

**Expression of Interest  
Selection of a Management Consultant for  
Transformation Plan of WDRA**

**Release date: August 18, 2015**

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**Definitions:**

1. “Authorized Representative” means:
  - a. the Managing Director/ Chief Executive Officer/ Managing Partner of the Bidder or,
  - b. a person specifically authorized by the Board/ Partnership for signing and submitting the Proposal and execution of the Contract. Copy of such Board resolution must be provided.
2. “Bidder” means a firm, company or an organisation incorporated in India or is registered as a Branch office in India with RBI approval.
3. “EoI” means Expression of Interest (EoI) for procuring a management consultant for the project to develop the organisational designs, systems and processes (including IT and HR systems) for the transformation of WDRA.
4. “Government sector” means central government, state government, PSUs or regulatory authorities in India.
5. “IT consulting” means consulting services in the IT sector with respect to system design, architecture, specifications and implementation strategy including testing to Go-Live.
6. “Management Consulting” means advisory of services comprising consultancy to organisations in the areas of Finance, Human Resource, Organizational Design (OD) or Project Management and excludes IT consulting.
7. “Professional Staff” means professionals provided by the Bidder who will lead the functional domains of Project Management, IT, Organisation Design/Human Resource and Financial services.
8. “Proposal” means the Eligibility Proposal along with supporting documents submitted by the bidders in response to this EoI.
9. “Successful bidder” means the bidder who is awarded the contract for the transformation plan of WDRA by winning the bid submitted in response to the RFP that will be released to short-listed bidders at the end of this EoI process.
10. “WDRA” means the Warehousing Development and Regulatory Authority established under the Warehousing (Development and Regulation) Act, 2007.

# **PART 1 - GENERAL TERMS**

## 1. General Terms

### 1.1 Goals of the Expression of Interest (EoI) –

The objective of this EoI is to solicit proposals from the interested bidders for participation in a bidding process for selection of Management Consultant for transformation plan of WDRA as per the scope of work. The EoI brings out the details with respect to scope of services that are deemed necessary to share with the interested bidders.

### 1.2 EoI Issuing Authority –

This Expression of Interest (EoI) is being issued by the Warehousing Development and Regulatory Authority (WDRA), intended to short-list potential bidders.

S. No.	Item	Description
1	Project Title	Selection of management consulting firm for the transformation plan of WDRA.
2	Department	Warehouse Development and Regulatory Authority “Warehousing Bhawan”, 4/1, 5th Floor, Siri Institutional Area, August Kranti Marg, Hauz Khas, New Delhi-110 016
	Contact Person	Mr. RakeshKataria
	Contact Details	usaf.wdra@nic.in
	Website	<a href="http://www.wdra.nic.in">www.wdra.nic.in</a>

### 1.3 Tentative Calendar of Events –

S.no	Milestone	Date and Time
1	Publication of Expression of Interest (EoI)	14.8.2015
2	Pre-bid meeting Conference	26.8.2015
3	Response to the Queries	31.8.2015
4	Last date for Submission of EoI	2.00 p.m. 08.9.2015
5	Opening of EoI	3.00 p.m. 08.9.2015
6	Presentation/clarifications from the bidders	11.9.2015
7	Declaration of Short listed Firms	18.9.2015

The dates mentioned above are subject to change (pre-pone or post-pone). In case a change is made, it shall be notified on the WDRA website.

#### **1.4 Availability of the EoI documents –**

EoI can be downloaded from the WDRA website given under Section 1.2. The bidders are expected to examine all instructions, forms, terms, project requirements and other details in the EoI documents. Failure to furnish complete information as mentioned in the EoI document or submission of a proposal not substantially responsive to the EoI document in every respect will be at bidder's risk and may result in rejection of the Proposal.

#### **1.5 Pre-bid meeting –**

WDRA will host a pre-bid meeting in New Delhi at the address given under contact details in Section 1.2. The pre-bid meeting is scheduled as per date given in Section 1.3. The representatives of the interested organization may attend the pre-bid meeting at their own cost. The purpose of the conference is to provide bidders with any clarifications regarding the EoI. It will also provide each bidder with an opportunity to seek clarifications regarding any aspect of the EoI and the project. Bidders are requested to submit any queries/clarification/Information pertaining to the EoI in writing delivered through e-mail to the WDRA's Representative prior to date of pre-bid meeting. The queries/ clarifications must be in the format given below.

<b>Format for seeking and providing clarifications to tender</b>			
<b>S. No.</b>	<b>EoI Section/ Provision</b>	<b>Existing Text of the clause/provision in the tender</b>	<b>Clarification/ modification sought</b>

#### **1.6 EoI Processing Fees –**

No fees will be charged for accessing the EoI document.

#### **1.7 Venue and Deadline for Submission of Proposals –**

Proposals, in its complete form in all respects as specified in the EoI, must be submitted online at [www.tenderwizard.com/WDRA](http://www.tenderwizard.com/WDRA).

WDRA may, in exceptional circumstances and at its discretion, extend the deadline for

submission of proposals by issuing an addendum to be made available on the WDRA's website, in which case all rights and obligations of WDRA and the bidder's previously subject to the original deadline will thereafter be subject to the deadline as extended.



## **PART 2 - SCOPE OF SERVICES**

## 2. Scope of Work

### 2.1 *Background*

#### 2.1.1 *Introduction to Warehouse Development Regulatory Authority (WDRA)*

In India, the idea of public warehousing took shape because of widespread rural indebtedness. The existing warehouse receipt in India does not serve as a safe negotiable instrument and the present Warehouse Receipt System does not enjoy the fiduciary trust of farmers and depositors and banks as it is feared that loss on account of fraud or mismanagement or insolvency will not be recoverable in absence of legal remedies. In order to remove the impediments in the negotiability of the warehouse receipt, the new Warehouse Receipt Law has been enacted under the Warehousing (Development and Regulation) Act 2007.

