

Clarification to the bidder queries
RFP- Selection of Knowledge Partner for Investment Promotion Campaign Punjab

SrNo	Clause / Reference inRFP	Comments	Changes Suggested by Bidder	Clarification
Consultant : Deloitte				
1	Page 12 Clause 2.2.2 (ii) and (iii) Conditions of Eligibility of Bidders	As there have been limited completed projects of similar kind in the country, we request you to kindly consider international experience of the bidders as well in conditions 2.2.2 (ii) and 2.2.2 (iii).		Experience of project in India or abroad may be included for healthy Competition. RFP document has been amended
2	Page 12 Clause 2.2.2 (iv) Conditions of Eligibility of Bidders	We understand that member firm offices of the bidding entity would be considered towards this and the legal entity itself need not have offices in 10 countries. We request you to kindly confirm our above understanding. Considering the scope of work, we understand that the consulting firm will be required to use its global network of clients and offices to achieve successful results for the assignment. In view of this, we request you to kindly increase the requirement of number of offices in at least 50 countries.		No Changes required

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3	Page 13 Clause 2.3 Conflict of Interest with PICTC's interest The team engaged for this assignment should not be deployed in similar nature of assignment of any other State.	As the same consulting firm may be advising other States in India as well on investment promotion activities, we request you to kindly confirm if there would be any conflict of interest if the consulting firm selected by PICTC is presently engaged / is engaged during the assignment duration to provide investment promotion services to any other competing State in India.		The core team engaged for this assignment should not be deployed in similar assignment of any other state during the course of the assignment. A declaration to this affect duly certified by authorized signatory of the bidder shall be given.
4	Page 20 Clause 2.14.2	We understand that designing and printing costs for the knowledge content is not to be included in the Financial Proposal. We request you to kindly confirm our above understanding.		Scope of work includes designing and developing , Knowledge content for collaterals and publicity material for each agency. However, printing and distribution cost will be borne by the State Agencies
5	Page 26 Clause 2.25 Indemnity	We request that Indemnity is restricted to IPR and breach of confidentiality.		No Changes required

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6	Page 27 Clause 2.27 Performance Security	We request that the validity period of the Performance Security is reduced to 2 months beyond the engagement period.		No Changes required
7	Page 27 Clause 2.29 Penalty clause	We request that the penalty fee for each instance is restricted to 0.5% of the total fee for the project.		The penalty for each instance will be 5% of the total assignment fee RFP document has been amended.
8	Page 30 Clause 2.36 Termination of Agreement	We request the Authority to consider including a clause mentioning that, in case of termination, payment shall be made for the work completed till termination.		Payment shall be made for work done to the satisfaction of client, not being the subject matter of a dispute.

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9	Page 32 Clause H.2	Based on our experience in undertaking similar scope of work, we would like to mention that at least 5-6 full-time professional should be required to be stationed at Chandigarh for the assignment.		No Changes required
10	Page 32 Clause H.4	We request you to kindly consider deleting 'unless otherwise it is decided by any competent court or under arbitration'.		No Changes required
11	Page 35 Note(s) 4 Extension of Scope of Work	We request that additional payment should be based on 100% fee base and not just 48%. We would also request you to clarify the basis for pro rata calculations. We also request the Authority to consider adding an appropriate escalation clause with respect to this Clause.		No Changes required as the additional payment shall be on pro-rata to 48% of fee

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12	Page 40 Clause 3.5	Final Submission of knowledge content including Project Profiles within 30 days of project commencement may be difficult to achieve. We request the Authority to increase the timeline for submission of knowledge content to at least 60 days.		Should be read as -"draft submission of knowledge content including project profiles -30 days from the day zero Final Submission of knowledge content including project profiles - 45 days from day zero"
13	Page 44 Clause 4.1 Criteria and Procedure for Evaluation Experience in related projects	Since very limited number of assignments of similar nature have been completed in India, we request the Authority to kindly consider international experience of the consulting firms as well.		RFP document has been amended in order to include international experience

