

Responses of HR Audit pre bid queries

#	Section / Clause Name and No.	page number	Statement as per tender document	Query by Bidder	Reason for Query	CBC Response
1	Section 7, clause 7.4 List of Auditable documents & sample size	11	The consultants would be required to undertake audit of following documents to arrive at data: (i) Service Books (ii) Transfer/Posting Orders of last 3 years (iii) Grievance regarding service matter (iv) VIP References regarding service matter (v) RTI related to service matter (vi) Any other documents regarding the subject as decided by CBC and concerned Department	Does CBC wish to conduct HR audit only for these areas?	This will help us cost the project appropriately	These are the minimum areas to be covered. If the audit requires to look into other areas, the consultant shall also include those.
2	Section 7, clause 7.5 Key Activities and Stakeholder Responsibility	11	Phase 3: Action Planning	List of deliverables in clause 7.5 do not list action plans. Please clarify if action plan per ministry is a deliverable for this report	This will help us cost the project appropriately	The phase-wise list of deliverables includes the broad action plan
3	Section 7, clause 7.5 Key deliverables	12	Phase 5: Data Analysis and Report Submission	Please clarify if the expectation is 1 aggregated report or 1 report per ministry	This will help us cost the project appropriately	Expectation is one report per MDO
4	Section 8, Bid Evaluation and selection method	18	Project team and experts' qualifications and competence for the assignment	The number of staff asked in this RFP are 6. Is this for all 5 ministries or is this per ministry	This will help us cost the project appropriately	This is for All the Ministries falling under the Scope of Work, combined.
5	Section 8, Bid Evaluation and selection method	16	Note: • Start date must be inside last 7 years from the issue date of this RFP • Only completed projects will count • Each project must be greater than INR 50 lakhs in fees payable to the Consulting Agency Bidder at the time of award of contract.	We request that projects completed and in progress for at least 6 months be evaluated. 5-7 projects of over 50 Lakh INR may be enough to show case competence		No Change
6	Section 10, clause 10.2 EMD / Bid Securing Declaration	21	Earnest Money Deposit (EMD) (Bid Securing Declaration)	What is the EMD amount that is required to be submitted?	We couldn't find The amount for EMD mentioned anywhere	Bid Security Declaration is required to be

7	Section 10, clause 10.2 EMD / Bid Securing Declaration	21	Earnest Money Deposit (EMD) (Bid Securing Declaration)	How is the EMD amount to be submitted?	We ask if it is an online payment, or via a demand draft	submitted in lieu of the EMD. Format of Bid Security Declaration is attached in the RFP.
8	Section 10, clause 10.2 EMD / Bid Securing Declaration	21	Earnest Money Deposit (EMD) (Bid Securing Declaration)	Are we required to submit bid securing declaration even if EMD is submitted?		
9	Section 10, clause 10.3 Integrity pact	23	The Bidder is required to enter into an Integrity Pact with the Client. For this, the Bidder shall submit the original signed and stamped Integrity Pact as part of an envelope titled "Integrity Pact, Authorization Letter & EMD (Bid Securing Declaration)" as per dates mentioned in the Data Sheet above, failing which, the Bid submitted by the concerned Bidder will be liable to be rejected	Page 8 of the bid document states that " <i>On successful selection, bidders will be required to enter into an Integrity Pact with Capacity Building Commission as per Annexure 2 of this RFP.</i> " Please confirm if integrity pact is to be submitted along side bid proposal or only if it has been won		Refer Corrigendum
10	Section 10, clause 10.5 Submission of proposal	24	The Bidders are required to submit soft copies of their proposals electronically on the CPP Portal, using valid Digital Signature Certificates of officer duly authorized to submit the bid.	Page 5 of the bid document states that the bid may be submitted in person in Jawahar Vyapan Bhavan. Please confirm if it is an electronic bid submission or a physical bid submission		Refer Corrigendum
11	Section 11, clause 11.9 Limitation of Liability	34	. Except conditions enumerate in Indemnity Clause,..." "b. ... and insulation against aggrieved third-party complaints against any civil or criminal actions of the empaneled agency or its employees."	We request the deletion of these clauses as they are not possible for us to approve internally.		No Change
12	9 Financial Bid	23	Note: Prices shall be at NICS rates which shall also be supported by work schedule template at	Please advise how the consultant price bid will be evaluated in case of application of NICS rates for the deployment of resources? Is the variability of prices from different bidders expected from the deployment (work schedule) only? What is the expectation in terms of deployment of resources? Is 100% deployment expected from all consultants during the project duration?	To estimate the time and effort required to carry out the exercise	Refer Corrigendum

