

**Reference: Expression of Interest Selection of a Management Consultant for Transformation Plan of WDRA issued on 18th August 2015.**

**Clarifications to the queries raised by prospective bidders during the pre-bid meeting on 26th August 2015 regarding EOI for selection of a Management Consultant for Transformation Plan of WDRA issued on 18th August 2015.**

<b>Sl. No</b>	<b>EOI Section</b>	<b>EOI clause / provision no.</b>	<b>Existing Text of the clause/provision in the tender</b>	<b>Clarification/ modification sought</b>	<b>Clarification provided by WDRA</b>
1	Section 3.6	Table 1, (4)	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	The financials for FY 2014-15 are currently under audit. Hence it is requested to modify the criteria to the following: "Bidder must have an average turnover of more than INR 100,00,00,000 ( INR One hundred crore) during the last 3 FYs (FY 2011-12, FY 2012-13, FY 2013-14) from operations in India.	Financial period for consideration revised to FY 2011-12, FY 2012-13 & FY 2013-14. Corrigendum 1 issued alongwith revision of forms.
2	Form E-4	Supporting documents to be attached	Audited financial statements of the bidder from financial years 2012-13 to 2014-15	In line with previous modification sought, it is requested to modify the clause to 'Audited financial statements of the bidder from financial years 2011-12 to 2013-14.	Form E-4 modified and corrigendum 1 to consider financial statements for the FY 2011-12, FY 2012-

3	Section 3.6	Table 1, (5)	The bidder must show current resource strength of is organisation in the following domains. The professional staff must meet the criteria...	Our understanding is that the resource strength requirement here is a right mix of global and Indian expertise in each of the areas mentioned to get all relevant perspectives. Please confirm.	The resource strength of the bidder can be a mix of global and Indian expertise.
4	Form E2 Form E3 Form E9	Table E2, Table E4	Client name...Contract value and Copy of work order/contract, AND, Completion certificate/ final invoice	Bidder is unable to disclose client names, engagement fee details, contract, work order, certificates, etc. Due to confidentiality clauses we have with our clients (wih prior confidentiality agreements with them.) It is suggested that we be allowed to submit a certificate by the Managing Director of the firm in India confirming the credentials for projects cited in the proposal. WE would be able to provide project credentials with adequate details about th project without encroaching upon the confidentiality agreements with our clients. Would it work if we provide the maximum shareable information here? Other governments/OSU RFPs have accepted this.	Clause remains unchanged.

5	Form E4, Form E9(4)	Supporting documents to be attached: Audited financial statements of the Bidder about financial years 2012-13 to 2014-15 and Audited financial statements stating the Bidders turnover in India for each of the financial years 2012-13 to 2014-15.	Ours is a privately held Branch office in India, and our global FIRM does not allow to share balance sheet and Profit and Loss account. We would request you to relax this clause and allow us to submit our revenues as a range (certified by our auditors). We have been allowed furnishing such certificated in the past for bidding in other Government/PSU' RFPs.	Clause remains unchanged.
6	Form E9(6)	Letter of authorisation by the Board/Partnership, authorizing the signatory, for signing the Proposal to be provided by Bidder.	Our understanding is that the letter of authorisation by the Managing Director of the firm in India would be acceptable. Please confirm.	Yes, as stated in Form E-9 (Sr. 6) of the EOI.
7	Section 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.	We would request the authority to allow consortium formation.  **** <sup>1</sup> is a pure infrastructure consulting firm with substantial experience in logistics and warehousing sector in India which would be very useful for this kind of assignment. We can prepare the IT frameworks but for automation and implementation, we would need to partner with another firm. We are already working with some specialized IT firms for similar	Clause remains unchanged.

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1 \*\*\*\* Name with-held to maintain confidentiality.

govt. mandates. Hence, request the authority to allow for consortium.

8	Section 3.6 Table 1(2)	<p>Management consulting experience –</p> <p>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.</p>	<p>Please clarify that government assignments include assignments given out by multilateral agencies for projects in India.</p>	<p>Government assignments will not include assignments given out by multilateral agencies for projects in India. Definition of 'Government sector' , as stated in the EOI document remains unchanged.</p>
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9	Section 3.6	Table 1(2)	<p>Management consulting experience –</p> <p>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.</p>	<p>We would request the authority to relax the condition on project completion; and allow all three assignments to be ongoing assignments which must have commenced within the above time period.</p>	<p>The criteria remains unchanged.</p>
10	Section 3.6	Table 1(3)	<p>IT consulting experience –</p> <p>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.</p>	<p>We would request the authority to reduce the consulting fee amount to greater than Rs. 50 lakhs.</p>	<p>The criteria remains unchanged.</p>

11	Section 3.6	Table 1(3)	IT consulting experience –  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.	We would request the authority to relax the condition on project completion; and allow all three assignments to be ongoing assignments which must have commenced within the above time period.	The criteria remains unchanged.
12	Section 1.3	4	Last date of submission of EOI 2 pm 08.09.2015	We would request the authority to give sufficient time for the Consultant to submit a robust proposal. We would request the authority for at least 15 days from the time of issuing response to queries.	The last date for submission of the EOI remains unchanged.
13	Section 3.6	Table 1(2)	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	We understand that we have to submit: Minimum one project which was completed between 2012-13 and 2014-15 but might have commenced before this time period. AND minimum two on-going projects that have commenced between 2012-13 and 2014-15. Kindly confirm if our understanding is correct.	The completed project must have been completed between 2012-13 to 2014-15 and may have commenced before this time.  The on-going project must have commenced between 2012-13 to 2014-15.

period.

14 Section 3.6 Table 1(3)

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 1.5 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.

We understand that we have to submit: Minimum one project which was completed between 2012-13 and 2014-15 but might have commenced before this time period. AND minimum two on-going projects that have commenced between 2012-13 and 2014-15. Kindly confirm if our understanding is correct.

Project completed – Minimum 1 and could be more.  
On-going project – 1 or 2 depending on number of completed projects submitted.  
The total submitted projects must be three.

15	Form E-2 and Form E-3	Supporting documents for each of the three projects are required to be attached as under: Copies of completion certificate or final invoices(for completed projects) OR evidence showing continuance of the project (for continuing projects)	We understand that for completed project, we can submit copies of completion certificate. But kindly explain, what documentary evidence WDRA would require as a project continuance. We can submit undertaking from authorized signatory for on-going projects. Kindly confirm.	Completed projects – condition remains unchanged. On-going project – Work order alongwith confirmation from client about project being on-going.
16	Form E-1	Specify which of the following documents have been attached: Limied liability partnership: Certificate of registration and partnership deed.	We would like to submit that Partnership deed is a confidential document and is not shared with anyone as per company policy. Ernst & Young is registered under LLP 2008 act. We will share copy of Registration Certificate which we believe will act as a documentary evidence to ascertain “type of entity” status of Ernst & Young. We request that WDRA accepts only Registration certificate.	Bidder can submit certificate of incorporation or certificate of registration or partnership deed as supporting document. Corrigendum 1 issued incorporating the same in Form E-4(Page 1).
17	Form E-2	Organization design, Human Resource Consulting, Finance or Project Management	We understand that “Finance or Project Management” type of management consulting project will also cover our experience where we have worked as Transaction Advisor to Government to Government clients.	Yes.