



National Institute of Urban Affairs

Corrigendum-1

(including clarifications)

for

Request for Empanelment (RFE)

for

Shortlisting 'IMPLEMENTATION PARTNERS' for implementation of National Urban Governance Platform (NUGP) & Reference Municipal Service Applications at States/ UTs

under

National Urban Digital Mission (NUDM)

by



Empowering States/ UTs- e-governance in ULBs

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December 2021

Corrigendum for the RFE for EMPANELMENT of prospective IMPLEMENTATION PARTNERS for NUGP & allied service applications

Sr. No	Clause	Page Number	Original Text	Revised Text
1	Fact Sheet	3	Submission of Technical Proposal (by eMail): 4th Jan (1500 Hrs)	Revision: The submission timeline is extended to 17-01-2022 .
2	Section 2: Purpose & Overview of the RFE	11	Paragraph 3: When bidding for State-level projects, IMPLEMENTATION PARTNERS may come together in the form of a consortium amongst themselves to optimize State-level implementations across small /medium /large ULBs and across the State/ UT. Alternately, they may participate as sole bidders as well	Paragraph 3: When bidding for State-level projects, IMPLEMENTATION PARTNERS may come together in the form of a consortium amongst themselves or any other entity basis State/ UT requirements , to optimize implementations across small /medium /large ULBs and across the State/ UT. Alternately, they may participate as sole bidders as well.
3	C. Instructions to Applicants 2. Eligible Applicants	18	The Applicant shall be required to furnish an affidavit that there is no such bar imposed and existing as on the Application Due Date as per format provided in Annexure 7.	"The Applicant shall be required to furnish an affidavit that there is no such bar imposed and existing as on the Application Due Date as per the format provided in Annexure 6. "
4	E. Criteria for Evaluation 1. Evaluation of Applications Table 7: Qualification Criteria Sr. 4: Project Experience	23 - 24	A minimum of Two (02) projects with minimum contract value of INR 75 Lacs for IT-centric project (completed/ ongoing) in Urban Sector (for any ULB/State/UT/Central government), since 01st April 2016 upto the date of bid submission. Note: Only those IT projects will be considered which are in the area of eGovernance/ ERP solutions. The projects comprising Implementation services and/or Project Management will be accepted. Documentary Evidence: Work order/ Purchase Order along with Contract Agreement/ MoU OR document signed by the Statutory Auditor/ Chartered Accountant of the Applicant. The certificate must have UDIN issued by ICAI. These documents may be submitted for ongoing projects as well. Response Formats: Annexure 5	A minimum of two projects in India with minimum contract value of INR 50 Lacs (excluding taxes) for each project, for IT-centric services in eGovernance / ERP projects (completed/ ongoing) for any ULB/ State/ UT/ Central Government/ Public Sector organization, since 01st April 2016 up to the date of response submission. Documentary evidence: Document signed by the Statutory Auditor of the Applicant having UDIN issued by ICAI. Refer to revised Annexure 5-A & 5-B in corrigendum for supporting to be furnished.
5	E. Criteria for Evaluation 1. Evaluation of	24	The Applicant and its Partner/ Directors should not have been blacklisted/ debarred by any Central Government/	"The Applicant and its Partners/ Directors within the LLP Firm or Partnership Firm and Board of

	Applications Table 7: Qualification Criteria Sr. 5: Non- blacklisted		State Government/ PSU or any other Government Institution/ Authority in India/ Multi-lateral funding agency. Also, have not been under any legal action for indulging in corrupt practice, fraudulent practice, coercive practice, undesirable practice, breach of contract or restrictive practice with any Indian Central Government/ State Government in last three (3) years as on bid submission date and the same must have been revoked prior to bid submission	Directors for Limited companies should not have been blacklisted/ debarred by any Central Government/ State Government/ PSU or any other Government Institution/ Authority in India/ Multi-lateral funding agency. Also, have not been under any legal action for indulging in criminal offence, bribery practice, corrupt practice, fraudulent practice, coercive practice, undesirable practice, breach of contract or restrictive practice with any Indian Central Government/ State Government in last three (3) years as on response submission date and the same must have been revoked prior to response submission." Refer to Annexure 6 in the corrigendum.
6	E. Criteria for Evaluation 1. Evaluation of Applications Table 7: Qualification Criteria Sr. 8: Approach & Methodology	24 - 25	Approach & Methodology Approach & Methodology including Challenges and risks foreseen & mitigation plans. The A&M must come out with clear understanding towards the requirement and modus operandi for all three type of State classification. It should clearly bring the essential milestones, deliverables, timelines, work plan, RACI Matrix & accountabilities, etc. Response Formats: Annexure 7	DELETED
7	D. Preparation and Submission of Application 4. Sealing and Marking of Applications Table 6: Application Check-list along with the proposal	21	h. Understanding of Scope with Approach and Methodology Refer Annexure 7	DELETED
8	E. Criteria for Evaluation 2. Manpower: Roles & Responsibilities	25	Table 8: Manpower: Roles & Responsibilities (Indicative).	Table 8: Manpower: Roles & Responsibilities (Indicative only, CVs not to be submitted as part of the RFE response)

Annexure 5-A [Revised] for Sr. No. 4 in corrigendum: Format for Project Experience of the Applicant

It is certified that the participating firm <_____> is meeting the minimum required Project Experience- A minimum of two projects in India with a minimum contract value of INR 50 Lacs (excluding taxes) for each project, for IT-centric services in eGovernance / ERP projects (completed/ ongoing) for any ULB/ State/ UT/ Central Government/ Public Sector organization, since 01st April 2016 up to the date of response submission.

The details are as below:

Assignment name:	Value of the contract (in INR):
Country:	Duration of assignment (months):
Name of Client:	Total No of staff-months of the assignment:
Address:	
Start date (month/year): Completion date (month/year):	
Narrative description of Project:	
Description of actual services provided by your staff within the assignment:	

Note: use separate sheet for each eligible project

Certified that the above information is correct to the best of our knowledge and no relevant information is concealed. If at any time during or after the Empanelment, it is proved that the information furnished by us is wrong, NIUA reserves the right to take necessary action against our firm as per applicable Laws/Rules of the land.

Signature of Authorized Representative of the Firm

Date _____ Name _____

Place _____ Designation _____

Tel No. _____

Mobile No. _____

E Mail ID _____

Seal/Stamp of the Firm

Note: The certification to be accompanied with supporting document(s)- Annexure 5B as per Item #4 (Project Experience), Table 7: Qualification Criteria.

Annexure 5-B [Revised] for Sr. No. 4 in corrigendum: Supporting format for Project Experience of the Applicant

It is certified that the participating firm <_____> is meeting the minimum required Project Experience- A minimum of two projects in India with a minimum contract value of INR 50 Lacs (excluding taxes) for each project, for IT-centric services in eGovernance / ERP projects (completed/ ongoing) for any ULB/ State/ UT/ Central Government/ Public Sector organization, since 01st April 2016 up to the date of response submission.

The details are as below:

UDIN: Verification link:	
Assignment name:	Value of the contract (in INR):
Country:	Duration of assignment (months):
Name of Client:	Total No of staff-months of the assignment:
Address:	
Start date (month/year): Completion date (month/year):	

Note: use a separate sheet for each eligible project

The above information is correct to the best of our knowledge and no relevant information is concealed. If at any time during or after the Empanelment, it is proved that the information furnished by us is wrong, NIUA reserves the right to take necessary action against our firm as per applicable Laws/Rules of the land.

Statutory Auditor of the Applicant

Date _____ Name _____

Place _____ Designation _____

Tel No. _____

Mobile No. _____

E Mail ID _____

Seal/Stamp of the Firm

Note: This forms an essential support to Annexure '5A'.

Annexure 6 [Revised] for Sr. No. 6 of corrigendum: Format for Affidavit Certifying that Entity / Director/s of Entity are not Blacklisted

(To be executed on Non – judicial stamp paper of INR 100/-or such equivalent amount and document duly attested by notary public)

Affidavit

I/We M/s. [insert name and address of the registered office] hereby certify and confirm that we or any of our (Partners/ Directors within the LLP Firm OR Partnership Firm) / (Board of Directors for Limited companies) [*strike out whichever is not applicable*] have **not** been blacklisted/ debarred by any Central Government/ State Government/ PSU or any other Government Institution/ Authority in India/ Multi-lateral funding agency in India from participating in Project/s, as on _____ [response submission date] and any blacklisting/debarment in the last three (03) years has been revoked prior to response submission.

Also, any of our (Partners/ Directors within the LLP Firm OR Partnership Firm) / (Board of Directors for Limited companies) [*strike out whichever is not applicable*] have **not** been under any legal action for indulging in criminal offence, bribery practice, corrupt practice, fraudulent practice, coercive practice, undesirable practice, breach of contract or restrictive practice with any Indian Central Government/ State Government as on _____ [response submission date] and any such legal action in the last three (03) years has been revoked prior to response submission.

We further confirm that we are aware that as per the RFE, our Application for the captioned Assignment would be liable for rejection in case any material misrepresentation is made or discovered with regard to the requirements of the RFE, at any stage of the Shortlisting Process or thereafter during the shortlisting period.

Dated this Day of, 2021

[Name of the Applicant]

.....

[Signature of the Authorised Representative of the firm]

.....

[Name of the Authorised Representative of the firm]

Location: _____ Date: _____

Annexure 7: DELETED

Response to the queries to the RFE

Sr. No	Clause	Page Number	Original Clause	Clarification/ Suggestion	Response
1	Fact Sheet	3	Submission of Technical Proposal (by eMail): 4th Jan (1500 Hrs)	Request to extend submission deadline by 2 weeks' time, because all the Big 4 firms will have planned year end break from 25 Dec until 03rd Jan, and it might be difficult to get the proposal complied with all the internal checks and submit by 04th Jan.	Refer corrigendum- SNo. 1.
2	Table 1: Fact Sheet (Schedule of Empanelment)	3	5. Invitation for Proposals - Submission of Technical Proposal (by eMail) - 04th January 2022, 1500 hrs	Our offices are closed from 24th December to 2nd January owing to festive season. We will require all our internal approvals in place post the clarifications / corrigendum is issued by your good office. Further, we will also require declaration, financial certificates, HR certificates from our Support Functions (HR, Finance etc..) Team, as per the RFE requirements. Hence, we request you to allow us some more time to submit a qualitative proposal and extend the due date of submission by 2 weeks. i.e. 18th January 2022	Refer response to Query #1

