

**Responses to Pre bid Queries w.r.t. RFE for Large Scale Intervention dated 22.11.23**

**Amity University**

#	Section Name & No.	Page No.	Statement as per tender document	Query by bidder	Reason for Query	CBC Responses
1	Training Need Analysis (TNA)			We suggest clearcut guidelines for deciding on the sample size in terms of percentage of total population ( suggested 1-10%) and duration in months (suggested 1-3 months depending on the size of population to be analyzed) for conducting Training Need Analysis as both these factors have substantial bearing on project costing.		Sample size 5%  Training for Master Trainers - 5 days  For rest of the staff- 2 days
2	Handholding of Master Trainers			Clear instructions on the role of trainers of the bidder for performing handholding should be laid down in order to remove ambiguity. It is assumed that Master Trainers of the MDOs would have little or no experience of training, the hand holders will have an important role to play by virtue of constant supervision, guidance, feedback, assessment, course correction and impact assessment ensuring effective training . Therefore clear cut guidelines on handholding of Master Trainers in terms of physical monitoring of batches (Percentage/Frequency) as well as other defined modes of handholding both online and offline for the purpose of costing.		Clearcut guidelines will not be issued. It will depend on the technical knowledge and methodology adopted by the bidder. The handholding/ monitoring/ supervision/ feedback etc are all part of the design and development under this RFE.
3	Impact Assessment			Need absolute clarity on the role of the bidder in this entire exercise. As per our understanding bidder is required to design and develop an impact assessment module so that impact of the project may be assessed by the third party. The aim should be to measure improvement in targeted performance of trainees by assessing improvement in service delivery as per citizen perceptions. Hence minimum percentage ( 1-10%) of trainees and citizens to be surveyed needs to be laid down.		Understanding is correct. Minimum percentage to be between 5-10%, as per the discretion of the MDOs at the time of issuance of work order.
	<b>Walchand People First Limited</b>					

4	Scope ii	12	Design and development of course content	Course content will be based on duration of training (per batch). Need to know total training days and type of training(technical, soft skill) and for which level (Senior-level, mid level etc). Participant manual/Handbooks also to be given to participants	Based on this tentative cost can be calculated	The training may be of any type in functional, behavioural as well as domain. The number of days may be communicated by the MDO. Participants will mostly be Group B & C or equivalent.
5	Scope iii	12	Delivery of course content	Trainer lodging and boarding to be additional. Centre infra also to be additional basis training requirement. Training venue hiring should also be additional if not provided by MDOs	Training may happen locally or it may also be conducted at remote place. Also training infra(in case of technical training) may vary and hence cost	Cost of staff of agencies shall be borne by the agency itself. Training venue to be provided by MDOs.
6	Scope iii	12	Delivery of course content	Total number of participants in each batch	Training cost per day is considered as per assumption of number of participants per batch	Up to 30.
7	Scope v	12	Evaluation and certification of both master trainers as well as of trainees	We need clarity on consultant has to conduct assessment or only limit to design of certification criteria for each of the two levels of interventions). In addition Certificate to be provided will be in hard copy or only soft copies for both tiers of training	Cost will depend on assessment process and providing hard copies of certificates	Consultant has to only design the criteria in consultation with the MDO. Certificates may be issued by MDO in soft/ hard copy as per its discretion.
8	Scope vi	13	Provision of assistance to Master Trainers in delivering content	Need to know how many matches or mandays this is required. Will it be in physical or virtual form. Suggest that costing should be separate and per manday (virtual and physical separate).....travel and stay additional	Assistance, handholding or observation may vary as per number of batches and number of days hence this cannot be included in training cost and should be separate. Please Define matrix of assistance required	The trainings shall be in physical form. Number of mandays required may be intimated at the time of limited tender/ work order.  The travel and stay of trainers and supporting staff of the empaneled agencies may be borne by the agency itself, whereas the hardware items such as pen drives, computer, printer, board/ marker, training room etc shall be provided by the concerned MDO.
9	Annexure-A		Commercial Bid Format	We propose below format for commercial bid		Please refer Corrigendum
	<b>C&amp;K Management Limited</b>					