In order to regularize agricultural financing and increase the funds available to the farmers the Warehousing (Development and Regulation) Act, 2007 was made effective on 25th Oct 2010 and the Warehouse Development and Regulation Authority (WDRA) was set up on 26th Oct 2010. The central objective of the authority is to put in place formal regulations and guidelines around the use of Negotiable Warehouse Receipts (NWRs) in accordance with the provisions contained in the act.

The Act provided for the establishment of WDRA to exercise the powers conferred on and to perform the functions assigned to it under the act, rules and regulations for the development and regulation of warehouses, negotiability of warehouse receipts and promote orderly growth of the warehousing business. The authority has its headquarters in New Delhi. In subsequent phases, with the approval of the central government, the authority can establish offices at other places.

In accordance with the Act, negotiable warehouse receipts can be issued only by warehouses registered with the WDRA.

#### 2.1.2 *Objectives of WDRA*

The objectives of the WDRA are to make provisions for the development and regulation of warehouses and negotiability of warehouse receipts which will ultimately result in:

1. Enabling farmers/depositors to seek loans easily from Banks
2. Enhanced fiduciary trust of banks in such negotiable warehouse receipts
3. Encouragement of scientific warehousing of goods.
4. Shorter and more efficient supply chains.
5. Enhanced rewards for grading and quality of deposited commodities.

6. Better price risk management by farmers.
7. Higher returns to farmers and better services (quality) to the consumers.
8. Avoidance of distress sale of agriculture produces by farmers during peak marketing season.

### 2.1.3 *Current Organization*

S. No.	Designation of posts	No. of posts sanctioned	No. of posts filled up as on July 31, 2015
1	Joint Secretary	1	1
2	Director	2	1
3	Under Secretary	2	2
4	Deputy Director	2	0
5	Section Officer	2	1
6	Assistant/Accountant	2	2
7	PPS	1	0
8	PS	2	0
9	Investigator/ Filed officer	3	0
10	Steno Grade 'D'	1	0
11	Driver	1	1
12	Peon	2	0
<b>Total</b>		<b>21</b>	<b>8</b>

### 2.1.4 *Present Technological Infrastructure and Information Systems*

The current technological infrastructure and information systems in WDRA are as below:

- a) LAN network (without a central server)
- b) Computer systems and laptops with basic MS Office package and internet connectivity

- c) Printers (all-in one with connectivity via LAN)

#### 2.1.5 *Current situation in warehousing sector and role of WDRA*

This section explains the manner in which WDRA conceives of its role within the warehousing sector. The following sections provide a detailed roadmap on how to fulfill WDRA's roles and responsibilities as per this approach.

##### ➤ Features of the Market

The warehousing market has certain characteristics that must be factored into WDRA's regulatory approach:

- **Fragmented market:** There is no exhaustive estimation of the size of the market and the number of warehouses. The market consists of central and state warehousing corporations, captive warehouses, some organised high-quality private warehouses, and small unorganised warehouses.
- **Volume:** At present, the volume of transactions against Negotiable Warehouse Receipts and warehouse receipts are below the estimated potential in this sector. The low levels of lending against warehouse receipts indicate a lack of trust and credibility. This itself is a consequence of the combination of the wide variation in quality and information asymmetry problems.
- **Trust:** The lack of trust in the warehousing system has led to the creation of a market for collateral management services, which ensure the safety and quality of commodities held as collateral that is stored in warehouses. These and other warehousing service providers also run closed user groups of high quality warehouses. These closed user groups share information and assure quality; therefore allowing financing of the warehouse receipts issued by warehouses that are part of these groups. This service is available at a significant premium over the services of other warehouses. Thus, a section of the private sector has solved these market failures for itself. But it is an expensive solution. Such solutions are healthy and useful, but given the market failures, a public agency, especially a regulator, has an important role by providing public goods where none exist.

##### ➤ Market Failures

There are a number of areas where WDRA has a regulatory and developmental role. Each of these has their roots in the existence of some problems in the

warehouse market. The key issues leading to market failures in the warehousing market are:

- **Information asymmetry:** Warehousing activity is characterised by high level of asymmetry in the information between the warehouse owners and warehouse users, about the quality of warehouse service. Even though a warehouse user may be able to inspect the physical characteristics of the warehouse, the softer aspects, such as quality control processes, security protocols, governance mechanisms, cannot in effect be monitored without incurring huge costs. Once the decision to use a warehouse has been taken, ongoing information asymmetry can also create problems for users. The problem is greater for those who purchase warehouse receipts, because they may have no first-hand information about the warehouse that issued the receipt. Lenders and users of warehouse receipts have a complete lack of information about many critical factors.
- **Market power:** Warehouse owners may often be able to exercise market power over their customers. This is especially the case in areas where there is shortage of warehousing facilities and services. This has consequences for the bargaining power of the users. They have to ensure they get the quality they paid for, and to pursue post-transaction remedies. This market power is in itself a consequence of the higher levels of information regarding the quality of services being provided with the seller of the service, compared to the buyer i.e. the depositor of goods in a warehouse.
- **Co-ordination problems:** Differences in market power are often exacerbated by co-ordination failures. Given that there are many users of a warehouse, each with a small incentive to ensure good performance of the warehouse, it is very difficult to achieve coordination between the users to ensure such performance.

If the law enforcement mechanisms in the country worked well, these market failures would have been overcome by private players. For example, if a depositor submitted gold for safekeeping and the warehouseman was legally obliged to return it, good law enforcement mechanisms would ensure that the depositor got his gold back. However, in a country where law enforcement and dispute resolution is expensive and time consuming, these failures become major impediments to warehouse financing and as a consequence, agricultural lending. These market failures call for a range of interventions to correct or mitigate them. We therefore need to think of mechanisms that will (a) improve decision making of the customer and (b) incentives of the warehouse provider.