3	Context and backgorund	9	a) Platforms: The NUDM will leverage technology in service of an improved quality of life for every citizen. NUDM will create a shared digital infrastructure as a public good through open source, customisable digital urban platforms, building blocks, data infra to manage the core digital urban data, and the infrastructure required for its seamless exchange	We understand the empanelled vendors will be engaged by the states (through separate RFPs) to implement the NUGP software either centrally or as a separate state wise instance. a. We request that the be amended to amended to allow the bidder to bring their own pre-existing proven platform for ULBs which can be replicated both as Platforms as well Process/Frameworks for automation of the core ULB processes meeting all the business requirements , instead of using the NUGP Software. This will ensure quick turnaround. b. The provision for the inclusion of the commercial usage licenses for the bidder's pre-existing proven platform should also be made in the commercials template along with the bidder's man power rates. c. A provision of inclusion of the IPR for the existing framework used by the bidder will lie with the bidder.	RFE is for deployment of NUGP as envisaged under the NUDM. No change in the RFE
4	Approach	9	NUDM will create a shared digital infrastructure as a public good through open source	We request you to kindly elaborate on shared digital infrastructure	May refer to "NUIS Digital Blue Print" available via Appendix I: Important Links, page 42 of the RFE

5	Approach	9	The NUGP is the initial offering of the NUDM with 9 reference municipal service applications.	Kindly provide the details of the 9 municipal service applications	<p>9 services include:</p> <ol style="list-style-type: none"> 1. Property Tax Assessment and Payment; 2. Building Plan Approval; 3. Municipal Grievance Redressal; 4. Trade License Issuance and Payment; 5. No-Objection Certificate (NOC) Issuance; 6. Water and Sewerage Connection Management; 7. NMAM-Compliant Municipal Accounting and Finance; 8. Birth and Death Certificates; and 9. User Charges – electricity, water supply, etc. <p>May refer to "4. REoI document for selection of the NUGP partner" available via Appendix I: Important Links, page 42 of the RFE</p>
6	Section -A Point - 2	11	To ease and fast track the procurement process at the States/UTs, NIUA shall be proposing a Model RFP for States/UTs to adopt. The Model RFP to contain the marking scheme and evaluation criteria for QCBS selection.	The model RFP which will be available for states will be used to select from empaneled agency only or it will be open to all.	<p>This will be a prerogative of State/ UT procuring the services of Implementation Partner.</p> <p>May refer to Clause A.2 para 7, page 11 of RFE.</p>

7	A. Introduction	11	Implementation of the NUGP at the State level: The Partners will be trained on the National Urban Governance Platform (NUGP) offered by CCSG towards ensuring they have existing capacities needed for implementation & roll-out at the State/ ULB level	Will the training activity be performed to all the empanelled agencies or will it be specific to the agency which would win the bid for the floated RFPs later	Training on NUGP is available to all the empanelled agencies. May refer to Clause A.2 para 9, page 12 of RFE.
8	Section 2: Purpose & Overview of the RFE	11	Paragraph 3: Availability of pre-vetted IMPLEMENTATION PARTNERS via this RFE to partner with Project Management teams at States/ UTs is envisaged to fast track field level implementations across States/UTs.	We request to kindly share the guidelines for expediting the Implementation at the State/UT Level	The objective is to fast-track the procurement process leveraging the prevetted empanelled pool. The guidelines to be incorporated into the Model RFP for States/ UTs
9	Section 2: Purpose & Overview of the RFE	11	Paragraph 3: When bidding for State-level projects, IMPLEMENTATION PARTNERS may come together in the form of a consortium amongst themselves to optimize State-level implementations across small /medium /large ULBs and across the State/ UT. Alternately, they may participate as sole bidders as well	From the RFE it is pertinent that the States and ULBs are being categories based on their size; however, we observe that the Implementation Partners are not being categorised likewise basis their capacity (turnover). Kindly clarify how players with high turnover and vast experience can leverage their capabilities (vis-a-vis their competence and skill-sets) vs. the players who primarily compete on price advantage.	Aspects pertaining to enablement of fair competition amongst empaneled partners to be addressed in the Model RFP. May refer to Clause A.2. para 7. page 11.
10	Section 2: Purpose & Overview of the RFE	11	Paragraph 7: To ease and fast track the procurement process at the States/UTs, NIUA shall be proposing a Model RFP for States/UTs to adopt. The Model RFP to contain the marking scheme and evaluation criteria for QCBS selection. Marking scheme shall consider the bidder's capacity, competence and track record to	We understand that the selection would happen at the State Level through a QCBS methodology, however, the marking scheme for the same has not been shared in the RFE. Kindly share the parameters which allows large players to leverage their experience.	The marking schemes will form the part of Model RFP. May refer to Clause A.2. para 7. page 11.

			deliver projects of scale & complexity as desired by the respective State/UT		
11	Section 2: Purpose & Overview of the RFE	11	Paragraph 3: Availability of pre-vetted IMPLEMENTATION PARTNERS via this RFE to partner with Project Management teams at States/ UTs is envisaged to fast track field level implementations across States/UTs.	Would appreciate the mechanism and guidelines for fast tracking the Implementation at the State/UT Level	Refer response to Query #8
12	Section 2: Purpose & Overview of the RFE	11	Paragraph 3: When bidding for State-level projects, IMPLEMENTATION PARTNERS may come together in the form of a consortium amongst themselves to optimize State-level implementations across small /medium /large ULBs and across the State/ UT. Alternately, they may participate as sole bidders as well	Kindly clarify how Partners will be able to form consortium. Will they be free to do as per their past experience or will there be any guidelines from NIUA?	Refer corrigendum- SNo. 2.
13	Section 2: Purpose & Overview of the RFE	11	Paragraph 7: To ease and fast track the procurement process at the States/UTs, NIUA shall be proposing a Model RFP for States/UTs to adopt. The Model RFP to contain the marking scheme and evaluation criteria for QCBS selection. Marking scheme shall consider the bidder's capacity, competence and track record to deliver projects of scale & complexity as desired by the respective State/UT	As we understand that QCBS methodology be adopted for Implementation Partners. However, it would be helpful if NIUA can share the marking criteria on various parameters.	Refer response to Query #10

14	Section -A Point - 2	12	NIUA shall provide a training plan consisting of online training modules along with offline support in a time-bound manner.	Is there any capping in number of resources to be trained by NIUA. Will it be a one time training support to empaneled agency or recurring training will be conducted by NIUA	No capping for number of resources that may get trained via online training facility. This training is not mandatory but will facilitate the empanelled partners in preparing and submission of their respective bids as well as NUGP implementations at State/UT/ULB. May refer to Clause A.2 para 9, page 12 of RFE.
15	Section – B 1. Scope of Work	12	The IMPLEMENTATION PARTNER will be responsible to support the State Implementation Teams for a time bound rollout followed by the O&M phase of the NUGP platform with additional set of services as identified by the respective States/ UTs.	The implementation partner is being empaneled for further selection by States/UTs. The statement is confusing as it is stating two different implementation partners for the state.	It is clarified that the empanelment is a shortlisting approach for the qualified entities. The selection process will be performed at States/ UTs.
16	Section 2: Purpose & Overview of the RFE	12	Paragraph 9: It is desired that the empanelled agencies comply with NUGP training requirements to build capacities within their teams. NIUA shall provide a training plan consisting of online training modules along with offline support in a time-bound manner. The purpose of this training shall be to support the capacity building efforts of empanelled IMPLEMENTATION PARTNERS. This training shall also support IMPLEMENTATION PARTNERS in ascertaining their effort estimation for NUGP related bid submission and project implementation	We understand that this training will be to facilitate the empanelled partners in the bidding process. However, it is also understood that this will not become a mandatory/ gating item for bid submission. Kindly clarify and confirm.	Refer response to Query #14

17	Section 3: Intended Outcome of this RFE	12	As an outcome of this RFE, an empanelment list shall be published. The firms can submit their geographical preferences as per Annexure – 10.	From the RFE it is pertinent that the States and ULBs are being categories based on their size; however, we observe that the Implementation Partners are not being categorised likewise basis their capacity (turnover). Kindly clarify how players with high turnover and vast experience can leverage their capabilities (vis-a-vis their competence and skill-sets) vs. the players who primarily compete on price advantage.	Refer response to Query #9
18	1.Scope of work	12	The IMPLEMENTATION PARTNER will be responsible to support the State Implementation Teams for a time bound rollout followed by the O&M phase of the NUGP platform with additional set of services as identified by the respective States/ UTs.	We would request you to clarify “additional set of services” as the statement makes the scope of work vague and open which can nott be adhered in any timeline	The prime scope of services based on this empanelment is laid down in the RFE. However, there can be some additions to it as per States/ UTs descretion (will be specified in the RFP). May refer to Clause A.2 para 8, page 12 of RFE.
19	Section 2: Purpose & Overview of the RFE	12	Paragraph 9: It is desired that the empanelled agencies comply with NUGP training requirements to build capacities within their teams. NIUA shall provide a training plan consisting of online training modules along with offline support in a time-bound manner. The purpose of this training shall be to support the capacity building efforts of empanelled IMPLEMENTATION PARTNERS. This training shall also support IMPLEMENTATION PARTNERS in ascertaining their effort estimation for NUGP related bid submission and project implementation	It will be good, if the NIUA elaborate more on this point.	Refer response to Query #14

20	Section 3: Intended Outcome of this RFE	12	As an outcome of this RFE, an empanelment list shall be published. The firms can submit their geographical preferences as per Annexure – 10.	It is obvious from the RFE that the States/ULBs are being categories based on their size; however, it is observed that the Implementation Partners are not being categorised likewise basis their capacity (turnover). Kindly confirm that slection criteria will be open and will provide equal opportunities to all competent bidders.	Refer response to Query #9
21	1. Scope of Work	13	Option 1: Adopt centrally-hosted instance b. States/ULBs can implement this centrally-hosted instance, focusing mainly on configuring the platform and solutions as per their needs. They can use the empanelled System Integrators and model RFP for speedy procurement needed to configure and implement the NUGP.	1) Please clarify whether in case of a centrally hosted instance, the empanelled SI onboarded by the state will be allowed to make modifications to the functionality offered by NUGP or will this be limited to only configurations. 2) Please confirm that the management of the underlying system software will be the responsibility of the NIUA	1. The SI will be responsible for configuration of the NUGP central instance. 2. The functionalities of central instance will remain the prerogative of NIUA.
22	1. Scope of Work	14	Option 2: Create State instance a. As the NUGP is free and open-source software platform, States/ULBs can create their own instance or module' application, hosting it on a cloud server of their choice (or at a state data centre, etc.)	1) Please provide the complete technology stack on which the NUGP platform is developed 2) What mechanism is provided by NUGP to enhance the features or add new modules on the core platform? 3) Will newer versions of NUGP platform, for bug fixes or some mandatory enhancements, be released to the states which have opted for Option 2?	The details will be shared in RFP and upon onboarding. May refer to "5. Link to documentation of the base platform selected for NUGP" available via Appendix I: Important Links, page 42 of the RFE
23	1. Scope of Work	15	a. Phase wise- Activities 2. Phase 2A- Implementation (Platform and Modules) at States/ Uts Citizen Centric Mobile Applications	Please do let us know whether a common mobile application across ULBs would suffice or we need to implement separate mobile application for each ULB	Common mobile application covering all functionalites across the ULBs with facility for customizing as per ULB name, particulars, etc

