No. I-19014/3/2021-DMEO-Part(5) NITI Aayog **Development Monitoring and Evaluation** Office

Dated: 14 June, 2023

CORRIGENDUM II

Subject: Request for Proposal (RFP) for Evaluation Study of road projects and the functioning of the National Highways Authority of India

- This Corrigendum forms an integral part of the above RFP.
 Pursuant to the release of the RFP for the Evaluation Study of road projects and the functioning of the National Highways Authority of India issued by DMEO, NITI Aayog on 8th May, 2023, the following are the amendments in the RFP. The deletions in the earlier text of the RFPs are indicated as strikethrough and the additions are underlined:

S.No.	Clause No.	Provision in the RFP		
1	Invitation for Proposal Clause 1.8 Schedule of Selection Process	#	Event Description	Date
		4	Proposal Due Date or PDD	Monday, 12 June 2023 Tuesday, 27 June 2023 (1100 hrs) Thursday, 29 June 2023 (1100 hrs)
		5	Opening of Proposals	Tuesday, 13 June 2023 Wednesday, 28 June 2023 (1400 hrs) Friday, 30 June 2023 (1400 hrs)
2	Invitation for Proposal	3.2 Short-listing of Applicants		
	Clause 3.2 Short-listing of Applicants	Of the Applicants ranked as aforesaid, not fewer than three (3) shall be pre-qualified and short-listed for financial evaluation in the second stage.		
3	Schedule-1: TOR Clause 2 Objectives of the study	2.1 To assess key performance pillars such as Relevance, Effectiveness, Efficiency, *Financial Viability and Sustainability of NHAI in the context of the external environment, internal motivation and capacities of the institution.		
		*Note: The phrase 'Financial Viability' of NHAI may be read as 'Financial Assessment' of NHAI at all occurrences in the RFP.		
4	Schedule-1: TOR Clause 4.4.1. Methodology for Evaluation of Road Projects	Stakeholder interviews and user survey for all completed/ongoing projects: Interviews will be divided into the following:		

S.No.	Clause No.	Provision in the RFP
5	Schedule-1: TOR Clause 5. Stakeholders to be Consulted	Table 3 4 Description of Stakeholders
6	Schedule-1: TOR Clause 6 <i>Deliverables and</i> <i>Timelines</i>	 6.1 Following are the major deliverables a) Inception Report and Presentation with final scope, methodology and approach. This should also include findings from the secondary research and literature review. b) Mid Term Report and presentation of detailed models outlined in the previous section, initial findings of the study, SWOT Analysis, Piloting of the tools, Training Report, Learning from the piloting, changes in the research tools after piloting, if any.
7	Schedule-1: TOR Clause 6 Deliverables and Timelines	Serial No Activity Deadline
8	Schedule-1: TOR, Clause 7. Payment Schedule	Table 5 <u>6</u> Payment against deliverables
9	APPENDIX-I: Form-1	Subject: Consultancy Services for Evaluation of the Scheme on Promotion of Agricultural Mechanization for In-Situ Management of Crop Residue in the States of Punjab, Haryana, Uttar Pradesh and NCT of Delhi RFP for Evaluation Study of road projects and the functioning of the National Highways Authority of India
10	APPENDIX-II: Form-2: Financial Proposal	Note: 1. The financial evaluation shall be based on the above Financial Proposal, excluding Additional Costs. The total in Item & F shall, therefore, be the amount for purposes of evaluation. Additional Costs in Item H shall not be reckoned for purposes of financial evaluation.

- 3. All the other terms and conditions of the RFP shall remain unaffected.4. Responses to Queries have been enclosed in the document.