➤ **Role of WDRA: Solve Market Failures**

Based on the features of the market, some of the problems observed in the present regime are:

- **Inadequate regulation of quality of warehousing:** There are no legally mandated requirements regarding performance standards, minimum net-worth, etc.
- **Lack of risk absorption capacity:** Market entities transacting in warehouse receipts are not certain of the ability of the warehousing service provider to indemnify against losses. There is no mandatory requirement for taking insurance (or similar prudential requirements).
- **Low deterrence for offences:** Warehousing service providers do not face strict and credible enforcement action.

Building a large, high-quality, liquid market for NWRs will benefit all those directly or indirectly involved in the agricultural sector. However, the role of an agency like WDRA that is working closer to the ground must have a narrowly defined focus:

*Vision: Build a functioning market for NWRs by solving market failures in the warehousing sector.*

However, two important legal constraints distinguish WDRA from a classical regulatory agency like TRAI, SEBI and RBI:

- WDRA cannot mandatorily regulate all warehouses, but only those who, of their own accord, choose to issue NWRs; and
- Other than cancelling the registration of those who voluntarily register with it, WDRA does not have any coercive powers to impose penalties/sanctions against those who are issuing NWRs in violation of the Act.

Given these constraints, WDRA cannot regulate the entire warehousing sector by legal fiat. NWRs issued by WDRA are actually in competition with warehouse receipts and other instruments more widely used within the market.

The internal philosophy of the agency therefore needs to re-orient itself to the narrow goals of solving market failures by building the credibility of NWRs as a viable financial instrument. In order to do this, there has to be an internal cohesion of attitudes and beliefs that are clearly communicated to external actors:

*Mission: WDRA exists to make NWRs credible instruments for lending and trade.*

Doing this requires the following:

- Re-writing rules and regulations to solve market failures;

- Re-designing (and adding capacity to) the organisation to make it oriented towards providing fast, efficient, and better services to its customers; and remaining transparent and accountable to Parliament by adhering to the letter of the Act.

## **2.2 Objective of the assignment:**

Building a high-capacity WDRA that can effectively regulate registered warehouses so as to provide quality assurances to users of NWRs. An overview of the scope of work is provided in Section 2.5.

## **2.3 Location of the assignment:**

The Consultant will have to render his services from New Delhi.

## **2.4 Duration of the assignment:**

The duration of the consultancy assignment is likely to be for a period of 18 months, but may be extended by 6 months in case of need.

## **2.5 Overview of scope of work based on WDRA's functions and requirements**

*This section provides an overview of the scope of work required along with the rationale for each deliverable. The requirements stated in this section (EoI Document) may change in the RFP document.*

### **2.5.1 Information technology**

WDRA is in the process of creating a framework whereby registered warehousemen issue electronic Negotiable Warehouse Receipts (e-NWRs). Once this framework is implemented, the issuance of physical NWRs will be discontinued. WDRA envisages the framework and operations as under:

- A licensing framework where WDRA writes detailed regulations regarding the operation of repositories that manage the data storage, issuance and transfer of e-NWRs;
- One or more licensed repositories that will function in accordance with the regulations mentioned above;
- Registered warehousemen will issue e-NWRs only through such licensed repositories. Details of e-NWRs issued, and related information

such as the capacity of the warehouses, commodities stored, track record of the warehouseman and its facilities will be available online.

The Management Consultant's design on information technology upgradation and development within WDRA must therefore be designed in a manner so as to enable WDRA to regulate this e-NWR framework effectively. Additionally, WDRA monitoring and supervision systems must be capable of being fully integrated with such licensed repositories. The specific requirements for the Management Consultant given below are provided with a view to achieving these objectives.

a) Internal automation

As an efficient regulator, WDRA needs to harness the efficiencies of a modern technological IT system for its internal functioning. At present, most of the internal functioning of WDRA is conducted through physical files. Many government departments in India, and over the world have moved to using online systems for file movement, file notings, approvals, managing schedules, and tracking the status of documents. This leads to better tracking of files, better maintenance of records, and better utilisation of physical space. WDRA requires a completely automated, paperless system that is integrated with its supervision and monitoring system as well. Complete integration will enhance the use of regulatory data and analysis in WDRA's functioning.

b) Design of supervision and monitoring systems

As a regulator, WDRA has a legal obligation to ensure the safety and credibility of the NWR market. In order to do this, it needs to monitor:

- a) warehouses issuing electronic negotiable warehouse receipts (e-NWR)
- b) the proper deposit and grading of goods against which e-NWRs are issued
- c) the correct issuance of e-NWRs by warehouses against deposited goods
- d) the proper delivery of goods against e-NWRs.

In a country of the size of India, on-site verification is expensive and difficult for a central regulator. The supervision and monitoring system must therefore be electronic, and remote-enabled as far as possible, and must complement on-site verification. WDRA will undertake to electronify all NWRs (e-NWRs), and discontinue the issuance of physical NWRs. It will therefore become possible to track NWR issuance and usage, capacity utilisation by registered warehouses, and related issues electronically. Licensing repositories to maintain e-NWR accounts and databases that will be compelled to disclose real-time data to WDRA will do this. WDRA can therefore perform its supervision and enforcement function by collating and analysing data received through these channels, in addition to physical inspections. The Management Consultant will be required to design, certify and audit the supervision



and monitoring system, and assist the WDRA in procuring a vendor to implement the designs.

c) Electronic NWR repository

WDRA proposes to license one or more entities which will establish a repository and will be regulated by WDRA. The repository will store and manage the change in title of e-NWRs (similar to the function performed by NSDL, CDSL etc, but with some functional differences which are explained). Over and above this, the licensed repository will be required to provide derivative information (from the information contained in the e-NWR) regarding capacity utilization, commodities stored, information about liens and charges on e-NWRs, disputes regarding the delivery of goods stated on the e-NWRs, etc. The Management Consultant will be required to:

1. Review, and provide inputs on financial and minimum service delivery conditions to be imposed on licensed repositories (concept notes on these issues will be provided by WDRA and NIPFP to the successful bidder. The successful bidder's work must be based on such concept notes);
2. Prepare a report examining the costs, expenses, fee structures and revenue sharing arrangements between the licensed repositories and WDRA;
3. Inspect, audit, and certify to WDRA that applicants who wish to be licensed as repositories under regulations made by WDRA (NIPFP will prepare the draft regulations on this subject based on the concept note and the research and reports of the successful bidder submitted to WDRA) are fit for licensing.

d) Website design

WDRA requires a world-class website with information and data transparency that enables regulated entities and members of the public to interact with the WDRA with minimal difficulty.