24	1. Scope of Work	15	2. Phase 2A- Implementation (Platform and Modules) at States/ Uts · Cloud Hosting, Network and services of NUGP for State/ UT	We understand that the actual procurement of cloud services / any other infra, network, security, software components would be done by the state through a separate RFP. The empanelled vendor would only be required to configure these services. Please confirm	The understanding is correct.
25	1. Scope of Work	15	3. Phase 2B- Data Digitization & Migration · Migration and aggregation at State/ UT level of existing databases. · Data Digitization, ingestion and migration · Data Validation and acceptance at city level (old legacy records) wherever required	1) Please confirm that the digitization in this context does not involve any scanning of data from hard copy formats to be undertaken by the empanelled vendor. 2) Please confirm that the empanelled vendor's scope in such case would be limited to migrating data from existing systems in electronic format. 3) We understand that all OPEX and CAPEX charges for email services SMS services , payment gateway will be paid by the purchaser . The bidder will only integrate the solution with these services.	It will be clarified by the States/ UTs in respective RFPs. May refer to Clause A.2 para 8, page 12 of RFE.
26	1. Scope of Work	15	6. Phase 5- Operations & Maintenance · Service Level Agreement · Centralized Help desk · Technology Support · Hand over and Exit Management	1) Please confirm that the helpdesk scope would be limited to providing manpower to man the helpdesk and would not involve setting up of the physical infrastructure or the voice infrasturcture required for the helpdesk. 2) Please confirm that the seating space, desktops, connectivity, helpdesk software, IVRS, ACD etc. would be provisioned by the respective state	Refer response to Query #25
27	Project Timelines	16	Project Timelines	The indicative project implementation timelines seems very aggressive . It does not factor out the on ground issues like availability of master data, migration data , number of modules chosen by states etc. which impacts the timelines.	These are indicative timelines to benchmark the evaluation process. May refer to Table 5: Timelines (Indicative), page 16 of RFE.

28	B. Terms of Reference 2. Focal points of Implementation at States/ UTs under the central empanelment	16	2. Focal points of Implementation at States/ UTs under the central empanelment	We suggest that the Criteria for empanelment should differ for Type I/Type 2/Type 3 States/ UTs. Turn Over criteria and CMMi Certification Criteria should be different for each type of States/ UTs	No change in the RFE
29	B. Terms of Reference 3. Project Timelines Table 5: Timelines (Indicative)	16	Project Timelines Based upon the type of the State and thereby the volume of Scope of Work involved in the implementation across the State/ UT, the timelines are defined and categorized as follows: Table 5: Timelines (Indicative)	Indicative timelines are elaborated against i. Smaller ULBs ii. Large ULBs iii. State-wide Project Management and central aggregation However timelines are also largely affected based on the state's current maturity level with respect to IT enabled citizen services categorized as: a. Greenfield. b. Brownfield. c. Matured. Suggestion: The timelines may be separately defined for each of these categories for more practical purpose	Refer response to Query #27
30	3. Project Timelines	16	Table 5: Timelines (Indicative) Phase 4: Project Go-live Type I States/ UTs (>300 ULBs): T4= T3 + 10 days Type II States/ UTs (81-300 ULBs): T4= T3 + 7 days Type III States/ UTs (upto 80 ULBs): T4= T3 + 5 days	The time line for Project Go Live - 10, 7 and 5 days is too short. This stage would include configuration of each ULB, testing the connectivity and mock run by respective ULB connecting to the centralised application. Expecting this to be completed in such a short period may be revisited. We are aware that this would be finalized by each state while publishing the RFP.	Refer response to Query #27
31	1. Scope of Work	16	3. Project Timelines 2. Phase 2A- Implementation & Customization (Platform and Modules)	We understand that the timelines mentioned here are indicative and the individual states would publish the actual project timelines depending on the quantum of customization required in the	Refer response to Query #27

			3. Phase 2B- Data Digitization & Migration	platform for phase 2A, and also on the scope of data migration for Phase 2 B. Please confirm	
32	Timelines: 3	16	Phase 1- Project Inception & Requirement Gathering	Indicative timelines for requirement gathering (in case >300 ULB's or >=80 to 300 ULBS are too strict to be achieved. Request you to reconsider indicative timelines.	Refer response to Query #27
33	Timelines: 3	16	Phase 2A Implementation & Customization (Platform and Modules) T2= T1 + 180 days	Customisation of NUGP Platform in 6 Months for all 9 Modules is strict to be achieved. Looking at other State Example for similar custmisation. Please consider 10-12 Months.	Refer response to Query #27
34	Timelines: 3	16	Phase 2B- Data Digitization & Migration T2= T1 + 180 days	Data Digitization Time is also covered in 6 Months only which is difficult to achieve. The Data Digitization and migration should be limited to Master Data and Legacy data to be provided by States in Pre-defined formats of NUGP Platform.	Refer response to Query #27
35	B. Terms of Reference - 6. Description of Empanelment Process	17	a. NIUA proposes to adopt a single stage process to evaluate Applications received based on criteria set out in this RFE Document. Based on this evaluation undertaken, a classified list of empanelled IMPLEMENTATION PARTNERS is expected to be prepared.	We request to please adopt tiering structure on lines of NICS1 empanelment for this empanelment. It will ensure that competition is fair; and the interest of MSMEs or startups is safeguarded & they get to work in consortium with the established firms/organisations.	Refer response to Query #14
36	C. Instructions to Applicants 2. Eligible Applicants	18	The Applicant shall be required to furnish an affidavit that there is no such bar imposed and existing as on the Application Due Date as per format provided in Annexure 7.	Annexure 7: Understanding of Scope with Approach and Methodology (A&M) This annexure does not match the expectation intended in the para on page-18	Refer corrigendum- SNo. 3.

37	C. Instructions to Applicants - 1. General	18	<p>b. The Applicant shall submit its Application in the form and manner specified in this RFE. It is expected that a separate selection process would be undertaken by the States, UTs and Cities to appoint IMPLEMENTATION PARTNER for their specific assignments. The successful IMPLEMENTATION PARTNER emerging from such selection process shall be required to enter into City/ State/ UT specific contracts with the concerned government entity.</p>	<p>Please help us understand, how the commercials would be finalised for the manpower to be hired under this empanelment.</p>	<p>It will be decided by States/ UTs as per their respective procurement norms. States /UTs would be encouraged to adopt the Model RFP for NUGP.</p> <p>May refer to Clause A.2 para 7, page 11 of RFE.</p>
38	Acknowledgement by the Applicant	18	<p>5. Acknowledgement by the Applicant</p> <p>a. It is desirable that each Applicant submits its Application after collection of required information and analysis or any other matter considered relevant by it.</p> <p>b. It would be deemed that by submitting the Application, the Applicant has:</p> <ul style="list-style-type: none"> • Made a complete and careful examination of the RFE Document; and • Received all relevant information requested from NIUA. • Agrees to unconditionally abide by the terms and conditions laid down in this RFE. 	<p>We suggest the changes in the said clause as there is very little clarity on how things would pan out at RFP stage</p> <p>5. Acknowledgement by the Applicant</p> <p>a. It is desirable that each Applicant submits its Application after collection of required information and analysis or any other matter considered relevant by it.</p> <p>b. It would be deemed that by submitting the Application, the Applicant has:</p> <ul style="list-style-type: none"> • Made a complete and careful examination of the RFE Document; and • Received all relevant information requested from NIUA. • Subject to deviations Agrees to un conditionally abide by the terms and conditions laid down in this RFE 	<p>No change in the RFE</p>

39	Preparation and Submission of Application	20	It shall be deemed that by submitting the proposal, the IMPLEMENTATION PARTNER agrees and releases NIUA-CDG, its employees, agents and advisers, irrevocably, unconditionally, fully and finally from any and all liability for claims, losses, damages, costs, expenses or liabilities in any way related to or arising from the exercise of any rights and/or performance of any obligations hereunder, pursuant hereto and/or in connection herewith and waives any and all rights and/or claims it may have in this respect, whether actual or contingent, whether present or future	Subject to the terms to be finally agreed in the Agreement. It shall be deemed that by submitting the proposal, the IMPLEMENTATION PARTNER agrees and releases NIUA-CDG, its employees, agents and advisers, irrevocably, unconditionally, fully and finally from any and all liability for claims, losses, damages, costs, expenses or liabilities in any way related to or arising from the exercise of any rights and/or performance of any obligations hereunder, pursuant hereto and/or in connection herewith and waives any and all rights and/or claims it may have in this respect, whether actual or contingent, whether present or future.	No change in the RFE
40	E. Criteria for Evaluation	22	The interested applications for the implementation of the project, will undergo the following methodology comprising of the following qualification criteria for shortlisting of IMPLEMENTATION PARTNER	Please let us know how the bidders will be evaluated as per capability and experience, since there must be many MSMEs participating for the empanelment	Refer response to Query #9
41	13. Shortlisting of IMPLEMENTATION PARTNER & 3. Project Timelines - Table 5: Timelines (Indicative)	22	c. The Empanelment of service will be initially for the period of 36 (Thirty-Six) months from date of first 'Notification of Empanelment'. NIUA may renew the empanelment for an additional duration as decided by NIUA at its sole discretion.	Request you to please clarify on the period of empanelment in lieu of 2 clauses mentioned in the RFE as stated below - - Clause 13 (c.) on page no. 22 says "The Empanelment of service will be initially for the period of 36 (Thirty-Six) months from date of first 'Notification of Empanelment'. NIUA may renew the empanelment for an additional duration as decided by NIUA at its sole discretion" - Whereas clause 3 (Table 5) page No. 15,16 indicates project timeline of T+310	It is clarified that: The period of empanelment will be initially for 36 months only. Timelines agreed upon with procurement agencies for engagement with respective States/ UTs after selection as Implementation Partners would prevail.

				Days + 36 Months i.e. about 3 years and 10 months.	
42	Qualification Criteria	22	The Applicant to possess any Two (02) of the following certifications, which are valid at the time of bidding i. ISO 9001:2008/ ISO 9001:2015 for Quality Management System ii. ISO 20000:2011/ ISO 20000:2018 for IT Service Management iii. ISO 27001:2013 for Information Security Management System	Is this mandatory? And how it impacts if a company has one, or none.	This is the Qualification criteria under this RFE. No change in the RFE
43	Qualification Criteria	22	CMMi certification: The Applicant to possess CMMi certification (Level 3 or above), which is valid at the time of bidding	Is this mandatory? And how it impacts if a company has no CMMIL3 certification.	Refer response to Query #42
44	Qualification Criteria	22	A minimum of Two (02) projects with a minimum contract value of INR 75 Lacs for IT-centric project (completed/ ongoing) in Urban Sector (for any ULB/State/UT/Central government), since 01st April 2016 upto the date of bid submission.	Are these only specific to ULBs/ State/UT/Central government? We have implemented Digit from eGov at various locations for different modules, can this be considered as an experience. How would it impact if this isn't considered?	Refer corrigendum- SNo. 4.