	Responses to Queries of Bidders			
S. No.	RFP Clause	Query	Response	
Invit		Proposals		
1	2.1	We understand Organization assessments includes as-is analysis and diagnostic of HR elements such as organization structure, processes, policies etc. Please clarify	Please refer to Clause 2.1 of Schedule-1: ToR of RFP.	
2	2.1.1	Can we participate as a consortium	Please refer to clause 2.1.1 of the RFP which is clear and self-explanatory.	
3	2.1.4	Request the Authority to kindly include a position of Information Technology Expert given the Objective and Scope of Work of this assignment.	Please refer to Clause 2.1.4 of the RFP no change is contemplated.	
4	2.2	What is the eligibility for submitting project proposal	Please refer to clause 2.2 of the RFP which is clear and self-explanatory.	
5	2.2	Our is educational institution, is it eligible to apply or any eligibility, plz communicate us	Please refer to clause 2.2 of the RFP which is clear and self-explanatory.	
6	2.2	Since quality is a broader term, we request you, to kindly provide details on the specific quality parameters to be considered for assessment of the road quality. Depending on the timeline, we presume quality here talks about the physical condition of the pavements.	Kindly refer to clause 2.2 of schedule-1: ToR of the RFP. Quality refers to the quality of the deliverable as per the specific project which is being evaluated (it may include but not limited to the physical condition of roads). The consultant should propose the parameters/indicators which will be finalized in consultation with DMEO.	
7	2.2.1	(1) Kindly elaborate this clause (2) Please specify whether there is any applicant company or institution referred to in this clause	Please refer to Clause 2.2.1 of the RFP.	
8	2.2.2 (B)	The consultant would like to understand whether combined turnover of both the firms would be considered to qualify the turnover criteria or the lead firm has to meet the turnover criteria of Rs 5 crore.	Please refer to Clause 2.1 and 2.2.2 of the RFP. No change is contemplated.	
9	, ,	Request the authority to kindly modify the requirements as provided below. Minimum Length of Professional Experience- 12 Years	RFP. No change is contemplated.	
10	2.2.2	The consultant understands that out of 3 minimum eligible assignments two assignments will be related to 3.1.4 (a) and 3.1.4 (b) and the third assignment could be in any of the category.	Please refer to 2.2.2 of the RFP which is clear and self-explanatory	
11	2.2.2 (D)	Please provide more information about the employment type of the said resources in the organisation, as due to its nature of organisation, QCI uses a	Kindly refer to clause 2.2.2 (D) of the RFP.	

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		vast pool of resources from its empannelled inspection bodies and boards. NABCB is the apex body to provide accreditation to all the inspection agencies, hence QCI uses their own resources along with the experts from the accrediated bodies. So kindly clarify, if the resources from NABCB accredited bodies can be used.		
12	2.2.3	We request to waive the condition of certificate from statutory auditor for each experience.	Please also refer to clause 2.2.3 of the RFP., No change is contemplated.	
13	2.7	Kindly consider adding COVID-19 or similar pandemic as the force majeure scenario.	Please refer to clause 2.7 of Schedule 2: Form of Agreement. No change is contemplated.	
14	2.16.1	We request that the Covering Letter of the proposal can be digitally signed by the Authorised Representative of the Applicant rather than each page of the submission to be digitally signed.	Please also refer to clauses 2.16.1 and 2.16.4 of the RFP. No change is contemplated.	
15	2.27	As a general practice the Indemnity is usually limited to the value of the agreement. We request you to consider limiting the Indemnity to the value of the Agreement.	Please refer to clause 2.27 of the RFP. No change is contemplated	
16	3.1.3	Whether the bidders would be required to make a Technical Presentation. We request to waive this condition that "Higher marks to be awarded for collaboration/ consortium/ partnership with academic institutions.	Please refer to clause 3.1.3 of the RFP, where it is stated that presentations by bidders are part of the scoring criteria. Please also refer to RFP APPENDIX-I Form-7 (point 3). No change is contemplated.	
17	3.1.3	Request the client to specify the number of marks for collaboration / consortium / partnership with academic institutions	Please refer to clause 3.1.3 of RFP, the marks will depend on the Methodology, Work Plan and collaboration proposed by the applicant.	
18	3.1.3	Request the authority to kindly modify the requirements of the team leader, as provided below. 1. Team leader (Maximum 12.25 marks) 2. 12 – 15 years: 6.5 marks 3. Above 15 years: 12.25 marks	Please refer to Clause 3.1.3 of the RFP No change is contemplated.	
19	3.1.3	Request the Authority to kindly modify the financial capacity criteria to a minimum of INR 100 crores given the nature of this assignment.	Please refer to Clause 3.1.3 of the RFP No change is contemplated.	
20	3.1.4	The objective of this assignment is much larger. We request to expand the Eligible Assignments	Please refer to clause 3.1.4 of the RFP No change is contemplated	