15	7.4 List of Auditable documents & sample size	11	Sample Size: Total manpower strength of the proposed 5 Ministries is around 2713, audit team need to assess the documents above and service book of at least 25% staff across different levels.	Which type of employees are to be considered for this exercise? Full time/ contractual/ deputation etc. Kindly elaborate.	To understand the employee ecosystem for building RFP response	It is believed that regular, permanent, full time employees of Govt of India would be considered for this exercise. However, where core service delivery of MDO entails, those in contractual position may also be covered, if need be.
16	8.2 Technical Evaluation criteria	15	Consulting Agency Bidder should have directly provided HR management/ consulting to Indian Public Sector organizations ministries /departments/ enterprises / undertakings and been involved in projects covering HR audit.	The frequency of HR audits has been limited in the govt. ecosystem, prior to CBC establishment, so it is difficult to match the criteria provided for only govt. organizations/ PSUs etc. We request this criterion to also include HR diagnostics exercise carried out in both public and private organisations.	Support requested from client to build a comprehensive response catering to client requirements	No change.
17	8.2 Technical Evaluation criteria	15	Five detailed case studies where the Consulting Agency/Bidder has directly provided HR management/ consulting to Indian Public Sector organizations ministries /departments/ enterprises / undertakings and been involved in projects covering HR audit.	We request this criterion to include HR diagnostics exercise carried out in both Public and private organisations	Support requested from client to build a comprehensive response catering to client requirements	No change.
18	1. LETTER OF INVITATION	5	You may submit your responses in sealed envelopes in prescribed format to the undersigned latest by 4.00 PM of 1st August, 2022	Please confirm the mode of submission as the letter of invitation talks about sealed envelopes to be submitted while the RFP also mentions submission on the govt. procurement portal.	To get clarity on mode of response submission	Submission to be made online. Refer corrigendum.
19	3. DATE SHEET	5	Last date of bid submission -1st August 2022 16:00 hrs	We request that the date of bid submission to be at extended to at least 3 weeks post official release of pre-bid query responses.	To build a comprehensive response and get the necessary internal QRM processes done before response submission.	No change in this clause.

20	5.2	7	Pre-Qualification Criteria / 2. Validity for the accreditation of the agency should not less than 31st March 2023.	Kindly confirm the 'proforma' of 'sample form' in which the declaration can be furnished by bidder.	Confirmation on proforma and expectation on coverage for accreditation aspects.	An undertaking stating the same, in this regard, may be furnished on company letter head signed by authorized signatory.
21	5.2	7	Pre-Qualification Criteria / 3. Agency is not blacklisted/ debarred by NICS or any Central/ State Govt/ PSU etc. as on last date of bid submission	Kindly confirm the 'proforma' of 'sample form' in which the declaration can be furnished by bidder. Or Is it ok if bidder can leverage the standard form provided in any RfP by Govt. of India.	Confirmation on proforma.	
22	5.3	7	Earnest Money Deposit (EMD) / Bid Securing Declaration	Is there any Earnest Money Deposit to be made	Clarification of documents to be submitted	Only Bid Security declaration is to be submitted along with the bid, as per point 3 of the data sheet and clause 10.2
23	5.18	8	All resources are to be deployed onsite	This includes Project Lead, Technical Consultants and Management / Functional Consultants?	For appropriate resource deployment	The resources are to be deployed onsite as per the requirements of the MDO/ CBC.
24	7.1	9	The overall objective of this hiring process is to hire capable and qualified consulting firms in the business domain of managing IT projects	What is the relevance of IT Projects. While we understand the technology requirement to run the project (questionnaires etc.), want to understand the relevance of "managing IT Projects"	For appropriate planning on our side	Refer Corrigendum
25	7.2	9	The consultant will be required to assist the CBC in the Pilot Rollout scheduled tentatively by August 2022 in the following five Departments/Ministries:	In subsequent sections, i.e. Clause 7.6 Timeframe, it says 16 weeks from the time of project award. Assuming project award is in the first week of August, should we assume target completion date to be 16 weeks from then?	Clarification of timeframe	Understanding is correct