45	E. Criteria for Evaluation 1. Evaluation of Applications	23	Table 7: Qualification Criteria Sr. 2: Turnover Sr. 3: Positive Net-worth Sr. 4: Project Experience	The approach of allowing more vendors is appreciated. However considering the experience of Mission Mode Projects, NIUA may need to balance the risk of either selecting large companies without requisite track record or very small and less experienced vendors with debatable execution capability.	Refer response to Query #9
46	E. Criteria for Evaluation 1. Evaluation of Applications	23	Table 7: Qualification Criteria Sr. 4: Project Experience A minimum of Two (02) projects with minimum contract value of INR 75 Lacs for IT-centric project (completed/ ongoing) in Urban Sector (for any ULB/State/UT/Central government), since 01st April 2016 upto the date of bid submission. Note: Only those IT projects will be considered which are in the area of eGovernance/ ERP solutions. The projects comprising Implementation services and/or Project Management will be accepted. Documentary Evidence: Work order/ Purchase Order along with Contract Agreement/ MoU OR document signed by the Statutory Auditor/ Chartered Accountant of the Applicant. The certificate must have UDIN issued by ICAI. These documents may be submitted for ongoing projects as well. Response Formats: Annexure 5	1) Here completed/ on-going projects are asked for. The proof of documents does not have any document to prove that project is on-going or completed. We suggest that Bidders should be asked to submit a proof of project milestone completion/ project completion. 2) We suggest that Self-certification by CA/ Statutory auditor should be allowed only for the cases where bidder has NDA with the end customer 3) We suggest that Projects in India only should be considered. Project value may be revisited and the scope of project should include atleast 50% of the modules as per the scope in the envisaged project	Refer corrigendum- SNo. 4.

47	E. Criteria for Evaluation 2 -Turnover 3 - Positive Net-worth	23	Documentary Evidence: i. Certificate from the Statutory Auditor/ Chartered Accountant on turnover details for the last three FYs. The certificate must have UDIN issued by ICAI. However, for FY 20-21, a provisional certificate from the CA / Statutory Auditor shall be accepted Response Formats: Annexure 4A Annexure 4B	Please allow the bidder to submit these certificates signed by Authorized signatory /Company Secretary along with a copy of audited financial statements.	No change in the RFE
48	Eligibility Criteria	23	The Applicant should have minimum average annual turnover for the aforementioned years as More than INR 5 Crore.	We request to increase the turnover criteria to minimum 100 cr. Or categorise the empanelment into 3 categories (Tier 1/Tier2/Tier3) based on turnover and experience of the firms. It will encourage bigger firms to compete with smaller firms.	No change in the RFE
49	Eligibility Criteria	23	Project Experience : A minimum of Two (02) projects with minimum contract value of INR 75 Lacs for IT-centric project (completed/ ongoing) in Urban Sector (for any ULB/State/UT/Central government), since 01st April 2016 upto the date of bid submission.	A minimum of Two (02) projects with minimum contract value of INR 75 Lacs for IT-centric project (completed/ ongoing) in Urban Sector (for any ULB/State/UT/Central government), since 01st April 2016 upto the date of bid submission.	Refer response to Query #44

50	<p>1. Evaluation of Applications 2. Table 7: Qualification Criteria 3. S.No.4 - Project Experience</p>	23	<p>"A minimum of Two (02) projects with minimum contract value of INR 75 Lacs for IT-centric project (completed/ ongoing) in Urban Sector (for any ULB/State/UT/Central government), since 01st April 2016 up to the date of bid submission. Only those IT projects will be considered which are in the area of eGovernance/ ERP solutions. The projects comprising Implementation services and/or Project Management will be accepted."</p>	<p>By virtue of iDeCK being a Quasi-Government Consulting Organization that is a Joint Venture between Government of Karnataka, IDFC and HDFC, we request the clause may be modified as below: "A minimum of Two (02) projects with minimum contract value of INR 50 Lacs for IT-centric project (completed/ ongoing) in Urban Sector (for any ULB/State/UT/Central government), since 01st April 2016 up to the date of bid submission. Only those IT projects will be considered which are in the area of eGovernance/ ERP solutions. The projects comprising Implementation services iDeCK and/or Project Management will be accepted."</p>	Refer response to Query #44
51	Section E - Point 1 - Table 7 - Sub Point 5	24	<p>The Applicant and its Partner/ Directors should not have been blacklisted/ debarred by any Central Government/ State Government/ PSU or any other Government Institution/ Authority in India/ Multi-lateral funding agency. Also, have not been under any legal action for indulging in corrupt practice, fraudulent practice, coercive practice, undesirable practice, breach of contract or restrictive practice with any Indian Central Government/ State Government in last three (3) years as on bid submission date and the same must have been revoked prior to bid submission</p>	<p>Suggested Clause The Applicant and its Partner/ Directors should not have been blacklisted/ debarred by any Central Government/ State Government/ PSU or any other Government Institution/ Authority in India/ Multi-lateral funding agency as on date of submission of bid.</p>	Refer response to Query #53

52	E. Criteria for Evaluation 1. Evaluation of Applications	24	Table 7: Qualification Criteria Sr. 7: CMMi certification: The Applicant to possess CMMi certification (Level 3 or above), which is valid at the time of bidding.	Carnegie Milan University, USA is the only authorized & reliable organization that prescribes CMMi process & guidelines. The company appraised as CMMi level 5 can be seen on the below URL: https://cmmiinstitute.com/pars/ With this background, we recommend to obtain from the bidder a SEI CMMi certification and not just CMMi Level certification.	No change in the RFE
53	E. Criteria for Evaluation Table 7: Qualification Criteria	24	The Applicant and its Partner/ Directors should not have been blacklisted/ debarred by any Central Government/ State Government/ PSU or any other Government Institution/ Authority in India/ Multi-lateral funding agency. Also, have not been under any legal action for indulging in corrupt practice, fraudulent practice, coercive practice, undesirable practice, breach of contract or restrictive practice with any Indian Central Government/ State Government in last three (3) years as on bid submission date and the same must have been revoked prior to bid submission	Please clarify, whether the word 'Directors' in this RFE refers to Board of Directors or Directors by designation or both.	Refer corrigendum- SNo. 5.

54	E. Criteria for Evaluation Table 7: Qualification Criteria	24	The Applicant and its Partner/ Directors should not have been blacklisted/ debarred by any Central Government/ State Government/ PSU or any other Government Institution/ Authority in India/ Multi- lateral funding agency. Also, have not been under any legal action for indulging in corrupt practice, fraudulent practice, coercive practice, undesirable practice, breach of contract or restrictive practice with any Indian Central Government/ State Government in last three (3) years as on bid submission date and the same must have been revoked prior to bid submission	Please clarify, whether the word 'Partners' in this RFE refers to Partners or Partners by designation or both	Refer response to Query #53
55	E. Criteria for Evaluation 4 - Project Experience	24	Documentary Evidence: Work order/ Purchase Order along with Contract Agreement/ MoU OR document signed by the Statutory Auditor/ Chartered Accountant of the Applicant. The certificate must have UDIN issued by ICAI. These documents may be submitted for ongoing projects as well. Response Formats: Annexure 5	As some of the projects are under NDA, it is not feasible to share the work order, Please accept the self certificate signed by Bidder's Authorized signatory/Company Secretary stating the details vis a vis the RFP criteria (Scope, Value, implementation status etc.)	Refer response to Query #80

56	E. Criteria for Evaluation 4 - Project Experience	24	A minimum of Two (02) projects with minimum contract value of INR 75 Lacs for IT-centric project (completed/ ongoing) in Urban Sector (for any ULB/State/UT/Central government), since 01st April 2016 upto the date of bid submission. Note:Only those IT projects will be considered which are in the area of eGovernance/ ERP solutions. The projects comprising Implementation services and/or Project Management will be accepted.	1) We understand that bidder can submit the projects which have been awarded prior to April 2016 and are in O&M Phase. Please confirm. 2) We understand that bidder can also submit the projects which have been awarded prior to April 2016 and and completed in last 5 years. Please confirm.	It is clarified that the Projects are to be awarded within the specified time-frame as per RFE clause referenced.
57	1. Evaluation of Applications 2. Table 7: Qualification Criteria 3. S.No.6 - ISO Certifications	24	"The Applicant to possess any Two (02) of the following certifications, which are valid at the time of bidding. i. ISO 9001:2008/ ISO 9001:2015 for Quality Management System ii. ISO 20000:2011/ ISO 20000:2018 for IT Service Management iii. ISO 27001:2013 for Information Security Management System"	By virtue of iDeCK being a Quasi-Government Consulting Organization that is a Joint Venture between Government of Karnataka, IDFC and HDFC, we request the clause may be modified as below: "The Applicant to possess any ONE (01) of the following certifications, which are valid at the time of bidding. i. ISO 9001:2008/ ISO 9001:2015 for Quality Management System ii. ISO 20000:2011/ ISO 20000:2018 for IT Service Management iii. ISO 27001:2013 for Information Security Management System	No change in the RFE
58	1. Evaluation of Applications 2. Table 7: Qualification Criteria 3. S.No.7 - CMMi certification	24	CMMi certification: The Applicant to possess CMMi certification (Level 3 or above), which is valid at the time of bidding.	By virtue of iDeCK being a Quasi-Government consulting organization which is a Joint Venture between Government of Karnataka, IDFC and HDFC, we request for exemption from this criteria, as Capability Maturity Model Integration applies to primarily software services companies.	No change in the RFE

59	E. Criteria for Evaluation - Manpower: Roles & Responsibilities	25	Table 8: Manpower: Roles & Responsibilities (Indicative). The following resource requirement is envisaged for successful implementation of the outlined Scope of Work, at States/ UTs:	Please confirm that if bidders need to submit CVs for the mentioned profiles?	Refer corrigendum- SNo. 8.
60	E. Criteria for Evaluation	25	*Note: This empanelment is done on the PQ parameters only. It is to be noted that the aforementioned PQ terms will be evaluated with marking mechanism at the time of selection by respective sponsoring agencies (at States/ UTs) as per the project requirement.	Our past experience of dealing with procurement by states / ULBs has shown that there is scope for making the process of procurement more outcome oriented. This will need ULBs/States to be sounded on the parameters which are important while selecting any bidder as Implementation partner. This can be done two ways. One is seeking the proposals from companies qualifying PQ(for the current empanelment) in a stipulated format .The format can seek substantiated information of each qualified bidder .This information can capture all important aspects /parameters required for exhibiting the past track record of the bidder for successful roll out of e Municipality applications and its sustenance in specifically India. Second can be giving guidelines to states to lay down parameters for quality parameters and its weightages while deciding QCBS method of procurement. This will achieve the objective giving fair opportunity to all bidders based on merit as well as avoiding arbitrary QCBS parameters, other that directly relevant, as seen in some cases in some ULBs.	Refer response to Query #96