10	8. Pre-Qualification Criteria	26	A Bidder is required to Bid on its own and no Joint Ventures or Consortiums are permitted.	We have our own subsidiary for training business and training deployment. Therefore we will be submitting our bid and providing details of our subsidiary as well. Kindly note that this is not a consortium. Kindly confirm that the same is acceptable	Eligibility	No consortium is allowed. No change in this clause.
11	4. Scope of Work	11	The scope of this project includes the design, development, delivery, and implementation of large-scale training interventions for government officials to enable them to be more effective at the workplace. The competencies that the government officials will be trained in will be determined in conjunction with the concerned Ministry/Department to which trainee officials belong. For the success of this project, selected bidder will carry out the analysis of surveys/ reports conducted by the MDO, if any. Also customer interaction study, wherever applicable, in different parts of the country to identify pain points and solutions may need to be carried out as per the needs of MDOs, followed by a report submission. These interventions can be on functional or behavioural competencies. Behavioural competencies will however be the priority in LSIs.	RFP mentions that there will be 2 types of training interventions - functional or behavioural competencies. As you are aware different types of trainings will require trainers with different kinds of experience and expertise.  The quote is required for what kind of training programs. Training programs can be further categorized into:  Technical Skills Training Induction Training Soft Skills Training Refresher Training Leadership Training		The trainings/ interventions can be functional as well as domain specific. The same may be communicated at the time of limited tendering. Please refer revised commercial bid format.
	<b>PwC</b>					
12	Acronyms & Definition(s)	8	LSI Large Scale Intervention are mainly behavioural and functional trainings of Group B and Group C officials in the MDOs with audience 100 or above.	We suggest that this definition may be changed to- <i>LSI Large Scale Interventions are mainly trainings of government officials in Central/ State Government/ PSU/ Government Agencies with audience 100 or above.</i>	It is not possible to clearly identify the turnover and project value that involved specifically 'behavioural and functional' trainings of 'group B and group C' officials. Further, state governments, PSUs and other government agencies may also be considered.	No change in this clause

13	Pre-Qualification Criteria, 8, point no. 1	26	A Bidder is required to Bid on its own and no Joint Ventures or Consortiums are permitted.	We suggest that JV / Consortium may be allowed	The delivery of this project would require understanding about the MKY project and programme management in addition to the training delivery and certification which are provided by a training institute.	No change in this clause
14	Pre-Qualification Criteria, 8, point no. 1	26	A Bidder is required to Bid on its own and no Joint Ventures or Consortiums are permitted.	We suggest that this clause may be changed to- <i>The consultant can sub-contract and propose key experts on third party payrolls for part of the services (not whole of the services), while retaining the full responsibility for the services during the RFP stage.</i>	Some of the resources required may not be available as and when required by the MDOs at the RFP stage.	No change in this clause
15	Pre-Qualification Criteria, 8, point no. 5	27	The bidding firm shall have a financial turnover of INR 1,00,00,000 per annum from <b>Large Scale Training Interventions</b> , in at least 3 financial years in any of the last 5 financial years starting from 2017-18.	We understand that the "Large Scale Training Interventions" will include training interventions in public and/ or private sector. Kindly confirm.	There are large scale training interventions which have been conducted in both public and private sector projects	Understanding is correct
16	Pre-Qualification Criteria, 8, point no. 5	27	The bidding firm shall have a financial turnover of INR 1,00,00,000 per annum from <b>Large Scale Training Interventions</b> , in at least 3 financial years in any of the last 5 financial years starting from 2017-18.	We request that this clause be changed to - <i>The bidding firm shall have a financial turnover of INR 1,00,00,000 per annum from Consulting assignments that include scope for conducting Large Scale Training Interventions, in at least 3 financial years in any of the last 5 financial years starting from 2017-18.</i>	The consolidation of revenue happens at the Line of Services level and Consulting is one of the Line of Service	Please study the corrigendums as well in line with the RFE dated 01.09.2022
17	Pre-Qualification Criteria, 8, point no. 6 (ii)	26	The Bidder must have successfully conducted <b>Large Scale interventions</b> of cumulative order value of not less than INR 2 crores with any Central/ State Government/ PSU/ Government Agencies in India in last 5 (five) years (April '2017 to July'2022), with minimum work order/ contract value of not less than INR 25 Lakhs.	We suggest that this clause be changed to- <i>The Bidder must have successfully conducted Large Scale interventions of cumulative order value of not less than INR 1 crores with any Central/ State Government/ PSU/ Government Agencies in India in last 5 (five) years (April '2017 to July'2022), with minimum work order/ contract value of not less than INR 25 Lakhs.</i>	We believe that cumulative order value of INR 1 crore shall be sufficient for this assignment	Please study the corrigendums as well in line with the RFE dated 01.09.2022

