REQUEST FOR PROPOSALS (RFP) FOR
ACTIVITIES RELATED TO MONITORING OF
PERFORMANCE OF CENTRAL PUBLIC SECTOR ENTERPRISES (CPSEs)

The Department of Public Enterprises (DPE) under the Ministry of Heavy Industries and Public Enterprises of the Government of India is the nodal department in matters of coordination, general policy of non-financial nature affecting all public sector industrial and commercial undertakings and matters relating to Memorandum of Understanding (MoU) mechanism for improving the performance of public sector undertakings.

(a) Sealed quotations are invited from reputed and experienced companies/agencies for undertaking studies on activities related to performance of Central Public Sector Enterprises (CPSEs) on behalf of Department of Public Enterprises (DPE), Government of India.

(b) Information to Consultants regarding the procedure for submission of Bid

1. The bidding institutions will have to submit the Technical and Financial bid sealed separately in envelopes and these two sealed envelopes have to be put into a bigger envelope duly sealed and submitted to this Department.

2. The pre-qualification Techno-Commercial Bid should contain technical information about the institution, financial background, financial statements of the last three years, summary of financial statements, human resources and their qualification/experience likely to be deployed for this study, and experience in carrying out similar projects especially for the Government sector.

3. Techno-Commercial Bid should be submitted in a physical form in a sealed envelope superscribed “Quotation for activities related to Monitoring of Performance of Central Public Sector Enterprises”. Each page of the document submitted in the Techno-Commercial bid should be initialed by an authorized official along with the seal.

4. Any interlineations, erasures or over writings shall be valid only if they are initialed by the authorized persons signing the Techno-Commercial Bid.

5. On request, original documents should be produced following which the Techno-Commercial Bid is liable for rejection.

6. Envelopes should indicate clearly the name, address, telephone number, e-mail ID and fax no. of the bidder.
(7) Each copy of the Techno-Commercial Bid should be a complete document and should be bound as a volume. The document should be page numbered.

(8) Place and time of submission:

The RFP as indicated above should be addressed to:
Anupam Prakash
Assistant Director, Room No. 316,
Department of Public Enterprises
Block No. 14, CGO Complex
New Delhi-110001

Techno-Commercial Bid should be submitted by 1500 hours on/ before 29th September, 2012 (Thursday). The Government will not be responsible for delay in submission/delivery of the Techno-Commercial Bid under any circumstances. If the last date for submission of Techno-Commercial Bid is declared a holiday by the Government, then the same can be submitted on the next working day before 1500 hours. Any proposal received after the closing time for submission of proposals shall be returned unopened.

(c) Terms of References

(1) Precise Statement of Objective

DPE seeks the support of qualified and well experienced agencies, institutions and companies etc. for undertaking (A) External Evaluation of the MoU System for CPSEs and (B) Note on Analysis of Key issues R&D, CSR, Corporate Governance and Sustainable Development. Increase in profit of profit making CPSEs and Reduction of loss making CPSEs. Agencies are free to bid for one or both the modules depending upon their capability and experience.

(2) Outline of the Tasks to be carried out

A. External Evaluation of the MoU System

The Consultant is expected to study the existing MoU mechanism, its impact on the performances of CPSEs, and make specific recommendations for further enhancing the relevance and impact of the MoU System in facilitating improvement in the performance of the CPSEs. The Study should, inter-alia, cover the following areas and make suitable recommendations thereon:

Administrative Matters

i. Whether the existing system is appropriate for promoting improvement in the performance of CPSEs:

ii. Whether there is objective participation and involvement of the administrative Ministries/ Departments/ Department of Public Enterprises/ Task Force Members in the MoU process.

MoU Guidelines

iii. Whether the existing MoU framework consisting of financial and non-financial parameters allows requisite degree of flexibility to CPSEs, and is compatible to accommodate large diversity cutting across domains and institution settings for rational target setting and evaluation in the format prescribed in the Guidelines.
iv. Whether the MoU Process based on five point Scale and grading system is effective or needs modification.

v. Whether CPSEs by doing Corporate Social responsibility/Sustainable Development/Research & Development are being helped in competing favorably with others and does it ensure level playing field.