61	1. Evaluation of Applications 2. Table 7: Qualification Criteria 3. S.No.9 - Resource strength	25	Resource strength : The Applicant should have a minimum of 50 resources as full time employees on payroll of the Applicant, working in the Application/Software development/eGovernance business unit providing "IT / ICT services including post implementation support and operations" as on bid submission date.	By virtue of iDeCK being a Quasi-Government consulting organization which is a Joint Venture between Government of Karnataka, IDFC and HDFC, we request the clause may be updated as below: "The Applicant should have a minimum of 50 resources as full time employees on payroll of the Applicant, working in the Application/Software development/eGovernance/Infrastructure development /Government Advisory /Consulting business unit providing "IT / ICT services including post implementation support and operations" as on bid submission date."	Refer response to Query #59
62	Section E.2: Manpower: Roles & Responsibilities	25	Table 8: Manpower, Roles & Responsibilities (Indicative)	Request you to please clarify if the CVs/ resource profiles of the manpower envisaged for the implementation of the Scope of Work are required to be submitted with the RFE response.	Refer response to Query #59
63	2. Manpower: Roles & Responsibilities - Table 8: Manpower: Roles & Responsibilities (Indicative)	25	The following resource requirement is envisaged for successful implementation of the outlined Scope of Work, at States/ UTs:	We understand that the firms applying for empanelment are not required to submit any of the profiles as highlighted in the RFE. The same is only for letting the firms know about the kinds of resources that may be required by the states at a later stage when they publish RFPs for Implementation Partners. Request you to please confirm the same.	Refer response to Query #59
64	Table 8: Manpower: Roles & Responsibilities (Indicative)	25	Program Manager: Degree in Information Technology/ Electronics /Computer Science Engineering or MCA with MBA	Degree in Information Technology/ Electronics /Computer Science Engineering or MCA with MBA / M. Sc IT	Refer response to Query #59
65	Section E.2: Manpower: Roles & Responsibilities	25	Table 8: Manpower, Roles & Responsibilities (Indicative)	Request you to please clarify if the CVs/ resource profiles of the manpower envisaged for the implementation of the Scope of Work are required to be submitted with the RFE response.	Refer response to Query #59

66	Table 8: Manpower: Roles & Responsibilities (Indicative)	28	Help Desk and Support (internal and external purposes): 1 Team Lead + 4 Executives	Generally Helpdesk is outsourced as per local available call center / Helpdesk facilities. Please drop the same from team required Table 8: Manpower: Roles & Responsibilities (Indicative)	Refer response to Query #59
67	4. Miscellaneous	30	<p>c. It shall be deemed that by submitting the Application, the Applicant agrees and releases NIUA, its employees, agents and advisers, irrevocably, unconditionally, fully and finally from any and all liability for claims, losses, damages, costs, expenses or liabilities in any way related to or arising from the exercise of any rights and/or performance of any obligations hereunder, pursuant hereto and/or in connection herewith and waives any and all rights and/or claims it may have in this respect, whether actual or contingent, whether present or future.</p> <p>d. All documents and other information supplied by NIUA or submitted by an Applicant shall remain or become, as the case may be, the property of NIUA. NIUA will not return any submissions made hereunder. Applicants are required to treat all such documents and information as strictly confidential.</p> <p>e. NIUA reserves the right to make inquiries with any of the clients listed by the Applicants in their previous experience record.</p>	<p>c . Subject to the terms to be mutually agreed. It shall be deemed that by submitting the Application, the Applicant agrees and releases NIUA, its employees, agents and advisers, irrevocably, unconditionally, fully and finally from any and all liability for claims, losses, damages, costs, expenses or liabilities in any way related to or arising from the exercise of any rights and/or performance of any obligations hereunder, pursuant hereto and/or in connection herewith and waives any and all rights and/or claims it may have in this respect, whether actual or contingent, whether present or future.</p> <p>d. All documents and other information supplied by NIUA or submitted by an Applicant shall remain or become, as the case may be, the property of NIUA. NIUA will not return any submissions made hereunder. Applicants are required to treat all such documents and information as strictly confidential.</p> <p>e. NIUA reserves the right to make inquiries with any of the clients listed by the Applicants in their previous experience record.</p>	<p>May refer to Clause C.5, page 18 of the RFE</p> <p>No change in the RFE</p>

68	Section E.4: Miscellaneous	30	Point a: The Empanelment Process shall be governed by, and construed in accordance with, the laws of India and the Courts at New Delhi shall have exclusive jurisdiction over all disputes arising under, pursuant to and/or in connection with the Empanelment Process.	We understand the Contractual and Legal terms & conditions shall be decided at each State level separately with the successful Implementation Partner (subject to empanelment with NIUA) for this initiative and no additional terms & conditions are required by NIUA	Empanelment to be done as per the Terms and conditions laid down in the RFE.
69	Miscellaneous - c	30	It shall be deemed that by submitting the Application, the Applicant agrees and releases NIUA, its employees, agents and advisers, irrevocably, unconditionally, fully and finally from any and all liability for claims, losses, damages, costs, expenses or liabilities in any way related to or arising from the exercise of any rights and/or performance of any obligations hereunder, pursuant hereto and/or in connection herewith and waives any and all rights and/or claims it may have in this respect, whether actual or contingent, whether present or future.	Please elaborate this point.	Query is unclear.

70	Miscellaneous - d	30	All documents and other information supplied by NIUA or submitted by an Applicant shall remain or become, as the case may be, the property of NIUA. NIUA will not return any submissions made hereunder. Applicants are required to treat all such documents and information as strictly confidential.	EY may use data, software, designs, utilities, tools, models, systems and other methodologies and know-how ("Materials") that EY own in performing the Services. Notwithstanding the delivery of any Reports, EY retain all intellectual property rights in the Materials (including any improvements or knowledge developed while performing the Services), and in any working papers that EY compile and retain in connection with the Services (but not Client Information reflected in them). Upon payment for the Services, Client may use any Materials included in the Reports, as well as the Reports themselves as permitted by this Agreement.	Refer response to Query #89
71	Section E.4: Miscellaneous	30	Point a: The Empanelment Process shall be governed by, and construed in accordance with, the laws of India and the Courts at New Delhi shall have exclusive jurisdiction over all disputes arising under, pursuant to and/or in connection with the Empanelment Process.	We undersnad the guidelines. We expect that these guidelines will be communicated in details to make it clear to all partners.	Query is unclear.

72	Annexure 1: Format for Letter of Application	31	<p>Ref: RFE for Empanelment of IMPLEMENTATION PARTNER for implementation and Maintenance of National Urban Governance Platform (NUGP) for State and local governments in India.</p> <p>Dear Sir, Being duly authorized to represent and act on behalf of</p> <p>(Hereinafter referred to as “the Applicant”), and having gone through and fully understood all of the eligibility and qualification requirements and information provided, the undersigned hereby apply for Shortlisting for the captioned assignment.</p> <p>We, the undersigned, having examined the RFE (including any Corrigendum, Addendum issued), the receipt of which is hereby duly acknowledged, offer to comply the requirements as stated in the RFE and abide by its Terms and Conditions.</p> <p>Further, we confirm that the information contained in this response/ proposal or any part thereof, including its exhibits, and other documents and instruments delivered or to be delivered to NIUA is true, accurate, verifiable and complete.</p>	<p>Ref: RFE for Empanelment of IMPLEMENTATION PARTNER for implementation and Maintenance of National Urban Governance Platform (NUGP) for State and local governments in India.</p> <p>Dear Sir, Being duly authorized to represent and act on behalf of</p> <p>(Hereinafter referred to as “the Applicant”), and having gone through and fully understood all of the eligibility and qualification requirements and information provided, the undersigned hereby apply for Shortlisting for the captioned assignment.</p> <p>We, the undersigned, having examined the RFE (including any Corrigendum, Addendum issued), the receipt of which is hereby duly acknowledged, offer to comply the requirements as stated in the RFE and subject to deviations abide by its Terms and Conditions.</p> <p>Further, we confirm that the information contained in this response/ proposal or any part thereof, including its exhibits, and other documents and instruments delivered or to be delivered to NIUA is true, accurate, verifiable and complete.</p>	<p>Information required as per the RFE must be clearly provided in the response submissions and as per the format specified in the RFE.</p> <p>May refer to Clause D.10, page 21-22 of the RFE</p> <p>No change in the RFE</p>
73	Annexure 2: Format for Power of Attorney for Signing of Application	32		<p>As a standard business practice Generic Power of Attorneys are pre-issued to Head of Business Units. Hence request to please remove this clause of submitting</p>	<p>May refer to the Note section of Annexure 2 in the RFE.</p> <p>No change in the RFE</p>

				the Power of Attorney in the specific format.	
74	Annexure 4A	34	Format for Financial Capability of the Applicant	Can we provide a CA certificate in a different format, containing extra information in addition to the information what is asked in the prescribed Annexure.	Refer response to Query #72
75	Annexure 4A: Format for Financial Capability of the Applicant**	34	Certificate from the Statutory Auditor This is to certify that(name of the Applicant) has received the payments shown above against the respective years on account of services rendered for IT/ICT services/e-Governance services (excluding IT infrastructure, networking equipment, storage backup equipment, servers and other auxiliary infrastructure)	Bidder requests to accept this certificate signed by Bidder's Authorized signatory/Company Secretary and modify this format accordingly.	Refer response to Query #72
76	Annexure 4B	35	Positive Networth of the Applicant	Can we provide a CA certificate in a different format, containing extra information in addition to the information what is asked in the prescribed Annexure.	Refer response to Query #72
77	Annexure 4B: Positive Networth of the Applicant**	35	Certificate from the Statutory Auditor	Bidder requests to accept this certificate signed by Bidder's Authorized signatory/Company Secretary and modify this format accordingly.	Refer response to Query #72
78	Annexure 5: Format of Assignment Details	36	Project(s) Experience in India of IT consulting/implementation for ULBs in any State/UT ERP implementation in ULB/e-Governance projects in Urban sector/ULBs having minimum contract value of INR 75 Lacs for each project in the last 5 F.Y. ending March 31, 2021 for State /	The part highlighted here and the criterion in PQ table on page 23 are not exactly the same. PQ criterion: A minimum of Two (02) projects with minimum contract value of INR 75 Lacs for IT-centric project (completed/ ongoing) in Urban Sector (for any ULB/State/UT/Central government), since 01st April 2016 upto the date of bid	Refer response to Query #44

			Central Governments as on bid submission date.	submission. Please give clarity	
79	Annexure 5: Format of Assignment Details	36	Total No of staff-months of the assignment	Specific details of the modules as part of the scope of work should be asked for. The envisaged project is not consulting assignment where only manpower deployment is required to be done.	Refer response to Query #44
80	Annexure 5: Format of Assignment Details (S.No. 1 – Annexure 6) of the Applicant	36	Name of Client: Total No of staff-months of the assignment:	As some of the projects are under NDA, please allow the bidder to submit the anonymize project citation and remove the requirement of submission of client name. Also, it may not be feasible to share the no. of staff months of the assignment due to confidentiality. Hence please make this field optional.	Refer response to Query #46