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21	3.1.4	, ,	Please also refer to clause 3.1.4 of the RFP No change is contemplated.	
	3.1.4	We request to waive the condition that in the assignments being showcased by the Applicant (Bidder), the Key Personnel proposed for this Proposal should have worked. This may happen in small companies that there are very limited number of people who worked in the assignments carried out by the applicant earlier and the same small team of employees are being proposed for this assignment to DMEO. In large companies, there are many teams. There may be some exceptionally good team members who have not worked on the earlier assignments carried out by the Applicant.	Please also refer to clause 3.1.4 of the RFP.	
23	3.1.4	We suggest inclusion of assignments granted by state/central government agencies as well	Please refer to Clause 3.1.4 of the RFP, it is understood that the 'government' mentioned in the clause includes central/state government.	
24	3.1.4	Request the authority to kindly consider modifying this criterion in view of potential stakeholder categorised as Unions/ Association which represent wider beneficiaries. "Evaluation related studies involving surveys: Evaluation studies or performance reports/ research reports granted by the government/ regulatory commission/ tribunal/ multilateral agencies/ statutory authorities/ public sector entities in respect of infrastructure sector in India with a minimum sample size of 100 households/ beneficiaries which includes stakeholder consultations." Accordingly, suitable modifications are required to be undertaken in Clause 3.1.3 table "Relevant Experience of the Applicant". Request the authority to kindly clarify the term "evaluation studies", does it consider studies undertaken for government authorities acting as decision maker to		

	Responses to Queries of Bidders			
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		implement such projects, and/or includes post facto studies undertaken for government authorities for review purposes		
25	3.1.4	The Consultant understands that sub points 1 and 2 implies clause no. 3.1.4 on page- 37.	Yes, please refer to Clause 3.1.4 of the RFP	
26	3.1.4	Request the authority to kindly confirm that the assignments of firm/ applicant and key personnel proposed can be different	Please refer to clause 3.1.4 of the RFP.	
27	3.2	Request the authority to kindly delete this is criteria in line with standard practice adopted by central and state instrumentalities in selecting consultants.	Kindly refer to Clause 3.2 of the RFP and corrigendum II.	
28	3.4	Given the nature of this consulting assignment, we request the authority to kindly consider evaluating proposal on QCBS criteria of 80% technical and 20% as financials.	Kindly refer to Clause 3.4 of the RFP No change is contemplated	
Sche	dule 1: T	erms of Reference		
29	2.1	Please clarify if this refers to employee performance appraisal process. If yes, is redesign of the same under the current scope of work?	Kindly refer to Clause 2.1 of Schedule- 1:ToR of the RFP No change is contemplated	
30	2.1	We understand the following shall be reviewed as a part of the scope: • fitment of existing NHAI structure with its objective, • defined roles and responsibilities of unique positions across the organization, • competency needs for unique positions and • recruitment policy Kindly confirm if our understanding is correct.	Please refer to Clause 2.1 of Schedule-1: ToR of RFP.	
31	2.1	Please provide more information on the following: Is the present from of the said CME REEFS in its final form? Does the bidding agency has any scope of change in parameters under this framework?	Please refer to Clause 2.1 and 4.1 of Schedule-1: ToR of the RFP. The objective is to assess key performance pillars such as Relevance, Effectiveness, Efficiency, Financial Viability and Sustainability of NHAI in the context of the external environment, internal motivation and capacities of the institution.	