26	7.2	9	<p>The consultant will be required to assist the CBC in the Pilot Rollout scheduled tentatively by August 2022 in the following five Departments/Ministries: 1. Ministry of Tribal Affairs (MoTA) 2. Ministry of Food Processing Industries 3. Department of Social Justice and Empowerment 4. Department of Expenditure 10 5. Department of Higher Education</p>	<p>All the specified Ministries have their subordinate offices, regional offices, autonomous bodies as well as institutes (Like Tribal Research Institute, ST Commission, Food Processing training institutes, commissions of Ministry of Social Justice and Empowerment such as SC, ST and OBC Commissions, Department of Expenditure has National Institute of financial management, Department of Higher Education has UGC, etc.). Does the scope of the work cover all these bodies / regional offices / institutes?</p>	Scope of Work	Only offices in Delhi, would need to be captured under the different MDOs
27	7.3	10	<p>Schedule and conduct four to five one on one discussions with the ministry leadership/ Department heads</p>	<p>Request to clarify who all are included in Ministry leadership / department heads - Does it include Secretary, Additional Secretary, Joint Secretary or other positions too?</p>	Scope of Work	Yes
28	7.3	10	<p>Schedule and conduct six to seven FGDs, with the Department/Wing heads and the Establishment function heads</p>	<p>Request to clarify if Department / Wing heads include Directors / Deputy Secretaries of the Department and their teams?</p>	Scope of Work	Yes
29	7.3	10	<p>Schedule and conduct six to seven FGDs, with the Department/Wing heads and the Establishment function heads</p>	<p>Request to clarify if Establishment function head means Directors / Deputy Secretaries heading the Administration Division of the Department as it deals with the Establishment matters</p>	Scope of Work	Yes

30	7.3	10	Study existing documentation on vision, mission, strategic objectives of the ministry, processes, policies etc	Request to clarify if study of existing policies involves the ongoing monitoring the implementation of central or centrally sponsored schemes pertaining to the Ministries under consideration. The document does not mention the Acts and Legislations pertaining to the Ministries since some of these Ministries Department are regulating the Acts also such as Tribal Forest Rights act, SC, ST and OBC Acts (prevention of atrocities), etc.	Scope of Work	It is believed that undertaking detailed secondary research would help in providing an orientation about respective MDO. The study of guiding Acts, constitutional provisions, schemes etc. and non-HR process of respective MDO would form baseline for understanding their HR processes thoroughly
31	7.3	11	CBC team would be responsible for the action planning phase of activities along with the concerned Ministry officials. The Consultant would be required to.....Discuss and sign-off the action plan with the Ministry leadership/ Establishment function	While the consultant would prepare the draft action plan, would the ministerial workshops / meetings be conducted by the consultant or CBC. Is the final sign off going to be the Consultants responsibility	Nature of role of the consultant	Yes, consultant. CBC will provide suitable officer to facilitate.
32	7.4	11	List of Auditable documents & sample size: Total manpower strength of the proposed 5 Ministries is around 2713, audit team need to assess the documents above and service book of at least 25% staff across different levels.	<p>1. Kindly provide the details on levels across five mentioned ministries/ departments.</p> <p>2. Kindly confirm that the list of document is exhaustive. Since ' Any other documents regarding the subject as decided by CBC and concerned Department' could mean a range of documents available with different staff levels across ministries. This has an implication on the proposed approach and project timeline. OR request to define the applicable documents across levels and ministries.</p>	Useful information to design and propose the appropriate sample cohort as well as project approach.	<p>1. The respective MDO organogram to be referred</p> <p>2. The list of auditable documents in only indicative and not exhaustive.</p>

33	7.5	11	As part of this module, the Consultant is expected to prepare the survey instrument and get the same approved from CBC for administering during the Pilot Rollout of the HR Audit exercise.	Is it fair to assume that the same survey instrument will be used across all MODs? Will individual MODs have the right to recommend modifications?	Estimation of effort requirement in survey design	The survey instrument should have scope for consultants for each MDO.
34	7.3	11	Conduct a workshop with the Ministry leadership/ Department/Wing heads/Establishment function heads to discuss the report and share key findings, to be under the purview of CBC team	Who will bear the cost of hosting the workshop? Ministries, CBC, or the consultant?	Details of cost estimation	Respective MDO/ CBC.
35	7.3	11	Discuss and sign-off the action plan with the Ministry leadership/ Establishment function	The action plan should be signed off with CBC because this is RFP of CBC and not the Ministry. CBC can involve Ministry/Department while signing off the Action Plan with the Consultant.	Roles and responsibilities of involved parties	No change
36	7.3	11	Concerned Ministry/Department/Organisation (MDO) would be responsible to set milestones and track progress against the action plan annually.	Request to please clarify the consultant's role in this	Scope of Work	The Consultant has no role to play, in setting MDO milestones, and tracking annual progress against the action plan