81	Annexure 6: Format for Affidavit Certifying that Entity / Director/s of Entity are not Blacklisted	38	<p>Affidavit I/We M/s. (Applicant), [the name and address of the registered office] hereby certify and confirm that we or any of our promoter/s / director/s are not debarred or blacklisted by any State Government or Central Government / Department / agency/PSU in India from participating in Project/s, either individually as on _____.</p> <p>We further confirm that we are aware that as per the RFE No. _____, our Application for the captioned Assignment would be liable for rejection in case any material misrepresentation is made or discovered with regard to the requirements of the RFE, any stage of the Shortlisting Process or thereafter during the shortlisting period</p>	<p>Affidavit Declaration+ I/We M/s. (Applicant), [the name and address of the registered office] hereby certify and confirm that to the best of our knowledge and based on the documents available we or any of our promoter/s / director/s are not debarred or blacklisted by any State Government or Central Government / Department / agency/PSU in India from participating in Project/s, either individually as on _____.</p> <p>We further confirm that we are aware that as per the RFE No. _____, our Application for the captioned Assignment would be liable for rejection in case any material misrepresentation is made or discovered with regard to the requirements of the RFE, any stage of the Shortlisting Process or thereafter during the shortlisting period.</p>	Refer response to Query #53
82	General	42	https://docs.digit.org/product/modules	It is observed that some of the details are not fully updated - for e.g. specifications, work-flow etc. Please inform broad plan for updating the same	Reference to Digit documentation is made available for the purposes of building an understanding the base platform for NUGP only. NUGP platform related technical queries to be addressed during technical training imparted by NIUA-CDG. May refer to Clause A.2 para 9, page 12 of RFE.
83	General	42	https://docs.digit.org/product/modules	In reference site minimal services provided for citizen/department (each module) ? Other services require by department will	Refer response to Query #82

				be developed by implementation partner or will be build under digit platform	
84	General	42	https://docs.digit.org/	Will each implementation at State/ULB level undergo STQC or similar audit and GIGW compliance check?	Refer response to Query #82
85	General	42	https://docs.digit.org/	Is there ready template/ calculator to know the sizing requirements for NUIS platform? Will that be shared at appropriate stage with concerned stakeholders?	Refer response to Query #82
86	General	42	https://docs.digit.org/	Which all data base does the NUIS platform support? It is database agnostic?	Refer response to Query #82
87	General	42	https://docs.digit.org/	Is NUIS platform Cloud agnostic? Which all CSP does it support?	Refer response to Query #82
88	Scope of work	43	2. Focal points of Implementation at States/ UTs under the central empanelment - Considering the 3 above focal units the IMPLEMENTATION PARTNERS need to prepare themselves to cover all the aforementioned areas together. The onus of parallel project execution will lie on the PARTNER as per the State/ UT specific requirement either through consortium or through a sole participation in the adopted selection process. In case of consortium, it is preferred to collaborate with the empanelled members as per their capabilities and fitments for above focused establishments to catalyse the State-wide implementation. Appendix II: ULBs registered for respective State/ UT . Table 9:	This is to clarify that on page 43 it gives the registered ULBs State wise and on clicking on url it gives real time list of registered and unregistered ULBs. This is to clarify that the scope of work will include the registered ULBs as per the Table 9 or all ULBs as in the real time source of swach bharat urban including both registered and unregistered ULBs or some other aspect is to be taken into consideration.	It is clarified that the scope of work for the Implementation Partner will be dependent upon the number of ULBs specified by the State during procurement.

			Indicative Number of registered ULBs State/UT-wise , Source: http://swachhbharaturban.gov.in/RPT_LocalBodiesRegister.aspx		
89	Termination	--	--	We would request you to add the following clause in the RFP: Bidder may terminate this Agreement, or any particular Services, immediately upon written notice to Client if Bidder reasonably determine that Bidder can no longer provide the Services in accordance with applicable law or professional obligations.	This process must not be considered as the selection process, hence no contractual obligation arises out of this empanelment. May refer to Disclaimer page 2 of RFE. No change in the RFE.

90	Dispute resolution	--		<p>We would request you to add the following clause in the RFP:</p> <p>1.1 Any dispute arising out of or in connection with this Agreement shall be referred by written notice:</p> <p>1.1.1 first to the Service Manager of each Party who shall meet and endeavour to resolve the dispute between them within five (5) Business Days of such notice; and</p> <p>1.1.2 failing resolution of the dispute, to a senior Service Manager of the Supplier and a senior Service Manager of EY (together the "Senior Service Managers") who shall meet and endeavour to resolve the dispute between them within ten (10) Business Days of such notice (the "Senior Service Managers' Meeting"). The joint written decision of those Senior Service Managers shall be binding on the Parties.</p> <p>If the Service Managers or Senior Service Managers are unable to resolve the dispute, the Parties shall, refer the dispute to arbitration and shall be governed by the provisions of the Arbitration & Conciliation Act, 1996 (as amended). The arbitration proceedings shall be adjudicated by a sole arbitrator appointed by mutual consent of both the Parties, and the arbitration proceedings shall be held in New Delhi. The language of arbitration shall be English. The decision of the arbitrator shall be final and binding upon the Parties.</p>	Refer response to Query #89
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91	NA	--	NA	<p>This is to request you to kindly add the mentioned point :- Limitation of Liability: The Client (and any others for whom Services are provided) shall not recover from EY, 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 Client (and any others for whom Services are provided) shall not recover from EY, in contract or tort, including indemnification obligations under this contract, 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>	Refer response to Query #89
92	NA	--	NA	<p>This is to request you to kindly add the mentioned point :- Report: Any information, advice, recommendations or other content of any reports, presentations or other communications EY provide under this Agreement ("Reports"), other than Client's Information, are for Client's internal use only (consistent with the purpose of the particular Services) including Client's board of directors, its audit committee, or its statutory auditors and not for disclosure externally outside your organization. Client may not rely on any draft Report and EY shall not be required to update its Final Report.</p>	Refer response to Query #89

93	NA	--	NA	<p>This is to request you to kindly add the mentioned point :- Confidentiality- PI add this in Clause -"Except as otherwise permitted by this Agreement, neither of the parties may disclose to third parties the contents of this Agreement or any information provided by or on behalf of the other that ought reasonably to be treated as confidential and/or proprietary. Parties may, however, disclose such confidential information to the extent that it: (a) is or becomes public other than through a breach of this Agreement, (b) is subsequently received by the receiving party from a third party who, to the receiving party's knowledge, owes no obligation of confidentiality to the disclosing party with respect to that information, (c) was known to the receiving party at the time of disclosure or is thereafter created independently, (d) is disclosed as necessary to enforce the receiving party's rights under this Agreement, or (e) must be disclosed under applicable law, legal process or professional regulations. These obligations shall be valid for a period of 3 years from the date of termination of this Agreement."</p>	Refer response to Query #89
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94	NA	--	NA	<p>This is to request you to kindly add the mentioned point :- The Client shall assign a qualified person to oversee the Services . The Client is responsible for all management decisions relating to the services, the use or implementation of the output of the services and for determining whether the services are appropriate for your purposes. The Client shall provide (or cause others to provide) to us, promptly, the information, resources, and assistance (including access to records, systems, premises and people) that we reasonably require to perform the services. To the best of your knowledge , all information provided by you or your behalf (Client information) will be accurate and complete in all material respects. The provisions of client information to us will not infringe any copyright or third party rights.</p>	Refer response to Query #89
95	NA	--	NA	<p>This is to request you to kindly add the mentioned point :- EY may subcontract portions of the Services to any of its network firms (being such firms that are part of any network of professional firms to which EY are deemed, either by any contract, law or professional regulation, to be a participant network member; hereinafter, "Network Firm(s)"), as well as to other service providers, who may deal with you directly. Nevertheless, EY alone will be responsible to the Client for the Reports, the performance of the Services, and our other obligations under this Agreement.</p>	Refer response to Query #89

96	General	--		<p>This RFE will empanel the bidders. We suggest that the model RFP that is shared with State/UTs for onboarding the Implementation partners would be a lumpsum project wherein SI has to be responsible for time-bound delivery, completion of milestones and meeting the SLAs. There should be a minimum cut-off of efforts and rates below which a vendor cannot quote. This would ensure that a comparatively small empanelled vendor does not submit a suicidal bid and thus endanger the success of the project.</p>	Refer response to Query #9
97	General	--		<p>NIUA should mandate that agencies once shortlisted; have to submit some security deposit or revolving Bank Guarantee centrally with the agency from which the payment would be disbursed centrally based on sign offs of the milestones. This will ensure that only serious bidders participate and they have something at stake for ensuring successful project delivery.</p>	No change in the RFE
98	General	--	Construct of RFE	<p>We have noticed that there is departure of terms in the issued RFE from what was discussed and informed during industry Consultation wherein we were informed that the the selection amongst the IT companies would be based on different category (Viz A, B, C) based on Turnover, Projects completed and their rate card for each category of resource would be discovered ?. We would like to understand the reasons for this change ? and how NIUA is going to ensure going futher, there is apple to apple comparisons? and fair competiton amongst the respective firms</p>	Refer response to Query #9

99	General	--	Request for Extension of time for submission	We request to extend the last date of Bid submission by 2 weeks	Refer response to Query #1
100	General	--	Request for allowing JV/Consortium	Due to the multi sectoral expertise required to meet the scope of work as established in the RFE, we request to allow JV and/or consortium for empanelment.	Applications are invited from Single Business Entity. May refer to Clause C.2, page 18 of RFE.
	Additional Queries				
101	Table 1	3	None	Pre-application meeting: Will it be possible to get a link to the recording of this meeting?	Corrigendum to be referred.
102	Table 1	3	None	Distribution of clarifications: Request that my email be included in the distribution of the clarifications to be issued on 16th December.	Accepted.
103	Section 3, clause c	20	Submission of application	Company stamp on each page: Is it mandatory to put the stamp on each page? Can we provide a digitally signed (DocuSign) proposal via email instead of printed, signed, stamped and scanned copy of the proposal?	No change in the RFE
104	Section E, Sr. No 2	22	Criteria of Application	Annual turnover: We currently do not conduct business directly through our India subsidiary. All orders are globally signed by the US parent and executed utilizing resources in India and our other global subsidiaries. Can we provide the global turnover information instead?	No change in the RFE
105	Section E, Sr. No 4	23	Criteria of Application	Project Experience: We currently do not have local India based project orders. All our orders are placed on the US parent. Can we provide information on the projects executed by the parent?	Refer response to Query #46
106	Section E, Sr. No 4	23	Criteria of Application	Project Experience: In addition, being a Fintech firm, we have not delivered any urban projects to any government related	Refer response to Query #44

				entities. Can we still submit our application against this RFE?	
107	Section E, Sr. No 6	24	Criteria of Application	ISO Certifications: Axletree has SOC1 and SCO2 Type II certifications for our SaaS services. Will these be acceptable in lieu of ISO certifications?	No change in the RFE
108	Section E, Sr. No 7	24	Criteria of Application	CMMi Certification: We do not have CMMi certification. Will this be a disqualification of our application?	No change in the RFE
109	Section E, Sr. No 9	25	Criteria of Application	Resource Strength: Axletree employs over 50 personnel globally across all our operational locations (USA, India, Uruguay, Mexico, Spain and Ukraine). We do not have 50+ personnel employed in India. Will this be a disqualification of our application?	No change in the RFE
110	7. Schedule of the RFP, Page No. 11	11	Bid submission - 27th Dec, 2021	Our offices are closed from 24th December to 2nd January owing to festive season. We will require all our internal approvals in place. along with declaration, financial certificates, HR certificates from our Support Functions (HR, Finance etc.) Team, as per the RFP requirements. Hence, we request you to allow us some more time to submit a qualitative proposal and extend the due date of submission by 2 weeks. i.e. 10th January 2022	Refer response to Query #1

