

RFQ cum RFP REF NO: T-16017/38/2020-iGOT for Onboarding consultant for defining and detailing FRAC (Framework for Roles Activities and Competencies) for Govt. of India

Reply to Queries

Sl. No	Section name & no	Page No	Statement as per tender document	Query by bidder	Response by client
1	3. Data Sheet	9	Last Date & Time for receipts of tender bids: 15th December 2020 at 1600 hrs	Request for extension of deadline for proposal submission by 15 days	Last date for submission of the bid has been extended to 1600 hrs on 28/12/2020. Kindly Refer Corrigendum 1.
2	6.1 Decoding and Modelling FRAC: Defining Components	19	For the all the common positions, roles and activities, prepare the base Registries of Positions, of Roles and of Activities and conduct Role-Activity mapping for all the Roles in the Registry (creating a Registry of Role-Activity Mapping)	Please specify the number of departments/ministries to be covered for base registry	For base registry the Bidder will be required to cover a 7 identified Ministries/Departments.
3	6.1 Decoding and Modelling FRAC: Defining Components	19	The Bidder will be required to study the Organizational Structures, Work Allocation Documents, etc. of different Ministries to prepare the same.	Please specify the number of departments/ministries to be covered for the study of organization structures, work allocation documents etc.	The Bidder will be required to study the Organizational Structures, Work Allocation Documents, etc. of 7 Ministries/Departments.
4	6.1 Decoding and Modelling FRAC: Defining Components	19-20	The base version of Dictionary of Functional Competencies will have to be prepared based on all functional competency requirements that can be arrived at by the FRAC CoE and will include defining complete set of functional competencies for 7 departments as identified by the Client.	If shortlisted by the client, please specify the names of the 7 departments for which the dictionary of domain and functional competencies will have to be created	The tentative seven Ministries/departments will be: (1) Ministry of Personnel, Public Grievances & Pensions (DoPT) (2) Ministry of Health & Family Welfare (Including National Health Mission) (3) National Highways Authority of India (NHAI) (4) Ministry of Environment, Forest and Climate Change (Including DG (wildlife) unit)(5) Ministry of Finance (Department of Economic Affairs) (6) Ministry of Electronics

					& Information Technology (7) Ministry of Rural Development- (Including Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGA) unit.
5	6.1 Decoding and Modelling FRAC: Defining Components	20	<p>Dictionary of Domain Competencies: A template for the Dictionary of Domain Competencies will have to be prepared based on global best practices and FRAC templates. The same will have to be piloted for its effectiveness, relevance and validity at two of the 7 departments identified by the Client.</p> <p>Using the base Registries of Roles, Activities, Functional & Pilot dictionaries of domain Competencies the common positions and roles that exist within Government of India and create base FRA exercise model. This will include a detailed articulation of expected outcomes and accountabilities for every role of the 7 departments:</p> <p>i. Define role details with the unique responsibilities, coordination and division of work. ii. On the basis of the activities to be performed by the role, identify the competencies and skills required for each role. These competencies and skills should be elaborated to ensure that the occupant of the position is aware of his/her responsibilities and his/her superior also aware of the expected outcomes of the subordinate.</p>	<p>As per the SOW, the bidder is required to create a functional competency dictionary for 7 departments and pilot the template for domain competency dictionary for 2 of the 7 departments.</p> <p>In addition, on page 20, it has been mentioned that a detailed activity along with competency & skills for each role needs to be provided for the seven department.</p> <p>Please specify and confirm the number of departments for which end-to-end FRACing exercise needs to be carried out</p>	<p>The Bidder will be required to carry out functional competency dictionary for 7 Ministries/ Departments and domain competency dictionary for 2 Ministries/Departments.</p> <p>The bidder will be required to carry out end to end FRACing exercise for (1) Ministry of Personnel, Public Grievances & Pensions (DoPT) and (2) Ministry of Finance (Department of Economic Affairs)</p>

6	8. Minimum Resource Requirement	28	Minimum criteria for resource requirements under 8.1,8.2,8.3,8.4 & 8.5	We understand the complexity and experience required to execute a project of such nature; however, the bidder would like to know the flexibility for reduction on the length of professional experience and the no. of projects executed by the Key Personnel	The condition of the RFQ cum RFP remains unchanged
7	10.3 Earnest Money Deposit	35	The bidder shall furnish along with its bid, earnest money for amount as shown in the data sheet.	Request you to share the address and the contact details to courier the Demand Draft (EMD)	<i>Kindly refer page No 64 of Vol I of RFQ cum RFP, the address is as under: Director (DFFT & iGOT) Department of Personnel & Training, Room No 305, Training Division, Block IV, 3rd floor, Old JNU Campus New Mehrauli Road New Delhi - 110067</i>
8	8. Minimum Manpower Requirements	29	Mandatory Profiles (Details of profile requirements below)	It is requested that the number of resources be extended from 5 to 6 or 7, and include some junior resources (in experience range of 5-8 years) who will assist the team in developing and formalizing the deliverables.	<i>The Bidder needs to deploy suitable resources for this project. Section 8 of Vol I provides the minimum resource requirements for the engagement (“mandatory resources”), which needs to be adhered to mandatorily. It may be noted that the resource details are the minimum requirements and the Bidder may bring in additional resources if it so desires to meet the Scope of Work as mentioned in this RFQ cum RFP</i>

9	13. Technical Evaluation Criteria/ Framework	48	3. Bidder's Profile: Experience of large organization transformation The Bidder should have successfully completed at least 3 projects of value of at least Rs. 2 Core each in the last 5 years (from the date of publication of bid) in organization transformation/management/HR Business Process engineering/HR management/process transformation in Government Clients or Public Sector Unit	It is understood that experiences in Government Process Transformation in Public Sector will also be considered for this citation ("process transformation" as has been mentioned in the criteria). Kindly confirm. If the understanding is not correct, request you to kindly consider Government Process Transformation as one of the criteria	Yes, the understanding is correct.
10	13. Technical Evaluation Criteria/ Framework	48	The Bidder should have successfully implemented at least 3 projects of value of at least Rs 2 Crore each in the last 5 years (from the date of publication of bid) in the areas pertaining to at least 2 of the following: § Organizational Development/Design § Manpower Planning/Performance Evaluation § Talent lifecycle management § Culture & Change Management	It is requested that the clause is updated as follows: The Bidder should have successfully implemented at least 2 projects of value of at least Rs 1.5 Crore each in the last 5 years (from the date of publication of bid) in the areas pertaining to at least 2 of the following: § Organizational Development/Design § Manpower Planning/Performance Evaluation § Talent lifecycle management § Culture & Change Management	The condition of the RFQ cum RFP remains unchanged.

11	13. Technical Evaluation Criteria/ Framework	48	2. Bidder's Profile: Experience of similar engagements The Bidder should have successfully implemented at least 3 projects 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: § Competency Modelling (functional & behavioural) and Framework Design § Competency/ Skill Dictionary Preparation § Job Analysis and Design § Competency based Leadership Development	Client is requested to update the clause as below: 2. Bidder's Profile: Experience of similar engagements The Bidder should have successfully implemented at least 2 projects of value of at least Rs. 1.5 Crore in the last 5 years (from the date of publication of bid) in the areas pertaining to at least 2 of the following: § Competency Modelling (functional & behavioural) and Framework Design § Competency/ Skill Dictionary Preparation § Job Analysis and Design § Competency based Leadership Development	The condition of the RFQ cum RFP remains unchanged.
12	Section 14.2 page 51 Vol1	51	The payments will be made in the following manner:	It is requested that the client reconsiders the payment clause and allow payment to me made on actual deployment of resources, on monthly basis, in equal instalments.	The condition of the RFQ cum RFP remains unchanged.
13	Section 8.1, Vol 1	30	Shall have a minimum of 12 years" experience with minimum 10 years in HR Consulting/ large scale HR transformations	Request to relax the clause as follows: Shall have a minimum of 10 years" experience with minimum 7 years in HR Consulting/ large scale HR transformations	The condition of the RFQ cum RFP remains unchanged.
14	Section 8.2, Vol 1	30	Shall have a minimum of 10 years" experience in HR Consulting with minimum 7 years in areas of Competency/ Skill Development/ Skill Mapping/Organizational Design/Organization Development	Request to update the clause as follows: Shall have a minimum of 8 years" experience in HR Consulting with minimum 5 years in areas of Competency/ Skill Development/ Skill Mapping/Organizational Design/Organization Development	The condition of the RFQ cum RFP remains unchanged.

15	Section 8.2, Vol 1	30	Shall have the experience of working in at least 5 projects involving development of Competency Framework/ Competency Dictionaries/ Skill Dictionaries/ Skill – Competency Mapping in the last 5 years with a minimum of one such work-related assignments in Government / PSU sector in India	Request to update the clause as follows: Shall have the experience of working in at least 3 projects involving development of Competency Framework/ Competency Dictionaries/ Skill Dictionaries/ Skill – Competency Mapping in the last 5 years with a minimum of one such work-related assignments in Government / PSU sector in India/ Private Sector	The condition of the RFQ cum RFP remains unchanged.
16	Section 8.3, Vol 1	31	Shall have a minimum of 6 years“ experience in HR Consulting with minimum 4 years in areas of Competency/ Skill Development/ Organizational Design/Data Analysis	Request to update the clause as follows: Shall have a minimum of 4 years“ experience in HR Consulting with minimum 3 years in areas of Competency/ Skill Development/ Organizational Design/Data Analysis	The condition of the RFQ cum RFP remains unchanged.
17	Section 8.4, Vol 1	31	8.4 Government Process Expert: Shall have a minimum of 12 years“ experience in with minimum 8 years in Government of India/ consulting for Government of India (preferably the Centre) Role Experience: o Shall have the experience of working in at least 6 projects with Government of India Clients/ Ministries and shall be aware of government processes, with at least 3 projects pertaining to Government Process Transformation/ Government Process Reengineering o Shall have strong understanding of the working and structure of Central Government Clients (at least 3) and the different roles under the Clients o Shall have experience of working in at least 2 projects for Government/ PSUs in areas related to Skilling/ Capacity Development/ Change Management etc.	Request to update the clause as follows: 8.4 Government Process Expert: Shall have a minimum of 9 years“ experience in with minimum 6 years in Government of India/ consulting for Government of India (preferably the Centre) Role Experience: o Shall have the experience of working in at least 4 projects with Government of India Clients/ Ministries and shall be aware of government processes, with at least 2 projects pertaining to Government Process Transformation/ Government Process Reengineering o Shall have strong understanding of the working and structure of Central Government Clients (at least 2) and the	The condition of the RFQ cum RFP remains unchanged.

				different roles under the Clients o Shall have experience of working in at least 1 project for Government/ PSUs in areas related to Skilling/ Capacity Development/ Change Management etc.	
18	Section 8.5, Vol 1	32	<p>Shall have a minimum of 12 years“ experience with minimum 10 years in HR Consulting/ Workplace Behaviour Design/ Competency Development</p> <ul style="list-style-type: none"> · Subject Matter Experience: <ul style="list-style-type: none"> o Shall have the experience of working in at least 5 projects with similar scope either in private sector or Government, and in any of the domains mentioned below: <ul style="list-style-type: none"> § Job Analysis § Employee Performance Management & Appraisal design § Employee Psychometry Analysis § Competency Framework Design and Development o Shall have experience of handling at least 1 assignment on large project in area of Skill Development or Competency Development or related areas in the last five years with Government/ PSU sector in India o Experience in leading Civil servants“ capability building strategy/ competency development for Civil Servants in India or abroad in last 8 years is preferable · Academic Qualification Requirements: <ul style="list-style-type: none"> o MA/ PhD in Psychology with specialization in Occupational Psychology o Global certifications in Occupational Psychology or Related areas is preferred 	<p>Shall have a minimum of 8 years“ experience with minimum 6 years in HR Consulting/ Workplace Behaviour Design/ Competency Development</p> <ul style="list-style-type: none"> · Subject Matter Experience: <ul style="list-style-type: none"> o Shall have the experience of working in at least 3 projects with similar scope either in private sector or Government, and in any of the domains mentioned below: <ul style="list-style-type: none"> § Job Analysis § Employee Performance Management & Appraisal design § Employee Psychometry Analysis § Competency Framework Design and Development o Shall have experience of handling at least 1 assignment on large project in area of Skill Development or Competency Development or related areas in the last five years with Government/ PSU sector in India o Experience in leading Civil servants“ capability building strategy/ competency development for Civil Servants in India or abroad in last 8 years is preferable · Academic Qualification Requirements: <ul style="list-style-type: none"> o MA/ PhD in Psychology with specialization in Occupational 	The condition of the RFQ cum RFP remains unchanged.

				Psychology o Global certifications in Occupational Psychology or Related areas is preferred	
19	GCC 1.4.7 at pg. 11 and SCC 1.4.1 at pg. 17	17	Liability is limited to 1X or insurance proceeds, whichever is higher	<p>Client is requested to not make the limitation of liability subject to receivables under the insurance proceeds. Client is requested to limit consultant's liability to 1X of the total contract value. This is as per GFR and the guidelines issued by MeiTy. It is also the normal industry practice.</p> <p>The insurance clause makes the 1X liability ineffective as it increases to multiple times of TCV.</p>	The condition of the RFQ cum RFP remains unchanged.

20	GCC 1.4.7 at pg. 11 and SCC 1.4.1 at pg. 17	17	There are following exceptions to the limitation of liability - damage to Third Parties	Client is requested to delete exceptions to the limitation of liability. The exceptions render the limitation of liability ineffective and make the liability unlimited.	The condition of the RFQ cum RFP remains unchanged.
21	cl. 15.5 at pg. 53, GCC 1.4.3 at pg. 10, cl. 15.6 at pg. 54	54	Exceptions to confidential information are not provided	Client is requested to allow standard exceptions to confidential information, which is industry standard and reasonable. Not all information can be regarded as confidential. For e.g., if the information is in public domain, we cannot be expected to keep it confidential at our end. Similarly, if any information is liable to be disclosed under the RTI, giving it a confidential status and obliging us to keep such information confidential is not correct. We request inclusion of following clause: Confidential information does not include any information which (i) is rightfully known to the recipient prior to its disclosure; (ii) is independently developed by the recipient without use of or reliance on confidential information; or (iii) is or later becomes publicly available without violation of this agreement or may be lawfully obtained from a third party; or (iv) which would be required to be	The condition of the RFQ cum RFP remains unchanged.

				disclosed under the (Indian) Right to Information Act.	
22	cl. 15.5 at pg. 53, GCC 1.4.3 at pg. 10, cl. 15.6 at pg. 54	54	Parties to whom information can be disclosed is not documented	<p>Client is requested to consider that we may have to disclose information for successful accomplishment of work and for regulatory and internal compliance purposes. However, to the extent legally permissible, we will ensure that even if the information is disclosed to any third party, such parties maintain confidentiality of such information. Client is therefore requested to kindly include the following clause:</p> <p>Consultant may disclose confidential information: (a) to its employees, directors, officers and subcontractors, on a need to know basis, as required for performance of services, provided such employees, directors, officers and subcontractors are bound by confidentiality obligations; (b) where required by applicable law or regulation or for regulatory and compliance (both internal and external) purposes.</p>	The condition of the RFQ cum RFP remains unchanged.

23	No clause in RFP.	NA	Restriction due to COVID 19.	<p>We request the consider to include appropriate language on the lines below (sample):</p> <p>"If there are any circumstances that reasonably restrict or affect the ability of Bidder's personnel to travel or to be physical present at any specific office/location, then without prejudice to your obligations (including your payment obligations), you shall allow such personnel to work from home or other remote location till the time such circumstances exist"</p>	<p><i>Most of the Senior/Middle level Government functionaries are attending their duties from their office(s). Accordingly, Government of India's (Work from Home) policy will be applicable to the bidder's personnel.</i></p> <p><i>Any complete unforeseen and large scale interruptions which might arise due to Covid 19 will be addressed if and when they emerge.</i></p>
24	No clause in RFP.	NA		<p>If the project is to be completed on time, it would require binding both parties with timelines to fulfill their respective part of obligations. We request you that you incorporate a deliverable acceptance procedure, perhaps the one provided by Meity in their guidelines, or the one suggested below, to ensure that acceptance of deliverables is not denied or delayed and comments, if any, are received by us well in time. You may consider including the below simple clause: Within 10 days (or any other agreed period) from Client's receipt of a draft deliverable, Client will notify Consultant if it is accepted. If it is not accepted, Client will let Consultant know the reasonable grounds for such non acceptance, and Consultant will take reasonable remedial measures so that the draft deliverable materially meets the agreed specifications. If</p>	<p><i>Not Applicable</i></p>

				Client does not notify Consultant within the agreed time period or if Client uses the draft deliverable, it will be deemed to be accepted.	
25	12. Pre-Qualification Criteria	46	7. Experience in Government Processes: The Bidder should have successfully completed at least 3 projects of Rs.1.50 crore, or 2 projects of value Rs. 2.00crore or 1 project of Rs. 3.00 crore or more in each in the last 3 years (from the date of publication of bid) in process transformation in Government Clients or Public Sector Units	7. Experience in Government Processes: The Bidder should have successfully completed at least 3 projects of Rs.1.50 crore, or 2 projects of value Rs. 2.00crore or 1 project of Rs. 3.00 crore or more in each in the last 7 years (from the date of publication of bid) in process transformation in Government Clients or Public Sector Units	The condition of the RFQ cum RFP remains unchanged.
26	12. Pre-Qualification Criteria	46	6. Experience in HR Consulting: The Bidder should have successfully completed at least 3 projects, each of value Rs 1.50crore or 2 projects, each of Rs.2.00 crore or 1 Project of Rs.3.00 crore or more in the last 3 years (from the date of publication of bid) in HR Transformation & Consulting in India	The Bidder should have successfully completed at least 3 projects, each of value Rs 1 crore or 2 projects, each of Rs. 1.50 crore or 1 Project of Rs.3.00 crore or more in the last 7 years (from the date of publication of bid) in HR Transformation & Consulting in India	The condition of the RFQ cum RFP remains unchanged.

27	5.B Operationalizing FRAC at Departments	14	For each competency identified through FRAC (across behavioural, functional and domain competencies), a GoI Department will be identified as the competency owner. DoPT has been identified as owner of all behavioural competencies and will start with the Competency Dictionary of 2014 as the base, review it suitably and operationalize it; and relevant Client owners will also be identified for various domain and functional competencies.	1) Who are client owners? And competency owners? Difference and any criteria to decide- how many? 2) Are not functional competencies central? So shouldn't DoPT own them?	Kindly refer Corrigendum 1. "client owners may be read as competency owners". While many functional competencies may be common across departments, their owner departments may be different so that there is a clear identification of competency owning department for each of the competencies
28	6.1 Decoding and Modelling FRAC: Defining Components	19	Prepare the base version of the Registry of Positions, Registry of Roles and Registry of Activities: For the all the common positions, roles and activities, prepare the base Registries of Positions, of Roles and of Activities and conduct Role-Activity mapping for all the Roles in the Registry (creating a Registry of Role-Activity Mapping). These base Registries will be the foundation on which the detailed Registries of Positions, Roles and Activities will be compiled at the Departments. The Bidder will be required to study the Organizational Structures, Work Allocation Documents, etc. of different Ministries to prepare the same.	Difference between base and detailed registries? Is base a template or with some basic info? {source of base versions?}	The base registries will emerge after assessment is carried out at the 7 Ministries/Departments. This will be further updated to create detailed registries for all other Ministries/Departments through a separate exercise.
29	6.1 Decoding and Modelling FRAC: Defining Components	20	iii. Capacity building of the Core Working Group of ISTM Centre of Excellence (CoE) in using the competency tool-kit to enable them to develop the Competency Models for their respective departments and cadres. Running TTT (Train the trainer sessions) for the various stakeholders.	Scope of TTTs - any specific departments/ levels to be covered?	The capacity building /TTT will be carried out for the working group of ISTM, training division, PMU staff and core team of officers in select Ministries/Departments. An e-learning course will be developed for TTT and certification purposes.

30	6.1 Decoding and Modelling FRAC: Defining Components	21	Experience in agile methodology and design-thinking will be critical.	Any expert profile needed?	The condition of the RFQ cum RFP remains unchanged.
31	6.4 Building Capacity for FRAC CoE and FRAC subunits	23	Conduct capability building sessions for officials at the FRAC CoE (including officials of ISTM) to build their capability to enable design, and monitoring of FRAC design, templatization implementation and improvement independently 3. Conduct capability building sessions for the resources of FRAC Sub-Units. The FRAC Sub-Units will work closely with the Departments (Capacity Building Units in the Departments) in the FRACing activities in the Departments based on the Operating Processes defined by the FRAC CoE.	Can the scope of these sessions be clarified more? Number/ levels/ target audience?	Kindly refer Clause 11 in 7.1 Timelines.
32	7.1 Timelines	26	5. Format for Dictionary of Domain Competencies (with pilot in 2Departments) Format: T+3 Dictionary for 2 Department as Pilot (including amendments to Format): T+10 10. Define Functional Requirement Specification for the FRAC components in iGOT Karmayogi T+8	To ensure alignment, can the department consider delivering FRS at T+10?	<i>The condition of the RFQ cum RFP remains unchanged.</i> <i>The bidder is required to submit deliverables as per Timelines. Any suggestions that may arise towards Dictionary for 2 Departments as a result of finalization of FRS may be submitted as an addendum.</i>