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32	2.1	We understand that organization culture survey (to assess parameters like learning, dealing with uncertainty, inclusivity etc.) need to be undertaken. Please confirm if our understanding is correct If yes, kindly share the stakeholder groups to be covered under the same. Validation through KIIs would be done through discussions only. Please confirm	Please refer to Appendix-IV of the RFP
33	2.1	Request clarity on deliverables and area to be covered under institutional capacity evaluation	Please refer to Appendix-IV of the RFP
34	2.2	consultant is required to review all projects awarded/implemented since 2008 or will a specific number of projects (finalised basis consultation with Client) suffice the requirement. Secondly, we understand that the relevant information shall be provided timely by the Authority without affecting	Please refer to clause 2.2 of the Schedule- 1: ToR of the RFP, no change is contemplated. DMEO will share the details of the Nodal person from NHAI with the selected consultant after the commencement of the study. DMEO will also provide a facilitation letter to the consultant after the
35	2.3	the overall work schedule. We understand organization structure of NHAI (till N-2) level need to be covered for diagnostic. Further, based on gap analysis the consultant is expected to share recommendation on areas of improvement. Given the timeframe redesign of entire structure and HR policies is beyond scope of work. Kindly confirm if our understanding is correct.	commencement of the assignment. Please refer to Clause 2.3 of Schedule- 1:ToR of the RFP
36	2.4	<u> </u>	Please refer to Clause 2.4 of Schedule-1: ToR of the RFP. Stakeholder interviews and user surveys are necessary for answering the specific sub-objectives mentioned in Clause 2.4
37	3.5	We understand, the scoring matrix will have to be designed by the consultant. Would this matrix be relevant for organization assessment as well? Request clarity	Please refer to Clause 3.5 of schedule-1 and APPENDIX-IV of the RFP
38	4.4.1	Kindly confirm whether the duration of the	mentioned in clause 2.4 of the Schedule-1:

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		the		
		period from 2014 to 2021.		
39	4.4.1	We assume that the selection of 20 sample projects will be chosen from list of 824 projects mentioned in page 14, Table 1. Kindly confirm.		
		Out of 20 sample projects, only 5 will be chosen for "thorough socio- economic evaluation". What is to be done with	NHAI, NHIDCL and the Roads Wing (MORTH) since 2014 to 2021.	
		remaining 15 projects?	Refer to clause 4.4.1. of the schedule-1: ToR of the RFP and Corrigendum II.	
		Also what is the expectation from the evaluation of atleast 2 ongoing projects? Kindly clarify	Please refer to sub-objectives stated in Clause 2.4 of the Schedule-1: ToR of the RFP.	
40	4.4.1	For the selection of respondents, the conditions have specific mention to "stretch" in both the conditions, Users, and Households. We seek your clarification on the term "stretch" and how is it going to vary for different projects	Please refer to clause 4.4.1 of the Schedule-1: ToR of the RFP. The word "stretch" here refers to the highway project selected for evaluation.	
41	4.4.1	with different project characteristics. We believe, to reach out to the conclusions as listed in the scope of work, the suggested sample size is comparatively low. Since the project samples belong to different project cost categories and different geographical locations, the sample size would play a vital role to reach out to conclusive results. Thus, would suggest increasing the sample size and evaluation cost, that would justify clear picture of the survey and would address the scope of work.	Please refer to clause 4.4.1 of the Schedule-1: ToR of the RFP, no change is contemplated.	
42	6.2	Request the Authority to kindly clarify how, number of KII covered claims will be substantiated, will it be based on firm's claim?	Please refer to Clause 6.2 of Schedule- 1:ToR of the RFP	
43	6.3	It is suggested that the primary responsibility of seeking approvals shall be with the Authority and the consultants shall on need basis provide inputs,	Kindly refer to Clause 6.3 of Schedule- 1:ToR of the RFP and Corrigendum II.	