18	Technical Evaluation Criteria/ Framework, 9, Note: point no. 3	31	With regard to the CVs/ Resumes to be provided against Sr.No. 4 of the aforementioned technical evaluation criteria, the bidder has to give an undertaking on the company's letterhead signed and stamped by the authorized signatory stating that only the key personnel showcased in the technical proposal against this tender document number 03-13/2022-CBC shall be deployed under the Scope of Work in this tender document.	We request that the substitution of key personnel be allowed at the RFP stage without any penalty	We understand that this is the RFE stage and actual work as per the scope will come at a later stage. The availability of resources as proposed at the EoI stage cannot be committed as there is no clarity about when and for how long will the resources be required by MDOs	Please study the corrigendums as well in line with the RFE dated 01.09.2022
19			Substitution of key personnel will be allowed in compelling or unavoidable situations only with the prior approval of CBC/ concerned MDO and the substitute shall be of equivalent or higher credentials. Such substitution may be limited to not more than Two (02) of total key personnel, subject to equally, or better qualified and experienced. In furtherance to above, MDO may at its discretion impose a penalty for resource replacement after issuance of work order, as applicable.	We request that this clause be changed to - <i>In furtherance to above, MDO may impose a penalty for resource replacement after issuance of work order. The details of such penalty will be provided at the RFP stage.</i>	The details / quantum of penalty that may be imposed on the bidder is not clear	Please study the corrigendums as well in line with the RFE dated 01.09.2022
20	Scope of work, 4	11	Also customer interaction study, wherever applicable, in different parts of the country to identify pain points and solutions may need to be carried out as per the needs of MDOs, followed by a report submission.	Pls clarify the specific locations where the team is required to work	This will be required to assess the availability of resources as per the geographic locations	The location may be anywhere in India where offices/ staff of Central Government of India are working (including rural areas).
21	Scope of work, 4, sub-point (v)	13	On the basis of performance in the end-of-course assessment (designed at iv above), participants of both training interventions will be awarded certification by the Consultant.	We request that this requirement of certification may be removed.	We do not provide training certification but can arrange if consortium/ JV is allowed	Consultant has to only design the criteria in consultation with the MDO. Certificates may be issued by MDO in soft/ hard copy as per its discretion.

22	Technical Evaluation Criteria/ Framework, 9, S.No. 2 point no. (e)	31	Impact Assessment of the three case studies at point d above (5 x 3 = 15 marks)	We request that this condition be relaxed and 15 marks be apportioned to points mentioned from 2 (a) to 2 (d). The marking scheme shall be revised accordingly.	The formal impact assessment for the case study might not have been a part of the scope of the work done by the bidder.	No change in this clause
23	Stage 4: Post Empanelment Process, 7.3.4 a and b	25	a)The empanelled bidder/s may be required to sign a non-disclosure agreement (NDA) with the concerned MDO as per the directions of the MDO. b) On signing of the NDA, empanelled bidder/s for each tier shall be given work based on the requirement by MDOs that may arise from time to time. The CBC also, may, allocate/ award suitable work, after following due process, to any of the empanelled bidders.	The format of the NDA is not provided in the RFP and we understand that the same will be provided by the client at a later stage.	Format of NDA is required.	The same may be provided at the time of issuance of work order
24	Pre-qualification, 8 point 7	27	The bidder should not be banned/ disqualified/ debarred/blacklisted by any Central/ State Government/ Ministry/ Department or PSU as on the date of bid submission.	The Client is requested to revise the pre-qualification regarding blacklisting/ debarment. Entities that are not blacklisted / debarred at the time of the submission of bid should be allowed to participate in the tender process. Further, entities whose blacklisting was subsequently revoked / set aside should also be allowed to participate in the tender process.	Allow entities whose blacklisting was subsequently revoked / set aside	No change in this clause
25	Deviations 6.14	20	The bidder shall not provide for any deviations in the bid. If Capacity Building Commission is of the opinion that the bid contains any deviation, then Capacity Building Commission reserves the right to seek withdrawal of any such deviation before considering the technical and commercial bid.	We request you to allow the bidder to include comments to the ToR section in the proposal.	This is required since there may be certain contractual clauses related to scope of work that would need discussion with client during contracting stage.	No change in this clause
26	No reference in RFP	-	-	It is requested that if there are any circumstances that reasonably restrict travel or physical presence of our personnel at your office / location, then without prejudice to your payment obligations, you shall allow such personnel to work from home or other remote location till the time such reasonable restrictions exist. Any delay / default in performing our obligations arising from such restrictions, shall not be attributable to us and shall not be considered a breach of contract on our part and no consequent damages / penalties etc. arising	Unforeseen circumstances may lead to delays	Depends on case to case basis. Nothing can be commented at this stage.