33	6.1	20	<p>Dictionary of Functional Competencies: The base version of Dictionary of Functional Competencies will have to be prepared based on all functional competency requirements that can be arrived at by the FRAC CoE (this may involve collaboration with multiple departments of Government of India as will be advised by the Client) and will include defining complete set of functional competencies for 7 departments as identified by the Client.</p>	<p>Is it fair to assume that the functional competencies are to be defined only for 7 departments which will be identified by the client? Could you please elaborate on the need to collaborate with multiple departments? Is the collaboration required beyond 7 departments? Our understanding is that the design would be limited to 7 departments, however we need to gain understanding about a few other departments. Please confirm if this is accurate.</p>	<p>The functional competencies will be derived after studying the initial 7 Ministries/Departments.</p> <p>The bidder will be required to do a minimum number of 7 Ministries/Departments.</p>
34	5. A	14	<p>Common positions referred to the positions in the departments of Government of India, across groups A, B and C, like Section officer, Scientist, Joint Secretary etc.</p>	<p>Approximately how many common positions can be considered for the design of FRAC template? Can you suggest the segregation of these roles in Gazetted and non gazetted under the groups A, B and C?</p>	<p>Common positions linked to designations like Joint Secretary, Director, Director General, Scientist, Senior Officer etc and may be about 15-20 in number. The exact number will be discovered when directory is prepared.</p> <p>The Gazetted and non-Gazetted distinction will hold as defined for the particular post in accordance with the Civil Service Classification Rules.</p>

#	Section Name & No.	Page No.	Statement as per tender document	Query by bidder	Response by Client
35	4. Project Background	10	FRAC will map the roles and activities corresponding to every government position with their desired competencies (across behavioural attributes, functional skills and domain knowledge).	Is the consultant required to map roles and activity of each government position? OR the consultant is only required to design the same for 7 departments?	It relates to overall background. The consultant is expected to map roles, activity, knowledge and competencies for every government position for the 7 identified Ministries/Departments/organizations. The consultant is also expected to provide a prototype/template for carrying out such an exercise, which can be used by officers to FRAC their positions.
36	6.2 - Key deliverables	22	Proof of Concept by running the tool-kit for 2 ministries and submit the competency dictionary	RFP talks about the pilot of domain competencies at 2 departments (page 26), 2 Services (page 24) and 2 ministries (page 24). Can you please confirm the exact coverage of POC and pilot?What will be the size of these departments in terms of number of positions / employees?Is it fair to assume that these 2 departments will be a subset of 7 departments being selected for functional competencies?	The bidder is required to do pilot for 2 Ministries/Departments. Yes, the 2 Ministries/Departments will be a sub set of 7 Ministries/departments selected for functional competencies.
37	9 SLA	34	For every instance of a resource replacement, a deduction of 10% of monthly cost of the resource concerned will be made.	Is this deduction in fees still applicable if the replaced resourced is of same or better qualification and is interviewed by the client? In case of extrema conditions such as resignations, illness etc, will the criteria be relaxed?	Yes, the deduction of fees will be applicable under all conditions, without any exceptions.
38	8.11	29	Mandatory Profiles	As indicated in the RFP, there could be a need for a domain expert, technology expert and QA expert. Will these CVs carry additional weightage?	No, these CVs will not have additional weightage

39	12 - Qualification criteria	46	Completed at least 3 projects of Rs.1.50 crore, or 2 projects of value Rs. 2.00crore or 1 project of Rs. 3.00 crore or more in each in the last 3 years (from the date of publication of bid) in process transformation in Government Clients or Public Sector Units	Apart from Indian credentials, can we submit global - government or public sector credentials?	The bidder needs to submit credentials for domestic Government clients or Public Sector units, as per RFQ cum RFP.
40	13 - Technical Evaluation Criteria	47	1. Bidder's Profile: Experience of large HR Transformations with focus on Organizational Development and Talent Management. 2. Bidder's Profile: Experience of similar engagements 3. Bidder's Profile: Experience of large organization transformation	Can a project be repeated across all 3 criteria for technical evaluation? E.g. Competency Design and Talent project for an Indian PSU with value more than 2 Cr - Can this be leveraged across points - 1,2 and 3 of 13-technical evaluation? Apart from Indian credentials, can we submit global - government or public sector credentials?	Separate projects need to be submitted for different evaluation criteria.
41	12 - Qualification criteria	46	Last 3 Years	Is it safe to assume that all projects that were completed on or after 20th Nov 2017 can be considered in "last 3 year" criteria?	Yes, kindly refer Point 6 (Page 46) "The Bidder should have successfully completed at least 3 projects, each of value Rs 1.50 crore or 2 projects, each of Rs.2.00 crore or 1 Project of Rs.3.00 crore or more in the last 3 years (from the date of publication of bid) in HR Transformation & Consulting in India" Any project completed on or after 1 st April, 2017 will be considered.