37	7.4	11	<p>The consultants would be required to undertake audit of following documents to arrive at data: (i) Service Books (ii) Transfer/Posting Orders of last 3 years (iii) Grievance regarding service matter (iv) VIP References regarding service matter (v) RTI related to service matter (vi) Any other documents regarding the subject as decided by CBC and concerned Department</p>	<p>These documents are related to "Service Matters" which give an impression that HR Audit is to be done only for identifying improvement initiatives in the context of service matters in the Ministry/Department. However, Phase 1 outline (which considers the mission, vision, strategic objectives, policies, etc. and the interaction with the wings or divisional heads followed by drawing up of dimension-wise scores, their improvement initiatives, etc.) indicates that the identification of improvement initiatives is to be done with respect to the various functions being undertaken by the ministry/department and not only the service matters. It is not clear as to what purpose the audit of service book will serve as from the point of view of HR Audit. Request to clarify the intent of the exercise.</p>	Scope of Work	<p>The Service Book is the basic document to cover all HR and personnel related matters of an individual. However the exercise will cover any other document as well.</p>
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38	7.4	11	<p>The consultants would be required to undertake audit of following documents to arrive at data: (i) Service Books (ii) Transfer/Posting Orders of last 3 years (iii) Grievance regarding service matter (iv) VIP References regarding service matter (v) RTI related to service matter (vi) Any other documents regarding the subject as decided by CBC and concerned Department</p>	<p>The service matters of employees in a Ministry having officers from various cadres (such as IAS, Indian Cost and Account Services, Indian Economic Services, Indian audit and Account Services, Statistical Services, Central Secretariat Services, etc.) at various levels are determined and maintained by their respective cadre controlling authorities (DoPT, DOE, DEA, Min. of Statistics & Programme Implementation, Office of CAG, etc.) and not these ministries themselves. Therefore, to find the records of RTI, Grievances and VIP references will be difficult in such Ministries Departments which are being included in RFP. Request that the same, if continued to be included in the scope of work, may be sourced by CBC in advance and provided to the consultant</p>	<p>Roles and responsibilities of involved parties</p>	<p>CBC would facilitate, if need be, in sourcing of documents, however the primary responsibility lies with the consultant</p>
39	7.7	13	<p>7.7 Payment Terms/ 1. The payment shall be released only after acceptance of the required work detailed in the RFP Document against the corresponding deliverable. First Evaluation of Deliverables to be done within 2 weeks from the date of receipt and Payment to be released within 30 days, on best effort basis from date of receipt of invoice after final acceptance of deliverable. The final payment will be made on outcome/deliverable basis as defined in this RFP/Scope of work document</p>	<p>Kindly confirm that the deliverables deemed to be if no response is being received within 2 weeks from the date of submission of deliverable. Since, sign-off on some of the deliverables like Survey Instruments - act as important factors for the future deliverables.</p>	<p>Ensure timely completion of project deliverables</p>	<p>The assigned nodal officer from the concerned MDO/ CBC will facilitate if needed.</p>

40	7.6	13	Preparation and Finalization of Survey Instrument T+ 2 week	Preparation and finalization of survey instrument being the foundation of future exercise should be devoted more time to and instead of 2 weeks should be extended to at least 3 weeks or more. So that there is a sound survey instrument to start on. This would give the consultant to have preliminary discussions with Ministry also. In case the work is assigned in respect of all the five Ministries or Departments then the two weeks period is too less.	Timelines	No change
41	7.6	13	Secondary Research of Existing Documentation T+ 4 weeks	The study of mission, vision, strategic objectives of the Department for secondary research are easily available in their Annual reports. However, identification of the list of relevant documents, service rules, cadre management rules and their updated versions, amendments from different authorities itself could take more than two weeks. As an alternative, the Ministry should provide a copy of the updated service Rules, Cadre management rules of each of the category of its officer/official. This should be sourced by CBC in advance from these Ministries identified.	Roles and responsibilities of involved parties	CBC would facilitate, if need be, in sourcing of documents, however the primary responsibility lies with the consultant
42	7.6	13	Conducting Pre-Pilot Audit Exercise Orientation Workshop	Who will bear the cost of hosting the workshop? CBC or the consultant?	Details of cost estimation	Concerned MDO/ CBC
43	7.6	13	The payment shall be released only after acceptance of the required work detailed in the RFP Document against the corresponding deliverable.	It may be clarified that the sign-off on the deliverable will be provided by the CBC and not the ministry. The former may consult the latter if deemed necessary	Roles and responsibilities of involved parties	No change in this clause. Sign-off shall be provided by the concerned MDO only