111	5. Technical qualification criteria, Page No. 7-10, General Query	7	-	<p>As per common practice in government tenders for consulting engagements, a bidder's technical capability is usually determined by their financial turnover in consulting to assess their capacity to participate and execute such project of National Importance. Based on the scope of work in the RFE, turnover criteria is not asked for in Technical evaluation. To allow, quality participation and competition, we request you to add the clause as follows:</p> <p>Parameter:- Average Annual Turnover Criteria :- Eligible Bidder having average annual turnover as below in previous three financial years (FY 2018-19, 2019-20 & 2020-21) from consultancy services, will be awarded marks as under:</p> <ul style="list-style-type: none"> • > INR 500 cr. – 10 marks • >INR 300 cr & ≤ 500 cr. – 5marks • >INR 100 cr & ≤ 300 cr. – 2 marks <p>Documents Required:- Certificate from Auditors/ CA firm / Audited Financial Statements (Profit & Loss Statement and Balance Sheet) for last 3 financial years (FY 2018-19, 2019-20 & 2020-21).</p>	Incorrect RFE reference.
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112	5. Technical qualification criteria, Page No. 8-9, Serial No. 2	8	<p>Bidder's Profile</p> <p>[A] Experience of similar engagements</p> <p>Number of successfully implemented projects, each of value of at least Rs. 2 Crore in the last 5 years (from the date of publication of bid) in the areas pertaining to at least 2 of the following:</p> <p>Competency Modelling (functional & behavioral) and Framework Design</p> <p>Competency/ Skill Dictionary Preparation</p> <p>Job Analysis and Design</p> <p>Competency based Leadership Development</p> <p>Marks breakup:</p> <p>2 Project: 3 marks</p> <p>Upto 4 Projects: Max 4 marks</p> <p>< 4 Projects or more: Max 5 marks</p>	We understand that the Maximum marks 5 will be awarded to the bidders having >4 projects or More. Request you to please clarify	Incorrect RFE reference.
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113	11. Job Descriptions, A] Team Leader cum Project Manager, Page No. 14	14	<p>Target Profile The candidate will be a highly motivated team manager, well-organized, adept at building relationships inside and outside the organization, and with a track record as an exceptional Human Resource Expert. S/he will possess a HR background; previous work experience in designing and implementing competencies; experience in change management processes in a governmental context.</p> <p>Responsibilities Responsibilities include, but are not limited to:</p> <p>Project Management - Deploy detailed project management plans, Control project plans to manage project schedule and deliverables, manage projects costs, assess potential project issues, Manage project contingencies, Report on project progress to senior executives</p> <p>Manage Project Teams - Allocate roles and tasks to project members, monitor contributions by each member, help team members overcome roadblocks, Mentor and coach external experts on ways of the MDO.</p> <p>Project Issue Resolutions- Track issues regularly, create an issue resolution plan and monitor effectively, Escalate issues in a timely manner</p>	<p>We understand that the current assignment is of Project Management Consultant team for the Internal FRACing Unit (IFU) at NIUA, however the profile requirement for Team leader cum Project Manager shall be more specific to project manager having experience in working on large scale Transformation and e-Governance projects of such stature. We request you to modify the profile with the below details, who will understand and improve competency of MoHUA officials with gap mitigation through iGOT learning hub.</p> <p>Target Profile The candidate will be a highly motivated team manager, well-organized, adaptable in building relationships inside and outside the organization, and with a track record as an exceptional personnel skill. She/he will possess a Project Management Background; previous work experience in designing and implementing competencies; experience in change management processes in a governmental context /large Government Transformation initiative.</p> <p>Responsibilities Responsibilities include, but are not limited to:</p> <p>Project Management - Deploy detailed project management plans, Control project plans to manage project schedule and deliverables, manage projects costs, assess potential project issues, Manage project contingencies, Report on project progress to senior executives</p>	Incorrect RFE reference.
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		<p>Project Risk Assessment - Identify risks for each specific functional area, perform risk assessment as required, Report assessment outcomes to relevant stakeholders, adopt risk control measures to ensure impact is controlled Supervise and lead capacity building programs for internal and external implementation teams Prepare a Program Outline Coordinate and deliver training; oversee the delivery of training by other experts, as needed Overall, in-charge of coordinating and implementing personnel and industrial relations policies, management functions, administrative control etc. in the organization. Evaluate the benefits of training after completion of different training sessions. Build assessment modules for the training delivered</p> <p>Qualification Post-graduate in related fields such as community development, education, human resource management, Social Work, Psychology, Science in Social Science, Public Health, Human Rights etc.</p> <p>Experience 15 years of experience in handling at least 2 large HR Transformation/ Capacity Building/ Organization Development/ Competency/Skill on mapping assignments as Project/ Programme Manager</p>	<p>Manage Project Teams - Allocate roles and tasks to project members, monitor contributions by each member, help team members overcome roadblocks, Mentor and coach external experts on ways of the MDO. Project Issue Resolutions- Track issues regularly, create an issue resolution plan and monitor effectively, Escalate issues in a timely manner Project Risk Assessment - Identify risks for each specific functional area, perform risk assessment as required, Report assessment outcomes to relevant stakeholders, adopt risk control measures to ensure impact is controlled Supervise and lead capacity building programs for internal and external implementation teams Prepare a Program Outline - Coordinate and deliver training; oversee the delivery of training by other experts, as needed Overall, in-charge of coordinating and implementing personnel and industrial relations policies, management functions, administrative control etc. in the organization.</p> <p>Evaluate the benefits of training after completion of different training sessions. Build assessment modules for the training delivered</p> <p>Qualification Master's in Business Administration/Master's in computer application/ Master's in Development Studies with certification on procurement/project management CMMI Process Areas and Appraisal process or</p>	
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				<p>similar etc.</p> <p>Experience 12-15 years of experience in handling at least 5 large E-Transformation/E-Governance/ICT Capacity Building/Organization Development/ Competency Skill on mapping assignments as Project/ Programme Manager</p>	
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114	11. Job Descriptions, [B] Subject Matter Experts: Urban Domain, Page No. 14-15	<p>14</p> <p>Target Profile Shall have a minimum of 12 years' experience in the Urban domain such as in the field of Urban Planning and / or Municipal Finance and/or Urban Governance and/or Housing sector and/or WASH sector with minimum 10 years in HR Consulting/ large scale HR transformations</p> <p>Responsibilities</p> <ul style="list-style-type: none"> ● Responsible for providing inputs in all Capacity Building tasks and curriculum related to the urban domain such as in the field of <ul style="list-style-type: none"> o Municipal Administration including e-Governance, Computer and Soft Skills, etc and, Municipal Finance including Financial Planning and Management, Revenue Mobilization, etc. o to Urban Planning including social aspects such as poverty alleviation, job creations, pro-poor planning approaches and housing for all etc as well as Public Health o Engineering and Public Health including Water and Sanitation, Drainage and Solid Waste Management, etc. as well as social aspects such as poverty alleviation. ● Domain Competency Writing- Understand current processes and tech used, understand current tech changes (if any), conduct organizational analyses exercise to identify gaps in talent, conduct functional gap analyses and facilitate change strategy 	<p>We understand that the current assignment is of Project Management Consultant team for the Internal FRACing Unit (IFU) at NIUA, however the profile requirement for Subject Matter Expert shall be more specific to project manager having experience in working on large scale urban projects of such stature. We request you to modify the profile with the below details, who will understand and improve competency of MoHUA officials with gap mitigation through iGOT learning hub.</p> <p>Target Profile Shall have a minimum of 10 years' experience in the Urban domain such as in the field of Planning and / or Municipal Finance /or Urban Governance /or Housing sector and/or WASH sector with minimum 5 years in Urban/ large scale Capacity building projects</p> <p>Responsibilities</p> <ul style="list-style-type: none"> ● Responsible for providing inputs in all Capacity Building tasks and curriculum related to the urban domain such as in the field of <ul style="list-style-type: none"> o Municipal Administration including e-Governance, Computer and Soft Skills, etc and, Municipal Finance including Financial Planning and Management, Revenue Mobilization, etc. o Urban Planning including social aspects such as poverty alleviation, job creations, pro-poor planning approaches and housing for all etc as well as Public Health o Engineering and Public Health including Water and Sanitation, Drainage 	Incorrect RFE reference.
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		<p>acceptance, work with domain expert to translate changes to roles and activities, Work with domain expert to translate roles and activities to competencies</p> <ul style="list-style-type: none"> ● Project Teams Coordination - Regular task updating for all project members, Meeting notes and communication, identify change issues in process changes suggested, Identify change risk mitigation steps ● Recruitment Workflow Modifications - Suggest changes in the workflow as per iGOT recommendations, draw up change notes for HR head's approval, Identify assessment processes for adoption by MDO's recruitment. ● Develop training and capacity building modules for internal and external stakeholders aligning with the training offerings of the organization ● Develop a customized capacity building strategy for each organization that has been assessed, including milestones for assessing progress ● Develop new curriculum or adapt existing resources into learning modules drawing on adult learning methodologies ● Build and maintain a knowledge repository of standard operating procedures of research and field activities. <p>Qualification Master's Degree in information</p>	<p>and Solid Waste Management, etc. as well as social aspects such as poverty alleviation.</p> <ul style="list-style-type: none"> ● Domain Competency Writing- Understand current processes and tech used, understand current tech changes (if any), conduct organizational analyses exercise to identify gaps in talent, conduct functional gap analyses and facilitate change strategy acceptance, work with domain expert to translate changes to roles and activities, Work with domain expert to translate roles and activities to competencies ● Project Teams Coordination - Regular task updating for all project members, Meeting notes and communication, identify change issues in process changes suggested, Identify change risk mitigation steps ● Recruitment Workflow Modifications - Suggest changes in the workflow as per iGOT recommendations, draw up change notes for head's approval, Identify assessment processes for adoption by MDO's recruitment. ● Develop training and capacity building modules for internal and external stakeholders aligning with the training offerings of the organization ● Develop a customized capacity building strategy for each organization that has been assessed, including milestones for assessing progress ● Develop new curriculum or adapt existing resources into learning modules drawing on adult learning methodologies ● Build and maintain a knowledge repository of standard operating 	
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		<p>technology, urban/city planning, economics, government, business administration, systems engineering, sustainable development, international trade, or related careers. Global certifications in Organization Development or HR Management or Related areas is preferred</p> <p>10 plus years in Capacity Building</p> <p>Experience</p> <p>Industry knowledge and experience</p> <ul style="list-style-type: none"> ● Ten (10) years of direct experience in organizational capacity building, organizational development, and training ● Five (5) years of experience designing and delivering training for adult audiences in a variety of settings ● Demonstrated skills and experience in organizational assessment, particularly in an international arena ● Shall have experience of leading the upskilling and skills of the future analysis for at least 2 industries in last 5 years 	<p>procedures of research and field activities.</p> <p>Qualification</p> <p>Master's Degree in Planning, urban/Housing/regional/transport planning, economics, government, business administration, systems engineering, sustainable development, international trade, Water Resources, water management or related fields.</p> <p>Certifications in Organization Development or project Management or Related areas is preferred</p> <p>5 plus years in Capacity Building</p> <p>Experience</p> <p>Industry knowledge and experience</p> <ul style="list-style-type: none"> ● Five (5) years of direct experience in capacity building, training and development ● Five (5) years of experience designing and delivering training for adult audiences in a variety of settings ● Demonstrated experience in capability assessment of stakeholders ● Shall have experience of leading the upskilling and skills of the future projection in last 5 years 	
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115	11. Job Descriptions,[E] Organizational Analyst, Page No. 16	16	<p>Qualification MBA in Human Resources/ Personnel Management or Equivalent from a leading institution is mandatory.</p> <ul style="list-style-type: none"> • Global certifications in HR Management or Related areas are preferred 	We understand that identification and deployment of resources with Global certification will be a challenge for the bidders and will thus restrict participation. We request to modify clause as follows: Qualification MBA or Equivalent from a premier institution <ul style="list-style-type: none"> • Certifications in project Management or Related areas are preferred 	Incorrect RFE reference.
116	12. Service Level Agreement, Table Sr. No. 3 Deliverables in 12 months period, Page No. 18	18	If the selected Consultant fails to submit all deliverables within the time period specified under the contract (unless specific exemption is given for reasons beyond consultant's control), the consultant shall be liable to pay to the Client, fixed and agreed liquidated damages, maximum of 15% of the total contract fees.	As per common practice in government tenders for consulting engagements, Liquidated damages clause are limited to 1 or 2 % of contract value. However, the Liquidated damages percentage considered in the RFE is very high, We request you to decrease the Liquidated damages percentage and modify the clause as appropriate.	Incorrect RFE reference.
117	General Query	--		We understand that the current assignment is of Project Management Consultant team for the Internal FRACing Unit (IFU) at NIUA, however the profile requirement of Subject Matter Expert having HR/ Organizational Experience will be very specific and therefore limit the participation. We request you to include appropriate profile with HR and Organizational experience as deemed fit and therefore remove the specific clause of HR organization experience from other profiles, which can be utilized for capacity building.	Incorrect RFE reference.
118	pre-qualifications	14	CMMi certification: The Applicant to possess CMMi certification (Level 3 or above), which is valid at the time of bidding.	Kindly remove.	No change in the RFE

