p>We request the Authority to restrict the Liability/Insurance coverage of Bidder's to only <b><i>Professional Liability Insurance with a maximum coverage of Value of Assignment.</i></b></p> <p>We request to add the below sub-clause:</p> <p>Further, the Authority shall not recover from the Consultant, in contract or tort, under statute or otherwise, any amount with respect to loss of profit, data or goodwill, or any other consequential, incidental, indirect, punitive or special damages in connection with claims arising out of this Agreement or otherwise relating to the Services, whether or not the likelihood of such loss or damage was contemplated. The Authority shall not recover from the Consultant, in contract or tort, under statute or otherwise, aggregate damages in excess of the fees actually paid for the Services that directly caused the loss in connection with claims arising out of this Agreement or otherwise relating to the Services.</p>	Professional Liability Insurance with a maximum coverage of Value of Assignment.
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45.	Page 41	Annex - 4: Draft agreement of Contract  Point 9 - Indemnity	We request the Authority to modify the Indemnity clause as below:  To the fullest extent permitted by applicable law and professional regulations, Client shall indemnify the Consultant, any other member Firms and the Consultant's Personnel against all claims by third parties (including your affiliates) and resulting liabilities, losses, damages, costs and expenses (including reasonable external and internal legal costs) arising out of the third party's use of or reliance on any Report (including Tax Advice) disclosed to it by or through you or at your request. You shall have no obligation hereunder to the extent that we have specifically authorized, in writing, the third party's reliance on the Deliverables under this Contract.	Tender condition prevails.
46.		<b>Annex - 4: Draft agreement of Contract</b>  <b>Limitation of Consultant's Liability towards Client:</b>	<b>We request the Authority to kindly add the clause:</b>  The Consultant shall be liable to Client for loss or damage caused through gross negligence or wilful intent. In case, the Consultant is liable owing to wilful intent or gross negligence, the contractual liability of the Consultancy firm shall be	Tender condition prevails.

			<p>limited to the amount of consultant fee set forth under this contract. Further, the Consultant shall not be liable, in contract or tort, under statute or otherwise, for any amount with respect to loss of profit, data or goodwill, or any other consequential, incidental, indirect, punitive or special damages in connection with claims arising out of this Contract.</p>	
47.	Others	Office Space	<p>It is requested to clarify, if office space with allied facilities and maintenance cost will be provided by CMDA?</p>	<p>Office space for the PMC team will be provided by CMDA.</p>