44	7.7	14	<p>7.7 Payment Terms/ 7. Liquidated damages @0.5% of invoice value will be deducted for delay of every week or part of week in respect of each deliverable identified in the scope of work. Total such LD will however not exceed 10% of invoice value. The deliverable is for each Ministry /Department and so any delay in this deliverable would attract LD as defined. Only delays attributed to consultant will attract LD. The decision of CBC would be final in this matter in establishing attributability. The Delivery Period extension would be processed accordingly by CBC in consultation with the concerned Department.</p>	<p>Given the nature of scope and expectation on deliverables - kindly confirm that the respective Ministry/ Department would be able to provide requisite support, information and access to required resource in timely manner including the deliverable sign-off.</p> <p>Otherwise, request to remove this clause due to lack of clarity on acceptable criterion on deliverables and approval authority.</p>	<p>Ensure timely completion of project deliverables.</p>	<p>No change in this clause.</p>
45	8.2	16	<p>Consulting Agency Bidder should have directly provided HR management/ consulting to Indian Public Sector organizations ministries /departments/ enterprises / undertakings and been involved in projects covering HR audit. Each project must be greater than INR 50 lakhs in fees payable to the Consulting Agency Bidder at the time of award of contract.</p>	<p>Is the total value of the project required to be greater than INR 50L or HR Audit needs to be greater than INR 50L</p>	<p>Qualification criteria</p>	<p>Total Project value should be greater than 50 Lakhs, however, HR Audit should be an essential component of the Project.</p>
46	8.2	16	<p>Sub Clause 1B. Five detailed case studies where the Consulting Agency/Bidder has directly provided HR management/ consulting to Indian Public Sector organizations ministries /departments/ enterprises / undertakings and been involved in projects covering HR audit.</p>	<p>Can these be a subset of the projects referenced in the section before?</p>	<p>Qualification criteria</p>	<p>Yes</p>
47	Technical Evaluation criteria	19	<p>All Technical consultants should be on the bidder's payroll at the time of submission of the bid</p>	<p>May be modified to "All technical consultants should be on the bidder's payroll at the time of award of work order"</p>	<p>Project planning</p>	<p>Refer Corrigendum</p>

48	9	22	<p>"Note: Prices shall be at NICS rates which shall also be supported by work schedule template at Annexure 13"</p> <p>Read with Technical Evaluation Criteria, point 3, page 19: "14-16 years of experience -5 marks 16 years & above experience - 7 marks"</p>	<p>Since the price of the bid is discovered (predetermined NICS rates, fixed number of resources, and specified duration of time), deploying a technical lead with 16 or more years of experience will fetch two additional points (compared to someone with 14-16 years of experience) at a cost increase of Rs 50,000 per month (difference in pay band). With other factors being highly competitive among NCS Tier I empanelled consultants, this might become the determining factor for selection of consultant</p>	<p>Qualification criteria</p>	<p>Refer Corrigendum</p>
49	7.3	10 and 11	<p>The Tender Awardee would be responsible for the analysis phase of activities except the last part that would expect CBC team to facilitate the Ministry-level workshop for sharing report findings.</p>	<p>Would the appointed consultant have any role to play in the design / deployment of the Ministry workshop?</p>	<p>Evaluation of extent of resource requirement to prepare and facilitate</p>	<p>Yes.</p>
50	5.14	8, 29, 53	<p>Page#8 Bank Guarantee/ The Performance Bank Guarantee (PBG) will need to be submitted by the bidder for an amount equivalent to 3% of total work order/ contract value which shall be valid for a period of 45 days post 6 months of completion of engagement.</p> <p>Page#29 For the successful bidder the Performance Bank Guarantee (PBG) shall be retained by Capacity Building Commission until the completion of the assignment by the Contractor and be released 180 (one hundred and eighty) days after the completion of the assignment.</p>	<p>1. Further clarification is required basis the information provided on page#8 and 29 - We understand that the performance bank guarantee to be submitted only by the successful bidder at the time of awarding the contract (since page#8 mentions bidder only). Kindly confirm.</p> <p>2. Kindly request to release the PBG 90 days after the completion of assignment.</p>	<p>Clarification on applicable modalities for PBG.</p>	<p>Understanding is correct.</p> <p>No change in this clause.</p>

51	7	9-12	Terms of Reference	<p>Please note that the scope of services, key activities and deliverables have dependency on the timely inputs/ info as well as requisite cooperation and approvals from Ministry. Kindly confirm that the CBC will coordinate and ensure the requisite support is provided to the successful bidder to meet the project objectives. (For e.g., Conducting Interviews/ FGDs to ensure availability or Appropriate level of Survey Response OR getting the auditable documents on time - it requires CBC's valuable support and coordination with Ministries for the success the assignment)</p>	<p>In past experience on similar project - it is observed that a constant push/ timely support from client helps to drive the results in timely manner.</p>	<p>CBC would facilitate the process, wherever required and requested by the consultant, on need basis</p>
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