27	Scope of Work, 4	11	For the success of this project, selected bidder will carry out the analysis of surveys/ reports conducted by the MDO, if any	We understand that the analysis shall be conducted on the surveys/data provided by MDO. However, 'validating the correctness of data' shall not be part of bidder's scope of work.	Correctness of data can only be assessed by the concerned MDO	Agencies are only required to analyse, not validate the data.
	<b>Bennett Coleman and Co Ltd</b>					
28	6 (i). Pre- Qualification n Criteria	27	Must have experience in design, development, delivery, and implementation of large-scale training interventions in public and/ or private sector, in at least 3 financial years in the last 5 financial years starting from 2017-18.	Please give clarity on large scale trainings interventions	To understand better the pre-qualification	Kindly refer the RFE document dated 01.09.2022 which contains complete details.
29	10 Terms of Business Section 10.10	35	<p>10.10 Resource Replacement</p> <p>The selected agency on being awarded the work by the concerned MDO under this RFE, should deploy only the manpower of which the CVs/ resumes are being submitted for technical evaluation criteria at Section 9 of this RFE.</p> <p>Substitution of key personnel will be allowed in compelling or unavoidable situations only with the prior approval of CBC/ concerned MDO and the substitute shall be of equivalent or higher credentials. Such substitution may be limited to not more than Two (02) of total key personnel, subject to equally, or better qualified and experienced. In furtherance to above, MDO may at its discretion impose a penalty for resource replacement after issuance of work order, as applicable.</p>	In the future, if there is a need to replace more than two personnel based on the MDO's Training Needs Assessment (TNA), the procedure for appointing or nominating alternative personnel from our organization will be followed and Substitution of key personnel will be allowed in compelling or unavoidable situations.	To match the skills/ competencies of the personnel involved, based on the MDO's TNA and substitute in unavoidable situations.	Please study the corrigendums as well in line with the RFE dated 01.09.2022
30	4.Scope of Work viii. Create a model for impact evaluation		The Consultant will design and develop an impact assessment module so that impact of the project may be assessed by a third party as decided by the concerned Ministry/Department and the Capacity Building Commission (CBC). This impact assessment module will be designed in alignment with existing assessment frameworks	Need more clarity on the impact assessment of the project by the third party and the bidder.	Understanding the mechanism of impact assessment by the third party and bidder shall make the process transparent and effective.	The agency will design and develop the framework to assess the impact of the training/ intervention conducted by itself. However, the impact assessment shall be conducted by a third party only of 5-10% of the staff.

		13	existing assessment frameworks associated with Mission Karmayogi and iGOT KY. In particular the impact assessment should measure the improvement in targeted performance of trained Government officials/ staff where relevant, by assessing improvement in service delivery as per citizen perceptions.			
31	Rolling Advertisement for Re-opening of Empanelment	3	Quotes submitted towards providing complete solutions to Capacity Building Commission, in accordance with the scope of work and terms & conditions mentioned in RFE dated 1st September 2022.	We require additional clarity on training locations basis PAN India , detailed course curriculum, and batch size to determine the cost.	To derive at best cost	The location may be anywhere in India where offices/ staff of Central Government of India are working (including rural areas).
	Annexure A: Commercial Bid Format					
	<b>Hewlett Packard Enterprise India Pvt Ltd.</b>					
32	Query related to Annexure - A - Commercial Bid Format	NA	NA	It is expected that mode of training delivery shall vary from case to case. In the case where we have to furnish standard price per participant per day, shall we consider mode of delivery for all trainings to be virtual.	As the bidders are later required to match L1 - It is essential to have common working understanding on deliverables so that prices can be worked out accordingly. Not having this clarity will lead to different assumptions at bidder's end and price disparity.	Physical Training Only
33	Query related to Annexure - A - Commercial Bid Format	NA	NA	In case of physical in-person delivery (ILT) - it is important to note that not all locations (especially Tier 2 / Tier 3) will have sufficient & competent resources to deliver training programs. Under the given situation duration of a batch is critically important in determining travel cost because Boarding & lodging cost are incurred every day, travel cost is incurred once (at the start and end) of such an engagement. Please advise if we should assume that every batch is going to be for 2 days.	As the bidders are later required to match L1 - It is essential to have common working understanding on deliverables so that prices can be worked out accordingly. Not having this clarity will lead to different assumptions at bidder's end and price disparity.	Training for Master Trainers - 5 days For rest of the staff- 2 days