## 2.5.2 *Organisation design*

a) Organisation chart

The organisational chart of the agency must be based broadly on the legal functions of the agency. WDRA's functions may broadly be classified into regulation making, supervision and monitoring and enforcement. The Consultant must consider and evaluate global best practices (including regulators of warehouses and warehouse

receipts in the USA, Australia, United Kingdom) and approaches in organisation design, including a form-follows-function approach, before preparing the organisation design.

- A. Regulation making: WDRA has statutory powers to frame regulations on an enumerated list of subjects under the Act (See Section 35 of the Act). The process of regulation-making requires the following:
- i. Empirical research and analysis, including an analysis of the costs and benefits of regulation.
  - ii. Stakeholder consultations and feedback from the public.
  - iii. Analysis of global best practices.
  - iv. Consideration and approval by the WDRA.
- B. Supervision and monitoring: WDRA has a legal obligation to ensure the safety of the NWR market (registered warehouses) and protect consumers. This requires the following:
- i. Availability of real-time, high-quality information from registered warehouses, and other regulated entities.
  - ii. Ability to analyse this information and report any potential violations/ violations to the enforcement department/wing/team.
  - iii. Ability to conduct/ manage the conduct of inspections and information collection
- C. Enforcement: WDRA has the power to suspend/ cancel registrations/ licenses of regulated entities. It also has the power to refer cases to investigative agencies for prosecution. This requires the following:
- i. Analysis of reports/ information from the supervision and monitoring department/ wing/ team.
  - ii. Ability to conduct investigations and gather evidence.
  - iii. Ability to prepare detailed reports on violations.

The organisation design must also envisage regular review of the institution's performance (internal and with other market participants) and adequate flexibility to suitably upgrade the institution and re-engineer the processes, as may be necessary.

### 2.5.3 *Human Resources*

#### a) Manpower assessment framework

WDRA is a new agency with a limited number of staff. In order to become an effective regulator it will have to scale up significantly and/ or outsource some of its functions. In order to assess its human resource requirements, WDRA will require a periodic, systematic assessment of its human resource requirements. Globally, government agencies have started adopting a system of Strategic Human Resource Capital Planning that enables them to assess their human resource requirements in a systematic manner. This obviates the need for recruitment on an ad-hoc basis, and mitigates the problems of capacity constraints.

#### b) Human resource assessment and recruitment

In order to become an effective regulator it will have to scale up significantly and/ or outsource some of its functions. This will require a systematic understanding of the functions WDRA currently performs, and will have to perform in the future. In addition, the WDRA will require the Consultant's assistance in recruitment strategy for the necessary staff. The human resource assessment must be based on a systematic understanding of WDRA's role and functions (to provide greater clarity regarding WDRA's specific regulatory functions including the core and non-core functions, WDRA and NIPFP will provide detailed concept notes on specific regulatory activities to be performed by WDRA. These must also be taken into account while assessing human resource requirements).

#### c) HR Manual

WDRA is a statutory regulator independent of the government. As a regulator, it requires technical expertise, the ability to quickly acquire and retain such expertise in keeping with market practices, and have autonomy with regard to its internal administration. At the same time, as a government agency, it has to remain accountable to the Indian Constitution and the laws made under it. NIPFP will draft new HR regulations for consideration and approval by WDRA and the Central Government. The Consultant must create a detailed HR manual that will implement the HR regulations, in line with the strategic objectives of WDRA (the HR manual must be similar to the HR manuals of financial regulators such as SEBI/ IRDA/ etc).

### 2.5.4 *Process manuals*

Every regulatory administrative function performed by WDRA must have a defined process manual. The objective of creating process manuals are to:

- Provide clarity and minimize discretion;

- Reduce time taken to process applications, and provide approvals;
- Clearly define tasks of supervision, monitoring, investigation, etc.

NIPFP is assisting WDRA in re-writing its rules and regulations pertaining to registration and inspection of warehouses, grading of warehouses, licensing of e-NWR repositories, etc. For each of these, WDRA will require detailed manuals to perform these functions efficiently. The Management Consultant will be required to draft process manuals to implement the new rules and regulations being drafted.

### 2.5.5 *Finance*

#### a) Business model

Currently, WDRA functions with annual grants from the central government. As it is a new organisation, the requirements of seeking grants constrain its ability to grow organically and systematically. As an independent regulator, it must aim to be financially and operationally self-sufficient. In order to prepare a business model, the Consultant must consider and evaluate the organisation structure, rules and regulations, human resource requirement, information technology systems and Non-IT infrastructure. This exercise must factor all expenditures and possible income streams of the Authority and lead to a better business model.

#### b) Accounting system and Financial Manual

A business model is sustainable only if it is able to regularly collate and monitor all financial income and expenditures. WDRA will require a periodic and systematic accounting system to gather this information. The Authority is expected to have a financial manual as a guide to understand certain financial management processes in the future.

### 2.5.6 *Business continuity plan*

WDRA plays a significant role in regulating warehouse receipts. These warehouse receipts are the backbone for the financing of the agriculture sector. As banks and other users are highly dependent on real-time information, WDRA must ensure that a business continuity plan is available and executed properly.