		Responses to Queries	of Bidders
S. No.	RFP Clause	Query	Response
		interact and make presentations to key stakeholders to expedite the process	
44	7	We request to kindly incorporate a new payment milestone between KD2 and KD3 for Deliverable No.5 (as per Table 4 – Timeline for Project Execution) which is	Please refer to clause 7 of the Schedule-1: ToR of the RFP, no change is contemplated.
		Completion of Primary Data Collection with 20% payment. This activity would require incurrence of out of pocket	Kindly also refer to Corrigendum II. To clarify, by the time Primary data
		expenses (in cash) by the Bidders. This 20% can be set off against For KD3 (Draft Evaluation Report) -20% For KD4	collection is completed, it is expected that instalment for KD2 would have been released as per the Timeline for Project
		(Final Approved Evaluation Report)	execution mentioned in the ToR.
			Therefore, payment milestones KD1 and KD2 i.e. (20%+30%= 50%) are expected to be completed before the <i>Completion of the Primary Data Collection</i> .
45	11	We understand project team will not be posted in NHAI office and shall attend meeting as and when required. Pls clarify	Kindly refer to Clause 11 of Schedule- 1:ToR of the RFP which is clear and self- explanatory.
46		To meet the objectives, scope, and deliverables of the assessment, we understand that the details of SPOCs with whom coordination is required to be done for the availability of official records for review, and fieldwork will be shared well in advance before the commencement of work and before the stipulated time span. Kindly confirm whether understanding is right.	DMEO will share the details of the Nodal officers after the commencement of the study. DMEO will also provide a facilitation letter to the consultant after the commencement of the assignment.
47		Request the client to confirm if they will facilitate/support in setting up the interviews with respective stakeholders including MoRTH, Concessionaires, Industry Associations etc.	Details of the Nodal officers from NHAI, NHIDCL and MoRTH will be shared after the commencement of the study. DMEO will also provide a facilitation letter
			to the consultant after the commencement of the assignment.
48		Request client to clarify if On-field means work from client's/ stakeholder's base city	On-field here refers to the location of ground level work such as primary survey, KIIs etc.
49		Please provide more information on : The usage of the data collection tool. Upon approval from the authority, is the selection of the tool totally upto the bidding agency?	
		Are there any minimum requirements for	The consultant should provide a

	Responses to Queries of Bidders				
S. No.	RFP Clause	Query	Response		
		the server ? Will the server maintenance costs be borne by the bidding agency ?	dashboard for real-time monitoring of the data by DMEO. They should make the necessary arrangements for the collection and storage of the data.		
50		Please provide more information on the following: Will the authority facilitate the setting up of these interviews?	Details of the Nodal Persons from NHAI, NHIDCL and MoRTH will be shared with the selected consultant after the commencement of the Assignment. Setting up of interviews is the sole responsibility of the consultant. DMEO will also provide a facilitation letter to the consultant after the commencement of the assignment.		
APP	ENDIX-II		•		
51	Form-2	Request the Client to clarify where consultant will have to provide the remuneration cost of the 7 person days of each key personnel. There is no option to enter the same in BOQ excel.	Please refer to APPENDIX-II: Form-2 Financial Proposal of the RFP and Corrigendum II.		
52	Form-2		Please refer to APPENDIX-II: Form-2 Financial Proposal of the RFP and Corrigendum II.		
53	Form-2	BOQ File in MS-Excel Format is capturing data up to F i.e. Total Cost Items G and H are not being captured in BOQ File. Please clarify how the applicant would specify its cost for items G and H. We also request to kindly check BOQ File. Macros are not working well. After inputting data in figure, its not coming in word and the summation of all items is not happening.	Please refer to APPENDIX-II: Form-2 Financial Proposal of the RFP and Corrigendum II.		