34	Query related to Annexure - A - Commercial Bid Format	NA	NA	From a Span of control perspective and training effectiveness - batch size of a training program varies from case to case. Shall we consider a standard batch size of 20 participants to work on commercials accordingly. Please confirm.	As the bidders are later required to match L1 - It is essential to have common working understanding on deliverables so that prices can be worked out accordingly. Not having this clarity will lead to different assumptions at bidder's end and price disparity.	Batch size is up to 30 participants
35	Query related to Annexure - A - Commercial Bid Format	NA	NA	Overall Training Delivery Cost constitute major cost towards SME, Trainers cost etc. and will vary to a great extent while planning intervention for functional competency versus behavioral competency. For the purpose of computing standard prices to be furnished as part of Annexure - A; Shall we consider behavioral competency only. If No, we need to understand the list of technologies / areas to be covered to furnish price accordingly.	As the bidders are later required to match L1 - It is essential to have common working understanding on deliverables so that prices can be worked out accordingly. Not having this clarity will lead to different assumptions at bidder's end and price disparity.	Technologies cannot be listed at this stage. However, for commercial bids both types of trainings may be considered.
36	Query related to Annexure - A - Commercial Bid Format	NA	NA	There have been instances where some of our customers in the past have asked for deployment of two trainers (Lead Trainer & Support Trainer) per batch. For the purpose of computing standard prices to be furnished as part of Annexure - A; please confirm, if we need to account only 1 trainer per batch.	As the bidders are later required to match L1 - It is essential to have common working understanding on deliverables so that prices can be worked out accordingly. Not having this clarity will lead to different assumptions at bidder's end and price disparity.	2 trainers may be deployed per batch
37	Query related to Annexure - A - Commercial Bid Format	NA	NA	As per broad Scope of Work listed out in the RFP Section 4; Page No. 12; there are two types of training interventions involved. Training to Master Trainers & Training to rest of the staff by Master Trainers and support by empaneled agency. For the purpose of providing standard prices to be furnished as part of Annexure - A; please confirm, if both these type of learners (master trainers & rest of the staff) shall be clubbed together and total number of participants shall be worked out accordingly.	As the bidders are later required to match L1 - It is essential to have common working understanding on deliverables so that prices can be worked out accordingly. Not having this clarity will lead to different assumptions at bidder's end and price disparity.	Understanding is correct

38	Query related to Annexure - A - Commercial Bid Format	NA	NA	We understand that the necessary infrastructure - like training room, projector, white board and other training aids - software / hardware to deliver training programs to MDO / CBC shall be provided by concerned MDO / CBC.	As the bidders are later required to match L1 - It is essential to have common working understanding on deliverables so that prices can be worked out accordingly. Not having this clarity will lead to different assumptions at bidder's end and price disparity.	Understanding is correct
39	Section 5. Project Duration, Award of Work and Timelines/ Implementation Framework	Page No. 13	(ii) Award of Work: (a) MDO shall award work to the empanelled agency after calling for financials from the empanelled agency as per their requirement. (b) CBC may also award work to the empanelled agency after calling for financials from the empanelled agencies	After the bidders are empaneled basis the L1 price - what would be the criteria for award of work by the concerned MDO.	Our understanding was that, post the initial empanelment process is completed - concerned MDO/CBC will release a limited RFP (with specific scope of work, modus operandi etc.) and empaneled agencies shall submit the financials accordingly. On the basis of submitted financials - MDO / CBC shall thereafter be able to award work contract to the most suitable one accordingly. With change in the process of empanelment and all bidders being able to offer services at a common price - what would be the criteria to award work contract to any of the empaneled partner.	Any work having unique nature (not covered in the RFE) may directly be negotiated with the Work Order issuing authority. Or the Work order issuing authority may follow the competitive process for that part of the work to discover the market price. Further, the work order issuing authority shall have the discretion of allotment of work or selection of the agency or allotting work following due process.
	<b>Illumine</b>					
40				Does the bidder have to necessarily match for all participant group sizes or can bidder choose to match lowest bidder in some group sizes and not in others?		The applying agencies agreeing to match the L1 price in any category shall be empanelled in that category only
41				Will the Ministries / government departments go through a tendering process inspite of the CBC empanelled list? If they don't, how will they select from amongst the CBC empanelled list?		Any work having unique nature (not covered in the RFE) may directly be negotiated with the Work Order issuing authority. Or the Work order issuing authority may follow the competitive process for that part of the work to discover the market price. Further, the work order issuing authority shall have the discretion of allotment of work or selection of the agency or allotting work following due process.

42				In our experience of participating and winning 5 LSIs the scope each client requires always has some unique requirements not covered by the specification of the CBC RFP. How does this get dealt with?		authority shall have the discretion of allotment of work or selection of the agency or allotting work following due process.
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