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Consultant : Accenture Services Pvt. Ltd.				
1	Section 2.2.2 - Conditions for Eligibility of Bidders. Page No: - 12PQ No. (ii) and (iii)	Under this section, point no (ii) which says that:Experience of at least 1 (one) long term (minimum 6 months) projects in India as Lead Consultant /Consultant /Knowledge Partner for State Governments or their agencies involving Investment Promotion Program Management.and point no (iii), which says that:Experience of at least 1 (one) Global Investment Meet in India as Lead Consultant/ Consultant/ Knowledge Partner involving Investment PromotionProgram Management for state governments	We would request you to kindly consider global experience for this condition for the following reasons: 1. Not many companies have done similar work in India and in the spirit of healthy competition, we request you to allow global credentials for this criterion. 2. Not many States in India have accomplished this successfully, it is all the more important to look at global good practices and hence global credentials as well.3. We would also like to cite examples of other similar tenders where past experience in India was not a pre-requisite for participation. DeitY, Government of India's EoI for Selection of Consultancy Agency for Marketing and Investment Attraction in the ESDM Sector released in 2012. Accenture has been shortlisted for the same.Investment Promotion is a focus area for Accenture. We have tremendous past experience in FDI, both as investor and promoter. We are currently partners of Ministry of Economy, Trade and Industry(METI), Government of Japan, helping attract Foreign Direct investment in Japan and have also worked with several other countries in sector development and investment promotion engagements. Our extensive sector experience across industries such as green tech, renewable generation, Electronics, ICT, healthcare, apparel, consumer goods, robotics, chemical, automotives, high-tech etc provides us the much needed sectoral understanding required to successfully deliver any investment promotion engagement.	RFP document has been amended in order to include international experience.

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2	Section 4.1 Evaluation of criteria for Technical Proposal Page No. - 44 & 45 Criteria number 1, 2 and 3	Under this section, point no 1.: Experience in related projects. 1. Experience of an (minimum 6 months) projects in India as Lead Consultant / Consultant / Knowledge Partner for State Governments or their agencies involving Investment Promotion Program Management (15 marks) 2. Experience of at least 1 (one) an (minimum 6 months) projects in India as Lead Consultant/ Consultant/ Knowledge Partner for State Governments or their agencies involving business regulatory reform (5 marks) 3. Experience of Global Investment Meet projects in India in as Lead Consultant / Consultant / Knowledge Partner involving Investment Promotion Program for state governments (25 Marks)	We would request you to kindly consider global experience for the technical evaluation parameters for the following reasons: 1. Not many companies have done similar work in India and in the spirit of healthy competition, we request you to allow global credentials for this criterion. 2. Not many States in India have accomplished this successfully, it is all the more important to look at global good practices and hence global credentials as well. 3. We would also like to cite examples of other similar tenders where past experience in India was not a pre-requisite for participation. DeitY, Government of India's EoI for Selection of Consultancy Agency for Marketing and Investment Attraction in the ESDM Sector released in 2012. Accenture has been shortlisted for the same. Investment Promotion is a focus area for Accenture. We have tremendous past experience in FDI, both as investor and promoter. We are currently partners of Ministry of Economy, Trade and Industry (METI), Government of Japan, helping attract Foreign Direct investment in Japan and have also worked with several other countries in sector development and investment promotion engagements. Our extensive sector experience across industries such as green tech, renewable generation, Electronics, ICT, healthcare, apparel, consumer goods, robotics, chemical, automotives, high-tech etc provides us the much needed sectoral understanding required to successfully deliver any investment promotion engagement.	RFP has been amended to include international experience.