MoU as a Tool

vi. Whether Sick & Los making CPSEs, including those who have got revitalize/restructuring packages have benefited from MoU in their process of Turn Around and revival.

vii. Whether subsidiaries have benefited due to MoU with their holding parent CPSEs.

b. Note on Analysis of Key Issues: R&D, CSR, Corporate Governance and Sustainable Development, Increase in profit of profit making CPSEs and Reduction of loss making CPSEs

The Consultant is expected to study the following key issues:

a) R&D, CSR, Corporate Governance and Sustainable Development.

b) Increase in profit of profit making CPSEs and Reduction of loss making CPSEs.

This study could be based on detailed study of representation sample of CPSEs from different domains and with different performance levels and the documents to be referred could include MoU Guidelines, Corporate Plan of the CPSE, Signed MoU between the CPSEs and its Administrative Ministries/Departments, MoU Evaluation Sheet, Annual Report, etc.,

The Consultant will submit a comprehensive report with analysis of key issues and strategies/suggestions that could be incorporated in the MoU Guidelines.

Considering the scope of the work, it is expected that the selected consultant will deploy at least one key professional who will be deployed for 45 days.

(3) Schedule for completion of tasks/Procedure for Mid Term Review

(i) Report on External evaluation of MoU System has to be submitted on 30th of January 2012.

(ii) Note on Analysis of Key Issues: R&D, CSR, Corporate Governance and Sustainable Development in CPSEs and Increase in profit of profit making CPSEs and Reduction of loss making CPSEs has to be submitted before 17th of December 2012.

(iii) The consultant should ensure timely completion of the milestones mentioned in the study. Incentive of 5% of total value of work would be paid if the study is completed in advance and before 10 days of the due date mentioned/as milestones. Similarly, there will be a penalty @ 0.5% of total value of work awarded for every day of delay in non-achieving the milestones of work order. In case of non-submission of final report within 15 days of last milestone, the Consultant have to refund the entire amount released by this department together with a penal rate of interest @ 10%.

Further, DPE will automatically go for engagement of an agency for a ‘Compressed Study’ to be submitted by the agency within 20 days from
the data of engagement and the additional cost of such study will be recovered from the defaulting consultant.

(4) The support inputs to be provided by Department to facilitate the consultancy

The background information regarding the activities being undertaken by the Department of Public Enterprises including those in the fields mentioned above are available on the DPE web-site (http://www.dpe.gov.in) and will be provided by DPE if required. The undersigned may be contacted in case further information in this regard is required.

(5) Final output required by the consultant

The consultant has to make a presentation regarding the manner of study after issuance of the work order. Any suggestion by the Department has to be incorporated in the Study.

The Consultant will submit an interim draft report within a period of two months of issuance of work order and make a presentation before DPE. The reports have to be finalized after incorporating the DPE comments. The deliverable for each activity would be a concise and comprehensive report incorporating the present system being followed for each activity and suggested course of actions/recommendations for improving the process. The final report has to be submitted to DPE within the time limit specified in ‘Schedule for completion of tasks’.

(6) General Terms and Conditions for proposed contract terms

(i) Data provided for the study/evaluation are confidential in nature. The consultant should not share the data without DPE’s permission.

(ii) The first installment of 50% of the sanctioned amount against work order would be released on the satisfactory performance of the Consultant as per the terms and conditions and submission of the interim draft report.

(iii) The second and final installment of 50% would be released after the submission of the final report by the Consultant.

(iv) The bidding institution(s) should have past experience in preferably each of the subject area of the above modules.

(v) The bidding institution(s) should provide professional, objective and impartial advice and at all times hold the client’s interest paramount without any consideration for future work, and that in providing advice they avoid conflicts with other assignments and their own corporate interests.

(vi) DPE reserves the right to reject any or all the offers without assigning any reasons whatsoever.

(vii) Rates quoted shall remain firm till completion of works.

(viii) The jurisdiction in case of disputes shall be the Courts of Delhi.

(7) Eligibility and pre-qualification criteria

(1) The bidding institution(s) should have past experience of at least two years in undertaking study, etc.

(2) The consultancy firm should have in-house capability to take up the assignment and carry out by itself only and not through any sub-contract in anyone including any associate, friendly organizations, subsidiaries, contacts, etc.
(3) The bidder should not have been blacklisted by the Government of India /State / Undertakings.

(4) The bidder should be registered under relevant laws / acts of the country.