119	Scope of Work	12	<p>The IMPLEMENTATION PARTNER will be responsible to support the State Implementation Teams for a time bound rollout followed by the O&M phase of the NUGP platform with additional set of services as identified by the respective States/ UTs. The States/ UTs will come out with their respective modules in addition to the NUGP central platform based upon the ULB' inputs and the IMPLEMENTATION PARTNER will ensure execution of these applications as customized, meeting the needs with seamless handshaking with central platform. The IMPLEMENTATION PARTNER will enable the production level readiness with all enhancements as desired through open APIs to bridge State and Centre level applications on near real time basis.</p>	<p>Requesting you to kindly provide more details on what type of additional services are expected.</p> <p>We assume that the APIs will be provided by NIUA and bidder only has to consume them. Kindly clarify</p>	Refer response to Query #18
120	Scope of Work	13	<p>NUGP: Federated Rollout Model-Onboarding choices for States/Uts.</p> <p>Diagram</p>	<p>Requesting you to kindly provide more clarity on the reference applications .</p> <p>We assume that APIs for integration will be provided by NIUA.</p> <p>What will be the scope of reporting and what type of reporting is expected?</p>	Refer response to Query #5

121	Scope of Work	13	<p>Option 1: Adopt centrally-hosted instance</p> <p>a. CDG at NIUA will maintain a central instance of the NUGP on a cloud server.</p> <p>b. States/ULBs can implement this centrally-hosted instance, focusing mainly on configuring the platform and solutions as per their needs. They can use the empanelled System Integrators and model RFP for speedy procurement needed to configure and implement the NUGP.</p> <p>c. This option has the advantage of being relatively quicker and lower in cost to implement (ready to use cloud infrastructure and reference applications, etc.), and will automatically ensure that the system adopted is compliant with NUIS standards. It may be particularly suitable for “greenfield” States - those where a majority of ULBs do not have much e-governance infrastructure in place.</p> <p>d. Only the States/ ULBs will have access to their respective data on the central instance</p>	Requesting you to kindly confirm if hosting is in the scope of bidder?	Refer response to Query #21
122	<p>Phase wise-Activities</p> <p>Phase 2B- Data Digitization & Migration</p>	15	<ul style="list-style-type: none"> · Migration and aggregation at State/ UT level of existing databases. · Data Digitization, ingestion and migration · Data Validation and acceptance at city level (old legacy records) wherever required 	Requesting you to kindly confirm : 1. The size of data that needs to be migrated? 2. Type of data	Refer response to Query #25

123	Phase 3- Testing & Change Management	15	<ul style="list-style-type: none"> · User Acceptance · Final Acceptance testing · Training & Capacity Building · System Documentation and creation of training manuals · Project component' SoPs · System Audits 	<p>Requesting you to kindly confirm:</p> <ol style="list-style-type: none"> 1. The number of training sessions required? 2. Number of users to be trained? 3. Training has to be onsite or offsite? 	Refer response to Query #14
124	Phase 5- Operations & Maintenance	15	<ul style="list-style-type: none"> · Service Level Agreement · Centralized Help desk · Technology Support · Hand over and Exit Management 	<p>Requesting you to kindly confirm:</p> <ol style="list-style-type: none"> 1. Number of help desk resources required? 2. Qualifications of help desk resources? 3. What will be the timings of the help desk support? 4. Number of technology support resources required? 5. Qualifications of technology support resources 	Refer response to Query #25
125	Criteria for Evaluation Criteria for Evaluation	22	<p>Project Experience</p> <p>A minimum of Two (02) projects with minimum contract value of INR 75 Lacs for IT-centric project (completed/ ongoing) in Urban Sector (for any ULB/State/UT/Central government), since 01st April 2016 upto the date of bid submission.</p> <p>Note:</p> <p>Only those IT projects will be considered which are in the area of eGovernance/ ERP solutions. The projects comprising Implementation services and/or Project Management will be accepted.</p>	<p>Requesting you to kindly amend the clause as:</p> <p>Project Experience</p> <p>A minimum of Two (02) projects with minimum contract value of INR 75 Lacs for IT-centric project (completed/ ongoing) in State/UT/Central government)/State Government/Central Government, since 01st April 2016 upto the date of bid submission.</p>	Refer response to Query #44

126	Criteria for Evaluation Criteria for Evaluation	24	CMMi certification: The Applicant to possess CMMi certification (Level 3 or above), which is valid at the time of bidding.	Requesting you to kindly remove the clause to enable us to participate as we have rest of the certification	No change in the RFE
127	Manpower: Roles & Responsibilities Program Manager	25	<ul style="list-style-type: none"> · Experience: > 12 years · Experience in IT Consulting projects/ implementation of ULB/ e-Governance projects in Urban Sector · Multiple stakeholder management experience in Government set-up · Should have worked in atleast 1 ULB project in similar domain or equivalent for atleast two years <ul style="list-style-type: none"> · Degree in Information Technology/ Electronics /Computer Science Engineering or MCA with MBA 	<p>Requesting you to kindly amend the clause as:</p> <ul style="list-style-type: none"> · Degree in Information Technology/ Electronics /Computer Science Engineering or MCA 	Refer response to Query #59
128	Manpower: Roles & Responsibilities DevOps & Cloud Monitoring	27	<ul style="list-style-type: none"> · Experience: > 8 years · Should have worked in atleast 1 IT project as a DevOps & Cloud monitoring in Govt./ Enterprises set-up · Hands-on experience in performing Release Management, Managing Repository, Security and Build tools, CI/ CD in cloud architecture. · Experience with modern DevOps fundamentals, tools and techniques · Experience in CI/CD - Git, Maven and Jenkins 	<p>Requesting you to kindly amend the clause as:</p> <ul style="list-style-type: none"> · Experience: > 8 years · Should have worked in atleast 1 IT project as a DevOps & Cloud monitoring/Developer in Govt./ Enterprises set-up · Hands-on experience in performing Release Management, Managing Repository, Security and Build tools, CI/ CD in cloud architecture. · Experience with modern DevOps fundamentals, tools and techniques · Experience in CI/CD - Git, Maven and Jenkins 	Refer response to Query #59

129	General	--	Technology Stack	Requesting you to kindly confirm: 1. If NUGP has any specific technology preference? 2. If the platform can be developed in open source technology?	Refer response to Query #22
130	General	--	Hosting	Requesting you to kindly confirm: 1. If hosting has to be provided?	Refer response to Query #21
131	General	--	User	Requesting you to kindly confirm: 1. The total number of users? 2. Number of concurrent users?	Refer response to Query #22
132	General	--	Backup	Requesting you to kindly confirm: 1. If data backup is required? 2. What is the size of data? 3. What is the type of data? 4. Type of backup to be provided?	Refer response to Query #22
133	General	--	Content	Requesting you to kindly confirm: 1. If any scope of content development to be considered? 2. If yes; what type of content needs to be developed? 3. Does the content have to be multilingual? If yes; what languages need to be considered?	Refer response to Query #22
134	General	--	Domain Name	Request you to confirm: 1. Bidder has to provide DNS and Domain Name?	Refer response to Query #22
135	General	--	Data archival	Requesting you to kindly confirm: 1. If data archival is needed?	Refer response to Query #22
136	General	--	Licenses	We assume that all the licenses required will be provided by NIUA	Refer response to Query #22
137	General	--	Mobile Application	Requesting you to kindly confirm: 1. If mobile application is required? 2. If yes; the platform on which mobile application has to be developed?	Refer response to Query #23

138	General	--	API	Requesting you to kindly confirm: 1.If APIs are needed? 2.If yes; The number of APIs required? 3.API development to be done by bidder?	Refer response to Query #18
139	General	--	Theme	Request you to confirm: 1.Is there any specific theme requirement? If yes 2.Technology on which theme has to be developed?	Refer response to Query #22
140	General	--	SMS/Email Gateway	Requesting you to kindly confirm: 1.If SMS/Email gateway is required? 2.If cost of SMS/Email gateway will be borne by bidder?	Refer response to Query #22
141	General	--	Security Audit	Requesting you to kindly confirm: 1. If security audit is required? 2. What type of security audit is required? 3.What will be the frequency of security audit?	The security audit of components delivered in response to States specific requirements may be required. Further refer response to Query #22.
142	General	--	SSL	Requesting you to kindly confirm: 1. If SSL is required? 2. Which type of SSL is required?	Refer response to Query #22