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3	Section 4.2 Evaluation of Technical ProposalPage No 46	In section 4.2, under point no 4.(Page 46) which talks about : Project Team Composition. The team should comprise of:(i) Team Leader with experience of at least 2 long term (more than six months) Investment Promotion projects and with sufficient Total consulting experience (Maximum of 10 marks for Team Leader)(ii) Investment Promotion Expert(iii) Policy Expert(iv) Regulatory Environment Expert(v) Industry Related Sector Specific Experts	Request a detailed break up of marks for team evaluation as well like it has been provided for all other criteria	Maximum 10 points for Team leader & Balance 10 points for other 4 team members i.e 2.5 marks for each team member.

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4	Section H: KNOWLEDGE PARTNER'S PERSONNEL Page No. - 32 & Section 4.2 Evaluation of Technical Proposal Page No 46	In section H, under point no H.2 (Page 32) There should be 5 professionals in the team during the first phase which will be up to organizing Punjab Investors summit 2013 and total of 6 professionals in phase 2 (including 5 in Phase 1) thereafter which will also include regulatory reform, institutional capacity building and organizing Punjab Investors Summit 2014. In addition, sub key personnel shall be added from time to time in particular sufficient number of persons should be added before and during each summit. At least two persons should be stationed at Chandigarh during the period of assignment. In section 4.2, under point no 4.(v) (Page 46) The Knowledge Partner shall deploy a dedicated team of 5 members during phase 1 (as defined in section 3.3) and of 5 members during phase 2 (as defined in section 3.3) of Campaign, at least stationed at Chandigarh.	Please clarify how many persons need to be stationed out of Chandigarh.	Typing mistake clause 4.2 shall read 6 members during phase 2 and at least 2 persons should be stationed at Chandigarh in line with page 32 of RFP

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Consultant : Ernst & Young LLP				
1	Clause 2.2.2 (ii) Page 12 Clause 4.1, Page 44 Form 4, Page 54 Form 4(A), Page 55 Form 4(B), Page 56	Conditions of Eligibility of Consultants states that “....Only those projects will be considered for eligibility and evaluation in which at least six months experience has been earned by 31st May 2013” Evaluation criteria as well as the text in Form 4 and 4(A) also state the same. However, the table in Form 4, 4(A) and 4(B) mentions upto 31.3.2013, which is not consistent with the other clause references.	The date in all clauses may be changed to 31.3.2013 (31st March, 2013)	For the purpose of considering assignments of six months duration it will be 31-05-2013. RFP document has been amended

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2	Clause 2.2.2(v), Page 13 Form 3, Page	Eligibility condition mentions" Should have average turnover of Rs 300 crore ...in three financial years exclusively from operations in providing consultancy services. Form 3 however asks for "Turnover/income exclusively from operations in providing services as lead consultant/knowledge partner" Also the last three years are given as "2009-2012)	Form 3 needs to be consistent with clause 2.2.2(v) and the last three years should be 2010-2013.	The last three years are given as " 2009 to 2012" since the audited accounts of 2013 may not be available. Hence no Change proposed.
3	Clause 2.29, Page 27	The Penalty clause refers to an imposition of 10% of penalty of fee in the form of invoking the performance bank guarantee but does not link it to the related clause 2.31 on material breach	Penalty clause 2.29 must be cross referenced with clause 2.31.	No Changes required as clause 2.29 gives details for penalty

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4	<p>Clause 2.H.2 and H.3, Page 32</p> <p>Clause 4.2, sub-point 4 , Page 46</p>	<p>Evaluation of Technical Proposal: For the purpose of evaluation at least 6 CVs should be submitted. Also, the clause says "The Knowledge Partner shall deploy a dedicated team of 5 members during phase 1 (as defined in section 3.3) and of 5 members during phase 2 (as defined in section 3.3) of Campaign, at least stationed at Chandigarh. However Clause 2.H.2 states "There should be 5 professionals in the team during the first phase which will be up to organizing Punjab Investors summit 2013 and total of 6 professionals in phase 2 (including 5 in Phase 1) thereafter which will also include regulatory reform, institutional capacity building and organizing Punjab Investors Summit 2014....At least two persons should be stationed at Chandigarh during the period of the assignment" Clause H.3 expects all the key personnel to be available during implementation of the</p>	<p>The inconsistency in no. of personnel required in Phase 2 may be removed.</p> <p>Clause 4.2 may be made consistent with 2.H.2 and 2.H.3 clearly stating that all key personnel are required to be stationed</p>	<p>Clause 4.2 to be in line with clause 2.H2 (The Knowledge Partner shall deploy a dedicated team of 5 members during phase 1 (as defined in section 3.3) and of 6 members during phase 2 (as defined in section 3.3) of Campaign, at least two stationed at Chandigarh.</p>

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5	<p>Clause 2.J, Notes 1 and 2 Page 34</p> <p>Clause 3.5, Page 41 and 42</p>	<p>For the purpose of payment related to Punjab Investment Summit I and II, the payment shall be made as under: “Minimum CXO/ Director level officials attending the meeting”</p> <p>Different organizations follow different naming conventions for their senior posts and designations which may include titles such as “Vice President”, “Senior Executive”, “General Manager”, “Head – Operations”, “Regional Head” and “Division Head.”</p> <p>Any lack of agreement on this later is likely to become a point of contention at the time of payment to the consultant.</p>	<p>The clause may be suitably modified to read as “Senior Executives/ Leadership of the Company/Organization, including CXOs, Directors, VPs, GMs, Regional and Business Division Heads, as the case may be”</p> <p>This may be suitably changed in the SLAs on page 41 and 42</p>	<p>For companies with a turnover of more than 1 Billion US\$, for the pupose of roadshows and investor summits the presence of Country/ Business division heads will be counted as delegate. "</p> <p>RFP document has been amended</p>

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6	Clause 2.J, Note 3, Page 35	<p>The MOU shall have the following minimum FCI (excluding investment in land) proposal as per the sector.</p> <p>Manufacturing/Realty Sector - Rs 100 Cr and above Food Processing/Agro/Service Sector - Rs 25 Cr and above IT Services/Its - Rs 10 Cr and above</p> <p>The above clause is going to be seen as a strong deterrent to Medium scale investments (Manufacturing FCI between INR 5-10 crore and Service FCI between INR 2-5 crore) which Punjab has been particularly well known for.</p> <p>Most IT/Services investments have very limited fixed investment (apart from land) in plant and machinery as these are people driven organizations.</p>	<p>The criteria stated for Manufacturing, Food Processing & Services and IT investments may be suitably modified to include medium scale investments.</p> <p>Alternatively, this may be converted into the minimum turnover criteria for the companies which qualify for signing MOUs.</p> <ul style="list-style-type: none"> • Manufacturing & Infrastructure – INR 100 Cr • Food Processing – INR 25 crore • Services & IT – INR 10 Cr 	<p>No Change required as MoU are measured by proposed FCI. However for IT Services & ITeS FCI has been reduced to Rs 5 Cr and RFP has been amended accordingly</p>

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7	Clause 2.J, Note 4, Page 35	<p>“Extension of scope of work –payment for any additional work beyond 24 months will be paid on pro-data basis for quarterly payments as mutually agreed by both parties.”</p> <p>This implies that the extension will be on a pro-rata basis i.e. on the basis of deployment of 6 persons for 8 quarters (excluding payments made for summits, mobilization and closure. i.e. 48% of the total fee)</p>	<p>Pro-rata basis should be clearly defined as the “average man month rate on the 24 month assignment”, as mutually agreed by both parties.</p>	<p>Pro- rata payment will be based on 48% payment for 8 quarters. No Change suggested</p>

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8	<p>Clause 3.4, Phase 1, Page 39</p> <p>Clause 3.5, Page 41 and 42</p>	<p>The following tasks are specified in Phase I (xx)Prepare a plan for institutional strengthening and capacity development of the agencies as defined in A.4 introduction chapter (xxi) Business process study for development of system for assessment of applications, approvals and post approval follow up.” In the SLAs for deliverables and timelines, the above tasks are listed as Items nos. 13 and 16 and are clearly in Phase II. In the first five months, the team would be focusing on the roadshows and Global Investors Summit I and tasks (xx) and (xxi) would not be possible to accomplish as they involve studying processes of more than 18 agencies mentioned in A.2</p>	<p>Tasks (xx) and (xxi) may be moved to Phase II and may be replaced by items 12 (investment policy review) and 15(license inventory) in the SLA to be completed in Month 4 and 5 respectively in Phase 1 with suitable changes in the SLAs section.</p>	<p>No Change required (Institutional strengthening and capacity development of the agencies and business process study for development of system for assesment of applications, approvals and post approval follow ups need to go on parrallely in phase I and may be completed by seven months from day zero and 12 months from day 0 respectively as mentioned in SLAs)</p>

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9	Clause 3.5, Page 41 and 42	<p>The SLAs define A Class companies with turnover of INR 100 Cr or more.</p> <p>As suggested in earlier query (S. No. 4) related to 2J, Note 3, Page 35, the turnover criteria needs to be different for manufacturing, food processing and IT/Service companies.</p>	<p>The A Class company definition should be different for different class of companies (minimum turnover):</p> <ul style="list-style-type: none"> • Manufacturing & Infrastructure – INR 100 Cr • Food Processing – INR 25 crore • Services & IT – INR 10 crore 	<p>For companies with a turnover of more than 1 Billion US\$, for the pupose of roadshows and investor summits the presence of Country/ Business division heads level will be counted as delegate. "</p> <p>RFP has been amended</p>
10	Clause 4.1 , Page 44	<p>In the Evaluation Criteria, the Maximum Marks for "Experience in Related Projects" indicates 55. However the break-up of this section gives a total of 60</p>	<p>5 marks may be reduced from one of the criteria</p>	<p>No change required as break up of section is also 55 marks</p>
11	Clause, 4.1 and 4.2, Page 45	<p>The marks for Project Conceptual Clarity and Approach are 10 in 4.1. However in clause 4.2 for evaluation the maximum marks are given as 2.</p>	<p>The evaluation should be corrected to:</p> <p>Write up not submitted – 0 Below expected requirement – 2.5</p> <p>Meets expected requirement – 5</p> <p>Exceeds expected requirement – 7.5</p> <p>Far exceeds expected requirement – 10 marks</p>	<p>No Change required (It is clarified that in clause 4.2 for evaluationof maximum marks - 2 marks are for each point. Since there are five points the total marks will be 10)</p>

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12	Form 4, 4(A) and 4 (B), Page 54-56	<p>Form 4(A) relates to experience in long term engagements focused on investment promotion. The table however has a column on No. of delegates, which is not relevant as many such assignments do not have focus on an investor summit.</p> <p>The no. of delegates as a KPI is relevant for assignments related to global investor meets asked for in Form 4(B) where this column is missing.</p> <p>Form 4(A) relates to experience in regulatory reform. Here again the column on Focus sectors and No. of delegates is not relevant</p>	<p>Column on No. of delegates to be removed from Form 4</p> <p>Column on No. of delegates and Focus Sectors to be removed from Form 4 (A)</p> <p>Column on No. of delegates to be added to Form 4 (B)</p>	<p>No Change required as additional information in format may be given by the bidders</p>
13	Omissions in the RFP	<p>The RFP is silent on:</p> <p>(i) Total duration of the project of 24 months is not explicitly stated anywhere in the RFP</p> <p>(ii) There is no mention of acceptance/approval mechanism for deliverables</p>	<p>It is suggested:</p> <p>(i) To insert a clause after the Scope of Work on the duration of the engagement of 24 months</p> <p>(ii) In payment terms it should be added that the deliverables would be deemed to be accepted/approved if there is no written feedback from PICTC within 2 weeks of submission of the deliverables.</p>	<p>i. Please refer to Page no40 it has been explicitly mentioned that assignment period will be of 24 months from the date of award. li. Page 43 defines support from Government of Punjab</p>