(e) Bid Evaluation Criterion and Selection Procedure: the evaluation of the proposals shall be carried out in two stages:

First: The Technical Bid would be assessed by a Committee constituted by the DPE on the strength of the following parameters having the weightage of 25% each:

- Number of years of experience in carrying similar activities (Minimum Experience 2 Years)
- Past association with the Government (At least for one project)
- Availability of qualified personnel (At least two professional having expertise in undertaking similar activities)
- Strength of the proposal based on the approach paper (The approach paper will be studied by the Committee and a comparative status of proposals will be prepared for studies for evaluation.)

The Technical Bid will be opened and a suitable number of agencies would be shortlisted by the committee on the basis of assessment of quality by above parameters.

Evaluators of technical bid shall not have access to the commercial bid until the technical evaluation is completed. The envelope containing the commercial proposal is not to be opened till technical evaluation is complete. The commercial bid of only such bidders will be opened which obtain minimum qualifying marks/standards prescribed by the committee.

Second: The commercial bids of the shortlisted agencies will be opened in the presence of the shortlisted consultants / representatives who choose to come present. The agency which has submitted the lowest commercial bid (Cost), shall be selected as the L.T and the work order will be placed to this L.T. The successful bidder after obtaining approval of the competent authority, shall be selected as the L.T and the work order will be placed to this L.T. The committee shall also be responsible to monitor the progress of the assignment, to oversee that the assignment is carried out as per agreed TORs / contractual conditions, to assess the quality of the deliverables, to accept or reject any part of the Studies, to levy appropriate liquidated damages in penalty if the Studies is not carried out as per the contract and if the quality of services is found inferior and for any such deficiency related to the completion of the Studies.

The bidder will have to deposit Earnest Money Deposit (EMD) equivalent to 10% of value of project awarded which is to be submitted in the form of bank guarantee before the issuance of the work order.

(f) Standard format for technical and financial bids:

The bidder has to furnish the following information along with the supporting required documents as an essential part of quotation to the submitted envelope scaled "Quotation for activities related to monitoring of Performance of Central Public Sector Enterprises".
Technical Bid (To be submitted in a sealed envelope)

(i) Detailed business profile along with organizational structure showing details of professional, technical and other manpower, person holding key financial positions. (Table 1 to 4)

(ii) Documentary Evidence of having successfully undertaken similar projects/under progress.

(iii) Detailed explanation of the scope of work prepared in a separate bound book format. (Table 5)

(iv) Specific milestones to be achieved for the study in the format of work schedule. (Table 6)

(v) Financial Information including Audit Report, Summary of Financial Position of last three years showing Net Worth, Revenue, Profitability (Table 7)

(vi) Deployment of staffs for the purpose of undertaking the studies (Table 6)

(vii) Comments or modifications suggested in the terms of reference (ToR) of the RFP. (Table 8)

(viii) Cost/Payment terms under financial bids

(ix) Corrector letter for submission of Bid

(x) bidder’s Profile

Financial Bid (To be submitted in a sealed envelope)

A summary sheet of the cost estimate of every study is to be quoted by the consultant.

Both Technical Bid and Financial Bid are to be submitted in another big envelope.

The denominator of Financial Bid should be Indian Rupees.

The last information is to be submitted as 'Financial Bid' and rest as 'Technical Bid'. Preference would be given to agencies having prior experience on similar work.

A pre-bid meeting will be held on 5th September, 2021 (Wednesday) for clear understanding of the scope of assignment, responsibilities of the consultant, manner of study, and availability of the resources for studies, etc. Any clarification/doubt may be addressed, if need be, to the undersigned before submitting the bids.

[Signature]

(Anand Prakash)
Assistant Director MoU
Tel:-24363036
To,

Assistant Director, Room No. 310, Department of Public Enterprises, 1st floor, No. 14, C.G.O. Complex, New Delhi-110003.

Dear Sir,

Having examined the conditions of contract and specifications including all the annexures the receipt of which is hereby duly acknowledged, we, undersigned, offer to undertake the study relating to the monitoring of performance of central public sector enterprises (CPSEs). Specifically the number of studies if part of the studies mentioned in the RFP are to be undertaken in accordance with the schedule of prices attached herewith and made part of this bid.

We undertake, if our bid is accepted, we shall execute the work in accordance with specifications, time limits & Terms and Conditions stipulated in the Request for Proposal.

If our bid is accepted, we shall submit the Earnest Money Deposit as per the conditions mentioned in the contract.

We agree to abide by this bid for a period of 30 days from the date fixed for bid opening (Qualifying Bid) and it shall remain binding upon us and may be accepted at any time before the expiry of that period.

Until a formal Agreement is prepared and executed, this bid together with your written acceptance thereof is your notification of award shall constitute a binding contract between us.