### 2.5.7 *Non-IT infrastructure design*

WDRA requires non-IT (physical) infrastructure design specific to WDRA functions, and requirements that allow WDRA to functioning efficiently. The Consultant will formulate the functional and technical requirements specifications for the non-IT infrastructure of

WDRA facilities, taking into account various aspects related to site selection; space planning; electrical system design; security related factors; and scalability conforming to global best practices. The requirements and deliverables in this section are based on the assumption that WDRA will operate using advanced IT systems (including server(s), in place of basic data management tools). The Consultant will:

- a) provide a report on WDRA non-IT (physical) infrastructure (which will include recommendations on whether WDRA should rent or buy the premises in which it will carry out its operations); and
- b) may be required to facilitate the task of renting/buying a premises and implementing the infrastructure requirements in the report.

#### 2.5.8 Preparation of RFP, Bid management and Project Management Services

The consultant will be required to implement the design/ strategies it proposes. It will be required to prepare RFPs, manage bid process for selection of organization for providing IT products/ services, the acquisition of non-IT infrastructure / services, and submit comprehensive bid evaluation reports. The consultant will also be required to provide Project management services including implementation and post-implementation monitoring and validation of readiness to Go-Live by deploying such services engaged. The bid management system will need to adopt and follow Government of India guidelines and requirements.

## **PART 3: BIDDING TERMS AND ELIGIBILITY CRITERIA**

### **3 Bidding Terms and Eligibility Criteria**

#### **3.1 Conditions under which this EoI is issued**

- 3.1.1 This EoI is not an offer and is issued with no commitment. WDRA reserves the right to withdraw the EoI and change or vary any part thereof at any stage.
- 3.1.2 WDRA reserves the right to cancel this EoI if WDRA determines that such action is in the best interest of the Government of India.
- 3.1.3 Bidders meeting the defined eligibility criteria and short-listed by WDRA would be issued formal tender enquiry/Request for Proposal inviting their technical and financial bids at a later date. The Request for Proposal would include detailed scope of work and the deliverables along with other information.
- 3.1.4 WDRA's decision with regard to the short-listing of bidders through this EoI shall be final and WDRA reserves the right to reject any or all the bids without assigning any reason.
- 3.1.5 Timing and sequence of events resulting from this EoI shall ultimately be determined by WDRA.
- 3.1.6 No oral conversations or agreements with any official, agent, or employee of WDRA shall affect or modify any terms of this EoI and any alleged oral agreement or arrangement made by a bidder with any department, agency, official or employee of WDRA shall be superseded by the definitive agreement that results from this EoI process. Oral communications by WDRA to bidders shall not be considered binding on WDRA, nor shall any written materials provided by any person other than WDRA.
- 3.1.7 All communications between WDRA and the Bidder must be through email or written communication. All emails and written communication must be sent to WDRA's representative as stated in section 1.2
- 3.1.8 Neither the Bidder nor any of the bidder's representatives shall have any claims whatsoever against WDRA or any of their respective officials, agents, or employees arising out of, or relating to this EoI or these procedures (other than those arising under a definitive service agreement with the bidder in accordance with the terms thereof).
- 3.1.9 Bidders who are found to canvass, influence or attempt to influence in any manner the qualification or selection process, including without limitation, by offering bribes or other illegal gratification, shall be disqualified from the process at any stage.
- 3.1.10 Each Bidder shall submit only one Proposal.

3.1.11 The Bidder will have sole responsibility for execution of the scope of services, as specified in Chapter 2 of this EoI. No Consortium formation or subcontracting with other firms will be allowed for submission of the proposal.

### **3.2 *Rights to the content of the proposal***

For all the bids received before the last date and time of bid submission, the proposals and accompanying documentation of the proposal will become the property of WDRA and will not be returned after opening of the proposals. WDRA is not restricted in its rights to use or disclose any or all of the information contained in the proposal and can do so without compensation to the bidders. WDRA shall not be bound by any language in the proposal indicating the confidentiality of the proposal or any other restriction on its use or disclosure.

### **3.3 *Acknowledgement of understanding of terms***

By submitting a proposal, each bidder shall be deemed to acknowledge that it has carefully read all sections of this EoI, including all forms, hereto, “Expression of Interest – Selection of a Management Consultant for transformation plan of WDRA” and has fully informed itself as to all existing conditions and limitations.

### **3.4 *Language of proposals***

The proposal and all correspondence and documents shall be written in English.

### **3.5 *Evaluation Committee:***

An Evaluation Committee of the WDRA will examine the suitability of the firm on the evaluation criteria mentioned in this document, based on the details furnished by the firm/entity. The evaluation committee may call for clarifications or submission of related documents or presentations by the firms/entities that have sent their proposals in case that is required for better understanding of the EoI submitted by them.

### **3.6 *Eligibility criteria for EOI:***

In order to be considered eligible for evaluation, the Bidder must first confirm its eligibility against *all the requirements* given in Table 1 and *all accompanying forms (E1 to E9)* including documents required in form E-9. This would be a “Pass-Fail” test and only the



bidders who meet each of these requirements will be shortlisted. Bidders who fail to furnish any information asked in Table 1 and forms E1 to E9 may be rejected.

<b>Table 1: Criteria for determining Eligibility</b>			
<b>S.No.</b>	<b>Eligibility Criteria</b>	<b>Requirement</b>	<b>Supporting Documents and forms to be submitted</b>
1	Valid incorporation	The firm/entity (Company/ Partnership/ LLP) that is submitting the EoI must be registered as a Corporate Body with the Registrar of Companies in India for at least 5 years, or be a firm incorporated outside India according to the laws of the jurisdiction where it is incorporated and having a branch office in India for at least 5 years.	As stated in Form E1
2	Management consulting experience	Bidder must provide evidence of 'Management Consulting' experience for three (3) assignments in the Government Sector each of value greater than INR 2,00,00,000 (INR Two Crore) in India for the period from 2012-13 to 2014-15.  One project out of the specified three must have been completed within the specified time period. The remaining two projects may be completed or continuing projects, but must have commenced within the above time period.	As stated in Form E2
3	IT consulting experience	Bidder must provide evidence of IT consulting and Bid Management experience (excluding IT implementation) for three (3) assignments each of value greater than INR 150,00,000 (INR 1.5crore) in India for the period from 2012-13 to 2014-15.  One project out of the specified three must have been completed within the specified time period. The remaining two projects may be completed or continuing projects, but must have commenced within the above time period.	As stated in Form E3
4	Turnover	Bidder must have an average turnover of more than INR 100,00,00,000 (INR One Hundred Crore) during the last three financial years (FY 2012-13, FY 2013-14, FY 2014-15) from operations in India.	As stated in Form E4

5	Professional Staff	The bidder must show current resource strength of it's organisation in the following domains. The professional staff must meet the criteria mentioned below.			Form E5
		<b>Domain</b>	<b>Experience</b>	<b>Minimum number of Professional staff required</b>	
		IT	>/=10 years	>/= 7	
		Project Management	>/=10 years	>/=5	
		OD/HR	>/=10 years	>/=5	
		Financial services	>/=10 years	>/=5	
6	Past-record	Bidder should not be blacklisted by any State/Central Govt. or PSUs due to unsatisfactory performance, breach of general or specific instructions, corrupt / fraudulent or any other unethical business practices			Form E8 Declaration with details, if any

### 3.7 Next Stages of Selection:

Shortlisted firms/entities that have been shortlisted based on eligibility criteria mentioned above would be invited for the second stage of selection which would be a 'Request for Proposal'.

The Request for Proposal will be confidential, and circulated only to short-listed bidders. Short-listed bidders will not be permitted to share the Request for Proposal with any person who is not an employee of the bidder's firm/entity.

The bids submitted in response to the RFP will be selected on a quality and cost basis. High emphasis on technical quality will be provided for the purpose of evaluating submitted bids.

WDRA reserves the right not to proceed with the next stage of selection or with this EoI itself without assigning any reasons.

### 3.8 Cost of EoI:

The Firm/Entity shall bear all costs and risks associated with the preparation and submission of the EoI including costs of site visits for presentation to the Evaluation Committee for the purpose of clarification on the bids. The WDRA will in no case, be responsible or liable for these costs, regardless of the conduct or outcome of the EoI process. Even if the WDRA decides not to proceed with this EoI or further stages of selection, there will be no liability on the part of WDRA.

### 3.9 Details to be furnished

The Bidder submitting the Expression of Interest must furnish information about their organisation, experience key areas of the assignment and other details as required in the format prescribed at Forms E1 to E9. The EoI, including these forms and all supporting documents requested must be serially numbered and signed by the Authorised Representative of the Bidder. Bids which fail to meet the requirements stated in this section may be rejected.

### 3.10 E-Tendering procedure:

#### Accessing/ Purchasing of EOI Documents

- a- The complete EOI Document can be viewed / downloaded from the e-Procurement portal i.e. [www.tenderwizard.com/WDRA](http://www.tenderwizard.com/WDRA) free of cost or link on Tender section of WDRA website i.e. [www.wdra.nic.in](http://www.wdra.nic.in).
- b- A Vendor's Manual containing the detailed guidelines for e-Procurement system is also available on e-Procurement portal of WDRA.
- c- It is mandatory for all the bidders to have class-III Digital Signature Certificate from any of the licensed Certifying Agency (Bidders can see the list of licensed Certifying Agencies from the link [www.cca.gov.in](http://www.cca.gov.in)) to participate in e-Procurement of WDRA.
- d- It is mandatory for the bidders to get their firm/company registered with e-procurement portal of WDRA, i.e. [www.tenderwizard.com/WDRA](http://www.tenderwizard.com/WDRA) to have user ID & password by submitting a non-refundable annual registration charge of Rs. 5,700/- (inclusive of taxes, levies, etc.) which can be paid online using the e-payment gateway to KSEDC Limited on the portal address mentioned above. The registration so obtained by the prospective bidder shall be valid for one year from the date of its issue and shall be subsequently renewed.
- e- Tender documents will be available online on website [www.tenderwizard.com/WDRA](http://www.tenderwizard.com/WDRA) from 18.8.2015 (11.00 Hrs) which can be downloaded free of cost till 07.9.2015.
- f- In addition to this, Bidder shall submit a non-refundable fee of Rs 2280/- (Rupees Two Thousand Two Hundred and Eighty only) inclusive of all taxes towards e-bid processing fee paid online using the e-payment gateway to KSEDC Limited on the portal address mentioned above.
- g- **Validity of Bidder's Registration on the e-Procurement portal of WDRA**

Bidders may note the following:

- (i) It shall be the sole responsibility of the bidder(s) to keep the Registration valid up to the original/extended date of submission of bid.
- (ii) Bids can be submitted only during the validity of their registration.

- h- WDRA may issue addendum(s)/corrigendum(s) to the EOI documents. In such case, the addendum(s)/corrigendum(s) shall be issued and placed on website [www.tenderwizard.com/WDRA](http://www.tenderwizard.com/WDRA) at any time before the closing time of tender. The bidders who have downloaded the EOI documents from website must visit the website and ensure that such addendum(s)/corrigendum(s) (if any) is also downloaded by them. This shall be the responsibility of the prospective registered bidders to check the web site for any such corrigendum/addendum till the time of closing of tender and ensure that bid submitted by them are in accordance with all the corrigendums/addendums.
- i- **The EOI documents shall be submitted online on or before 1400 Hrs on 08.9.2015 in the prescribed format given on the websites and bids received online shall be opened at 1500 Hrs on 08.9.2015. No other mode of submission is acceptable. Detailed credentials as per the requirement of eligibility criteria and all EOI papers are to be submitted online.**
- j- Bidders cannot submit the EOI after the due date and time of e-bid submission. Time being displayed on e-procurement portal of WDRA (“Standard Time”) shall be final and binding on the bidder. E-Bids are required to be submitted by bidders, only as per the Indian Standard Time (IST) and not the time as per their location/country.

#### **MODIFICATION/SUBSTITUTION/WITHDRAWAL OF APPLICATIONS:**

In the event of modification/substitution/withdrawal of the Application, the bidder may modify, substitute or withdraw the documents of its Application after submission prior to the Application due date.

- k- For withdrawal of the documents of the Application, the bidder will have to click on withdrawal icon at Tender Wizard and can withdraw its Application. However it may be noted that once the bid has been withdrawn, bidder cannot participate again for the same e-tender. The bidder may modify or substitute the documents of the Application after submission, provided that the bidder detach the old documents submitted in the electronic form from the Tender Wizard and upload the modified or substituted documents.

NOTE: Do not withdraw your bid in case of any modification/substitution of application. Withdrawal will not allow further participation / modification / substitution of applications.

- l- The bidders are advised to submit their e-bids well before the e-bid due date. WDRA or Tenderwizard shall not be responsible for any delay in submission of e-bids for any reason whatsoever.
- m- The complete application shall be digitally signed by the Authorized Signatory of the bidder & submitted “on-line” only. The authorized signatory of the bidder must be in possession of Power of Attorney before submitting the digitally signed bid. Scanned copies of various documents can be prepared in different file format (PDF, JPEG). Bidders can upload a single file of size 5 MB only but they can upload multiple files.

**Tender shall be submitted as per "Instructions to Tenderers" forming a part of the tender document.**

## **PART 4: FORMS**

**FORM: E-1****(Pg 1 of 2)****Profile of the Bidder**

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*[Provide here details of organization of your firm/entity for this assignment as per format below.]*

- 1. Name of Firm/Entity:**
  
- 2. Type of Entity** [Company/ Partnership/ LLP/ Branch]:
  
- 3. Year of Incorporation/Registration:**
  
- 4. Country of Incorporation/Registration:**
  
- 5. If not incorporated in India, is there a Branch Office in India with the approval from RBI:**
  
- 6. Specify which of the following documents have been attached:**
  - (A) Companies:  
Certificate of incorporation, AND  
copy of the Memorandum and Articles of Association  
  
OR
  - (B) Partnerships:  
Certificate of registration  
  
OR
  - (C) Limited liability partnership:  
Certificate of registration and partnership deed  
  
OR
  - (D) Branch office under RBI approval:  
Certificate of approval from RBI

(Pg 2 of 2)

### **Profile of the Bidder**

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**(Requirement:** The documents attached must be certified by the Authorised Representative)

- 7. A brief write up about the Bidder:** [in not more than 1000 words]



**FORM: E-2****(Pg 1 of 2)****Experience of Management Consulting projects for the period from 2012-13 to 2014-15**

[Using the format below, provide information on each completed or continuing Management Consulting assignment for which your firm/entity, has provided or is providing consulting service as detailed in Table 1 (serial number 2)]

<b>Table E-2: Management Consulting projects completed for the period from 2012-13 to 2014-15</b>						
<b>S. No.</b>	<b>Client Name</b>	<b>Client Type*</b>	<b>Type of Management Consulting project**</b>	<b>Contract value (in INR crore)</b>	<b>Date of commencement as per contract</b>	<b>Page No. Of Proposal</b>
1						
2						
3						

Supporting documents for each of the three projects are required to be attached as under:

- Write up for each project in Format at E-2 (Pg 2 of 2) is required.
- Copies of work order **OR** documentary evidence of award of the contract.
- Copies of completion certificate or final invoices (for completed projects) **OR** evidence showing continuance of the project (for continuing projects).
- For the purpose of eligibility, complete data required in this form must be provided for each of the three listed projects.

\* Government (central or state government) /PSU/ regulatory authority  
 \*\* Organisation Design, Human Resource Consulting, Finance or Project Management.  
 (State all that are applicable).

(Pg 2 of 2)

**Details of Management Consulting projects for the period from 2012-13 to 2014-15***[Each form is applicable for only one assignment. Therefore, you are required to fill three forms]*

Name of the Client:
Name of the assignment:
Location within country:
Approx. value of the contract (in INR):
Approx. value of the services provided by your firm under the contract (in INR):
Address of client:
Specify if the assignment is completed or continuing:
Start date as per contract (month/year):
Completion date as per contract (month/year):
Total Number of staff-months of the assignment:
Copies of work orders/documented evidence of work assigned along with documented progress/completion/WIP for this assignment is at pages (of the Proposal):
Narrative description of Project (500 words limit):

**FORM: E-3****(Pg 1 of 2)****Experience of IT consulting projects for the period from 2012-13 to 2014-15**

[Using the format below, provide information on each completed or continuing IT consulting assignment for which your firm/entity, has provided or is providing consulting services as detailed in Table 1 (serial number 3)]

<b>Table E-4: IT consulting projects completed for the period from 2012-13 to 2014-15</b>						
<b>S. No.</b>	<b>Client Name</b>	<b>Client Type*</b>	<b>Type of Project</b>	<b>Contract value (in INR crore)</b>	<b>Date of commencement as per contract</b>	<b>Page No. of Proposal</b>
1						
2						
3						

Supporting documents for each of the three projects are required to be attached as under:

- Write up for each projects in Format at E-3 (Pg 2 of 2) is required.
- Copies of work order **OR** documentary evidence of award of the contract.
- Copies of completion certificate or final invoices (for completed projects) **OR** evidence showing continuance of the project (for continuing projects).
- For the purpose of eligibility, complete data required in this form must be provided for all the listed projects.

\* Government (central/ state) or, PSU or regulatory authority or Private

(Pg 2 of 2)

**Details of Bidder's experience from IT consulting projects for the period from 2012-13 to 2014-15***[Each form is applicable for only one assignment. Therefore, you are required to fill three forms]*

Name of the Client:
Name of the assignment:
Location within country:
Approx. value of the contract (in INR):
Approx. value of the services provided by your firm under the contract (in INR):
Address of client:
Specify if the assignment is completed or continuing:
Start date as per contract (month/year):
Completion date as per contract (month/year):
Total Number of staff-months of the assignment:
Copies of work orders/documented evidence of work assigned along with documented progress/completion/WIP for this assignment is at pages (of the Proposal):
Narrative description of Project (500 words limit):

**FORM: E-4****Turnover from operations in India for the period from 2012-13 to 2014-15**

*[Using the format below, provide information of the turnover of your firm as detailed in Table 1 (serial number 4)]*

<b>Table E-4: Turnover from operations in India for the period from 2012-13 to 2014-15</b>	
<b>Financial Year</b>	<b>Turnover from operations in India (in INR Crore)</b>
2012-13 (a)	
2013-14 (b)	
2014-15 (c)	
Average value = (a+b+c)/3	
<b>Note:</b>	
Supporting documents to be attached:	
- Audited financial statements of the Bidder from financial years 2012-13 to 2014-15	

**FORM: E-5**

**Current resource strength of the organization in the following domains:**

**IT, Project Management, OD/HR and Financial services**

*[Using the format below, provide information of the turnover of your firm as detailed in Table 1 (serial number 5)]*

<b>Table E-5: Current resource strength of the organisation having experience of 10 years or more</b>	
<b>Domain</b>	<b>Number of professional staff</b>
IT	
Project Management	
OD/HR	
Financial services	

**FORM E-6****Letter of Proposal submission**

*(To be provided on Bidder's Letter Head)*

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To:

Chairperson,  
The Warehousing Development And Regulatory Authority,  
Warehousing Bhawan,  
4/1, Siri Institutional Area, August Kranti Marg, Hauz Khas,  
New Delhi-110 016

Dear Sir,

We, the undersigned, offer to provide the services for WDRA in accordance with your Expression of Interest dated [XXX], at [XXX] p.m. We hereby submit our Proposal, which includes the Eligibility Criteria.

We hereby declare that all the statements made in the Proposal are true and accept that any misinterpretation contained in it may lead to our disqualification.

Our Proposal is binding upon us and we recognise and accept that it will form part of the Contract along with the RFP to be issued in consonance with this EoI.

We understand that you are not bound to accept any proposal you receive.

Yours faithfully,

Authorised Representative:

Name and signature:

Name of firm:

Address:

**FORM E-7****Letter conforming 'no deviation'**

*(To be provided on Bidder's Letter Head)*

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To:

The Chairperson,  
The Warehousing Development And Regulatory Authority,  
Warehousing Bhawan,  
4/1, Siri Institutional Area, August Kranti Marg, Hauz Khas,  
New Delhi-110 016

Dear Sir,

We, the undersigned, offer to provide the services for WDRA in accordance with your Expression of Interest dated [XXX], at [XXX] p.m.

We understand that any deviation/exception in any form may result in rejection of bid.

We, therefore, certify that we have not taken any exceptions/deviations anywhere in the bid and we agree that if any deviation/exception is mentioned or noticed, our bid may be rejected.

Yours faithfully,

Authorised Representative:

Name and signature:

Name of firm:

Address:



**Form E-8****Declaration of 'non-involvement'**

*(To be provided on Bidder's Letter Head)*

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To:

The Chairperson,  
The Warehousing Development And Regulatory Authority,  
Warehousing Bhawan,  
4/1, Siri Institutional Area, August Kranti Marg, Hauz Khas,  
New Delhi-110 016

Dear Sir,

We hereby confirm that we are not under any "liquidation", any "court receiver- ship" or similar proceedings and "bankruptcy".

We further confirm that, we have not been blacklisted or kept under holiday by any Government (central/state)/ public sector undertaking / regulatory authority in India.

We also confirm that the forms of this EoI have not been modified or altered.

We agree that if any information given above is found to be incorrect, the Proposal may be rejected.

Yours faithfully,

Authorised Representative  
Name and signature:  
Name of firm:  
Date:

## FORM E-9

## Checklist of documents for submission as part of the Proposal

S. No.	Eligibility Criteria	List of Documents or their details (if required)	Page Reference of the Proposal documents	Attached/Uploaded (Yes/No)	Document title as per proposal submitted online
1.	Valid incorporation	Form E1			
		<u>Companies:</u> Certificate of incorporation, AND,			
		Copy of the Memorandum and Articles of Association			
		OR, Partnerships: Certificate of registration			
		OR, Limited liability partnership: partnership deed			
		OR, Branch office in India: Certificate of approval from RBI			
2.	Management consulting experience	Form E2			
		<u>Project 1 –</u> Copy of work order/contract, AND,			
		Completion certificate/final invoice			
		<u>Project 2 –</u> Copy of work order/contract, AND,			
		Completion certificate/final invoice/ <b>OR</b> evidence showing continuance of the project			

S. No.	Eligibility Criteria	List of Documents or their details (if required)	Page Reference of the Proposal documents	Attached/Uploaded (Yes/No)	Document title as per proposal submitted online
		<u>Project 3 –</u> Copy of work order/contract, AND, Completion certificate/final invoice/ <b>OR</b> evidence showing continuance of the project			
3.	IT experience	Form E3			
		<u>Project 1 –</u> Copy of work order/contract, AND, Completion certificate/final invoice			
		<u>Project 2 –</u> Copy of work order/contract, AND, Completion certificate/final invoice/ <b>OR</b> evidence showing continuance of the project			
		<u>Project 3 –</u> Copy of work order/contract, AND, Completion certificate/final invoice/ <b>OR</b> evidence showing continuance of the project			
4.	Annual Turnover	Form E4 Audited financial statements stating the Bidders turnover in India for each of the financial years 2012-13 to 2014-15.			
5.	Professional staff	Form E5			

S. No.	Eligibility Criteria	List of Documents or their details (if required)	Page Reference of the Proposal documents	Attached/ Uploaded (Yes/No)	Document title as per proposal submitted online
6.		Letter of authorisation by the Board/ Partnership, authorizing the signatory, for signing the Proposal to be provided by Bidder			
7.		Letter of Proposal submission as per Form E6			
8.		No deviation confirmation as per Form E7			
9.	Past record and declaration of non-involvement	Form E8			
		Declarations if any			