Bid submitted by us is properly sealed and prepared so as to prevent any subsequent alteration and replacement.

Dated this................day of.............(the year)

Signature of Authorized Signatory
In capacity of..............................

[Signature]

Witness.............................

Address..............................

Signature.............................
Table 1
Format for Consultant Organizational Structure
Detailed Tree Diagram following Matrix Structure to be submitted.

Table 2
Format for Consultant’s Experience

<table>
<thead>
<tr>
<th>Name of the Organization/Institution</th>
<th>Name of the Project</th>
<th>Consultant</th>
<th>Use Date</th>
<th>Start Date</th>
<th>Actual Date</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 3
Format for Team Composition for undertaking studies.

<table>
<thead>
<tr>
<th>Name of the Employees</th>
<th>Regular/Contractual</th>
<th>Designation</th>
<th>Qualification</th>
<th>Responsibilities under similar Project</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

The people who are to be deployed for study should be included in the list.

The format has to be filled for every study to be undertaken.

Table 4
Format for Curriculum Vitae of Key Professionals

<table>
<thead>
<tr>
<th>Name of the Employees</th>
<th>Regular/Contractual</th>
<th>Designation</th>
<th>Qualification</th>
<th>Responsibilities under similar project</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
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</table>
Table 5
Format for Approach and Methodology
The proposal should be specific and prepared after detailed study of MoU Guidelines (2012-13) uploaded in DPE Website (http://www.descom.gov.in).
Brief proposal should include:
01. Brief introduction regarding the methodology of the study.
02. Sample Size in percentage for the study.
03. PERT/CPM Chart showing starting and completion of the study.
04. Deployment of professionals staffs for undertaking study
05. Observation on the existing MoU System and Brief Recommendation for improvement, if any.

Table 6
Format for Work Schedule

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Start Date of the study</td>
<td>X</td>
</tr>
<tr>
<td>Date of Compilation of collecting data/primary information</td>
<td>X+5</td>
</tr>
<tr>
<td>Date of preparation of abstract report</td>
<td>X+15</td>
</tr>
<tr>
<td>Discussions</td>
<td>X+20</td>
</tr>
<tr>
<td>Presentation with DPE</td>
<td>X+40</td>
</tr>
<tr>
<td>Incorporation of the suggestion</td>
<td>X+65</td>
</tr>
<tr>
<td>Submission of Draft Report</td>
<td>X+60</td>
</tr>
<tr>
<td>Submission of Final Report</td>
<td>X+70</td>
</tr>
</tbody>
</table>

*Days are indicative
### Table 7
Summary of Financial Information

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
<th>Profit after Tax</th>
<th>Net worth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-12</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2010-11</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2009-10</td>
<td></td>
<td></td>
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</tbody>
</table>

### Table 8
Format of the Staffing Schedule.

<table>
<thead>
<tr>
<th>Name of the Employees</th>
<th>Designation</th>
<th>Activities</th>
<th>Duration of deployment</th>
</tr>
</thead>
<tbody>
<tr>
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</table>

### Table 9
Format of Comments or modifications suggested in the terms of reference.

The Consultant can provide a brief comment regarding any modification in the terms of reference of BDP.
BIDDER'S PROFILE

1. Name of the tenderer/firm:

2. Name of the person submitting the tender whose photograph is affixed
   Signature:

   [In case of Proprietor/Partnership firms, the bid has to be signed by
   Proprietor/Partner only, as the case may be]

3. Address of the firm:

4. Telegraphic Address:

5. Tel No. (With STD code) [1] ———— Ext ———— [2]

6. Registration & incorporation particulars of the firm:
   (i) Proprietorship
   (ii) Partnership
   (iii) Private Limited
   (iv) Public Limited
   (v) Educational Institution

   [Please attach attested copies of documents of registration/incorporation of your firm
   with the competent authority as required by business law]

7. Name of Proprietor/Partners/Directors:

8. Bidder's bank, its address and his current account number:

9. Registration with EPF authorities (attach copy):

10. Registration with Labour Commissioner (Kurush details):

11. Permanent Income Tax number:

   [Please attach a copy of last income tax return]

12. Is the firm registration with any govt. / semi govt. / undertaking

   If yes furnish details of registration:

13. We hereby declare that the information furnished above is true and correct

   Place:

   Date:

   Signature of tenderer/authorised
   signatory:

   Name of the tenderer: