Indian Ports Association

Request for Proposal (RFP)

for

Empanelment of Companies/ Agencies for Providing Management Consulting Services

TENDER NOTICE NO: IPA/P&P/MANAGEMENTCONSULTING/2026
Dated: 31.07.2026

1st Floor, South Tower, NBCC Place
Bhisham Pitamah Marg, Lodhi Road
New Delhi – 110003
Phone: 011-24369061

July, 2026

Contents

Disclaimer

This RFP is being issued by the Indian Ports Association (IPA) to the interested and eligible Consultancy firms for "Empanelment of Companies/ Agencies for Providing Management Consulting Services" on such terms and conditions and for the achievement of objectives of the Project set forth in this RFP or that may subsequently be provided to Bidder(s), whether verbally or in documentary form by or on behalf of IPA or any of its authorized employees or advisors.

It is hereby clarified that this RFP is not an agreement and is not an offer or invitation by IPA to any parties hereunder. The purpose of this RFP is to provide the Bidder(s) with information to assist in the formulation of their proposals. While the IPA has taken due care in the preparation of information contained herein and believes it to be accurate, neither the IPA nor any of its representatives, officers, employees, agents or advisors gives any warranty or makes any representations, express or implied as to the completeness or accuracy of the information contained in this document or any information which may be provided in association with it.

The information is not intended to be exhaustive and interested parties are required to make their own inquiries that it may require in order to submit the bid. The information is provided on the basis that it is non–binding on the IPA, any of its authorities or agencies or any of their respective officers, employees, agents or advisors.

IPA reserves the right not to proceed with the bidding process at any stage without assigning any reasons thereof, to alter the timetable reflected in this document or to change the process or procedure to be applied. It also reserves the right to decline to discuss the bid further with any party submitting a bid.

No reimbursement of cost of any type will be paid to persons or entities submitting the Bid.

Managing Director
Indian Ports Association

IPA/P&P/MANAGEMENTCONSULTING/2026 Date: 31.07.2026

RFP Notice

Notice for Empanelment of Companies/ Agencies for Providing Management Consulting Services

Indian Ports Association intends to prepare a panel of consultants for management consultancy services for use by the User Department as and when required. Accordingly, Indian Ports Association Invites Requests for Proposal (RFP) for empanelment as consultants for consultancy in various disciplines, namely -

Assignment Type	**Tier**	**Indicative Scope of Services**
High Knowledge Input Assignments – bidder turnover > ₹500 Crore	Tier 1	Management Consulting — Programme management & PMU/PMO support; business transformation & organizational excellence; performance management & governance; digital transformation programme advisory; smart port & automation advisory; data governance, analytics & decision management; AI, emerging technology & automation; logistics, operations & supply chain transformation; national logistics & ecosystem integration; financial & commercial management; human capital & change management; risk, compliance & resilience; capacity building; Cruise Shipping; procurement, commercial & contract management; estate, land & asset management; other management consulting.
Other Knowledge Input Assignments – bidder turnover ₹100–500 Crore	Tier 2	

The RFP document is available on http://ipa.org.in and https://eprocure.gov.in/eprocure/app. Eligible agencies may download the RFP from the above websites.

The details of RFP are as follows:

Name of work	Empanelment of Companies/ Agencies for Providing Management Consulting Services
Tender Notice No.	IPA/P&P/MANAGEMENTCONSULTING/2026 Dated: 31.07.2026
Cost of Tender Document	Rs. 10,000/- (Rs. Ten Thousand Only) (Non-refundable)
EMD	Rs. 2,00,000/- (Rs. Two Lakhs Only)
Performance Guarantee	As per the detailed terms specified under Section 3.5 of the RFP
Method of Selection	QCBS 70:30
Contract Period	Tenure of empanelment shall be valid for a period of **Three (03) years** from date of issue of Empanelment letter
RFP Availability Date	31.07.2026 by 18:00 hrs.
Last Date of receiving queries	06.08.2026 by 17:00 hrs.
Pre-Bid Meeting Date	07.08.2026 at 11:00 hrs.
Response to Queries	11.08.2026 by 17:00 hrs.
Last date of submission	21.08.2026 by 15:00 hrs.

Opening of Technical Bid	21.08.2026 by 15:30 hrs.
Technical Presentation	To be notified
Opening of Financial Bid	To be notified
Letter of Award	To be intimated to Selected Bidder
Date of Start of Work	To be intimated to Selected Bidder
Validity of Tender	120 days from the Due Date
Contact Details	1. Prema Kumar Pillai prem.mpt@gmail.com Mobile: 9822388841 2. Suparn Kashyap jastat-ipa@gov.in Mobile: 9958935304
Communication Address	The Managing Director, Indian Ports Association, 1st Floor, South Tower, NBCC Place, Bhisham Pitamah Marg, Lodhi Road, New Delhi – 110003. Tel. No. 0091-011-24369061/63, 24368334 FAX: 011-24365866 Email: ipa@nic.in

Managing Director
Indian Ports Association

1 Introduction

Maritime Sector in India is undergoing a period of significant transformation, driven by ambitious national objectives under Maritime Vision 2047, port modernization initiatives, digital transformation, sustainability commitments and the integration of ports into the wider national logistics ecosystem. Realizing these objectives requires access to high-quality, specialized advisory support spanning strategic planning, institutional and business transformation, programme execution, and domain-specific technical and analytical expertise.

To meet these evolving requirements, the Indian Ports Association (IPA) intends to empanel qualified and experienced management consultancy firms for use by IPA and the User Departments as and when required. The empanelment shall be carried out through an open, competitive, and transparent evaluation process based on the technical capability, sectoral experience, personnel strength and financial capacity of the applicants.

Recognizing that consultancy requirements differ widely in scale, complexity and value the empanelment shall be organized into two tiers. The tier structure enables IPA and the User Departments to engage firms of the appropriate size and capability for assignments of the corresponding value and complexity ensuring both the availability of top-tier global expertise for large, high-value engagements and the participation of capable specialized firms for focused, domain-specific assignments.

The empanelled consultants shall together constitute a ready panel of pre-qualified firms that may be utilized by User Departments for undertaking consultancy assignments within their respective areas of expertise. This will enable the Ports to significantly reduce selection timelines and ensure faster, more efficient engagement of consultants, thereby improving the overall pace and quality of planning, decision-making and execution.

The objective of this Request for Proposal (RFP) is to establish a panel of pre-qualified consultancy firms across the specified tiers. For each specific assignment, the concerned User Department shall invite proposals from the empanelled firms in the relevant tier and shall prescribe the detailed Terms of Reference (ToR), scope of work, deliverables, and terms of payment applicable to that assignment. The panel so constituted shall remain valid for a period of three (03) years from the date of issue of the empanelment letter unless extended or modified by IPA.

2 Glossary

In this bid document and in the 'Contract', unless the context otherwise requires:

i) "Assignment" means a specific consultancy work assigned to an empanelled Consultant through a separate Request for Proposal (RFP), Work Order, or Agreement.

ii) "Authorized representative" means any Officer of IPA authorized by the Competent Authority, who is responsible for supervising, administering the Contract, certifying payments due to the Consultant, and other functions as specified in this contract.

iii) "Bid" (including the term 'tender', 'offer', 'quotation' or 'proposal' in certain contexts) means an offer for rendering services or execution of works made in accordance with the terms and conditions set out in the bid document.

iv) "Bid documents" (including the term 'tender documents' or 'Request for Proposal Documents' in certain contexts) means a document issued by IPA, including any amendment thereto, that sets out the terms and conditions of the given e- tender and includes the invitation to bid.

v) "Bidder" (including the term 'tenderer', Consultant, or Consultant in certain context) means any person (in the form of sole proprietor) or firm or company or any other legal entity (registered under the Companies Act, Societies Registration Act, etc), participating in the e-tendering process with IPA;

vi) "Competent authority" means the Managing Director or any officer(s) authorized by the Managing Director of Indian Ports Association, New Delhi which is registered in Delhi under the Societies Registration Act, 1860.

vii) "Contract" (including the terms 'Work Order' under certain contexts), means a formal legal agreement as may be amended, supplemented or modified in accordance with the terms of contract in writing relating to the subject matter of the tender, executed between Indian Ports Association and the Consultant / Consultant together with the documents referred to therein including general conditions, special conditions of Contract, Priced and instructions issued from time to time by IPA and all these documents taken together shall be deemed to form one contract and shall be complementary to one another, which are in compliance with all the relevant provisions of the laws of India.

viii) "Contract Period" means the duration of a specific consultancy assignment as specified in the Agreement or Work Order.

ix) "Consultant" means the firm, company, or legal entity empanelled by IPA under this RFP to provide consultancy services.

x) "Consultancy Services" means services related to preparation of feasibility studies, DPR, engineering design, project management, transaction advisory, and other advisory services as specified in this RFP.

xi) "Cost of Tender Document & Bid Processing Fee" means the non-refundable fee payable by the Applicant for participating in this empanelment RFP.

xii) "Day" means a day of 24 hours from midnight to the next midnight irrespective of the number of hours worked in that day.

xiii) "e-Tender" means conducting of procurement processes by IPA with bidders for the acquisition of works and services using information and communication technology (specially the internet) with the aim of open, non-discriminatory, and efficient procurement through transparent procedures.

xiv) "Earnest Money Deposit (EMD)" means a security from a bidder securing obligations resulting from a prospective contract award with the intention to avoid; the withdrawal or modification of an offer within the validity of the bid, after the deadline for submission of such documents; failure to sign the Contract or failure to provide the required security for the performance of the Contract after an offer has been accepted; or failure to comply with any other condition precedent to signing the contract specified in the Bid documents.

xv) "Empanelment" means the process of selection and registration of Consultants by IPA for providing consultancy services for a specified period, without any obligation on IPA to award assignments.

xvi) "Empanelled Consultant" means a consultant selected and empanelled by IPA under this RFP for providing consultancy services during the empanelment period.

xvii) "Empanelment Period" means the period for which the Consultant shall remain empanelled with IPA, unless terminated earlier or extended by IPA.

xviii) "Head of the Department" means Executive Director / Chief Administrative Officer / Head Officer (Procurement) or any other officer assigned such duties by Managing Director of the Indian Ports Association.

xix) "Head of the Organization" means Managing Director of the Indian Ports Association.

xx) "Major Port Authority" means any port authority governed under the Major Port Authorities Act, 2021.

xxi) "Management Consulting" means operational and tactical advisory services aimed at improving organisational performance, business processes, and capability. Services include operations optimization, programme/project management, IT deployment and systems implementation, financial systems implementation, human resource development, supply chain optimization, and process redesign, with deliverables such as process frameworks, implementation plans, training programmes, and operational systems. Management Consulting excludes long-term strategy or policy formulation and specialized technical or domain-specific problem-solving support.

xxii) "Month" means a month according to Christian calendar.

xxiii) "Notice inviting tenders" (including the term 'Invitation to bid' or 'request for proposals'/ Qualification in certain contexts) means a document and any amendment thereto published or notified by IPA, which informs the potential bidders that it intends to procure services and/or works.;

xxiv) "Pre-qualification document" means the document including any amendment thereto issued by IPA, which sets out the terms and conditions of the pre- qualification bidding and includes the invitation to pre-qualify;

xxv) "Responsive bid", in relation to a bidder, means a bid submitted by a bidder that conforms to all material aspects and conditions specified in the Bid document. If any requirements specified in the Bid document are not complied with or changes are made by the bidder in the tender document or if there is non-usage of the prescribed forms stipulated in the bid document, the bid shall be considered as non-responsive and shall be summarily rejected.

xxvi) "User Department" means and includes the Indian Ports Association (IPA) and Major

Port Authorities (as primary users) and may include State Maritime Boards, Central or State Government Ministries, Departments, Public Sector Undertakings (PSUs), Autonomous Bodies, and any other agencies authorized to utilize this empanelment/tender framework for procuring services.

xxvii) "Week" means seven days without regard to the number of hours worked in any day in that week.

xxviii) "Terms of Reference (ToR)" means the document specifying scope, deliverables, timelines, and other requirements for a specific consultancy assignment.

xxix) "Work Order" means the formal order issued by IPA or User Department to an empanelled Consultant for undertaking a specific consultancy assignment.

3 Instructions to the Bidders

A. General:

Electronic Tenders (Online) are invited by INDIAN PORTS ASSOCIATION (IPA) from eligible consultancy firms for Providing Management Consulting Services.

3.1 Pre Bid Meeting

A pre-bid meeting will be conducted on the date, time and place as specified in RFP Notice at Indian Ports Association, New Delhi. Interested bidders can send their queries to the designated e-mail by the date specified in the RFP Notice and may participate in the pre-bid meeting. The meeting can be attended physically at IPA office or through Video Conference. The link to attend the meeting will be available in the CPP Portal and IPA website. The replies to queries will be published on the CPP Portal and IPA website, which shall form part and parcel of the contract agreement. Any queries received after the due date shall not be considered and no reply to such queries will be given.

3.2 Registration of Bidders on the Portal

The intending Bidders are required to register on the website https://eprocure.gov.in/eprocure/app by clicking **"Online Bidder Enrolment"** option in order to obtain user-id and password at first and then to activate their respective user-id by using Digital Signature Certificate (Class III).

B. Cost of Tender Document & Bid Processing Fee

Bid document will be issued by IPA. Applicants shall have to furnish a non-refundable cost of tender document & bid processing fee amounting to Rs. 10,000/- (Rupees Ten Thousand only) pledged in favour of Indian Ports Association through NEFT in the designated bank account of IPA for which no exemption on any ground shall be provided.

3.3 Earnest Money Deposit (EMD)

In order to be considered for the bid, the Bidder shall make payment of EMD of Rs. 2,00,000/- (Rupees Two Lakhs only) in the designated bank account of IPA as per following terms & conditions:

i) While submitting their bid, the bidder shall upload the scanned Unique Transaction Reference (UTR) number details or any other electronic transaction details in the Form-6 towards the successful remittance of the Earnest Money Deposit (EMD). The Earnest Money Deposit (EMD) remitted in any other form will not be considered and such tenders will be summarily rejected.

ii) The Earnest Money Deposit (EMD) furnished by all unsuccessful bidders will be returned through an e-payment system, after the expiry of the final tender validity period but not later than 30 (thirty) days after award of Contract or signing of the Contract Agreement, whichever is earlier. The Earnest Money Deposit (EMD) of the successful bidder shall be adjusted against the Performance Guarantee.

iii) The EMD will be forfeited, if the bidder withdraws or modifies an offer within the validity period of the bid, after the deadline for submission of such documents.

iv) If the successful bidder fails to remit the Performance Security after the issue of letter of intent within the specified or extended time, the EMD shall be forfeited and the bidder shall be debarred/ black listed for a period of three years.

v) No interest shall accrue or is payable on the EMD from the date of its remittance till it is returned to the bidders.

vi) Any bidder who is claiming exemption from payment of EMD based on any Central/ State Government certification, the same shall be considered for such exemption provided that the firm uploads the said valid certificate copy at the time of submission of their bid documents along with the details duly filled in **Form – 6A**.

3.4 Designated Bank Account Details of IPA

Any payments related to the bid process shall be made to IPA's designated bank account as follows:

Sl.	Detail	Information
A	Name and address of the bank	Indian Overseas Bank, Lok Kala Manch, Lodhi Colony, New Delhi – 110003
B	Name of the branch	Lok Kala Manch Branch
C	IFSC code	IOBA0001498
D	Account Number	149801000002360
E	Type of Account	Savings Account
F	Contact Details	ipa@nic.in

3.5 Performance Security

Each empanelled Consultant shall furnish within 15 working days of issue of the Letter of Empanelment a Performance Security valid for the entire empanelment period plus 60 (sixty) days in the form of an irrevocable Bank Guarantee/ Demand Draft/Fixed Deposit Receipt/ Insurance Surety Bond applicable to IPA. The amount of the Performance Security shall be as per the tier in which the Consultant is empanelled namely Rs. 5,00,000/- (Rupees Five Lakhs only) for Tier 1 and Rs. 3,00,000/- (Rupees Three Lakhs only) for Tier 2.

The Performance Security is furnished as security for the Consultant's obligations during the empanelment period including acceptance of assignment call-ups and adherence to the empanelment terms. It shall be adjusted against the performance security, if any, payable for any future assignment awarded to the Consultant under this empanelment i.e., the amount furnished hereunder shall be set off against the assignment level security and only the balance (if the assignment level security is higher) shall be called for at that stage.

The Performance Security shall be returned without interest on expiry of the empanelment period and 60 days thereafter, subject to there being no outstanding demand against the Consultant. It may be forfeited, in whole or in part, on breach of the empanelment terms, engagement in Prohibited Practices or a Conflict of Interest without prejudice to IPA's any other right or remedy hereunder or in law. The Bank Guarantee, where furnished, shall be as per the format provided in Annexure C.

3.6 Expenses incurred by the Bidder

i) IPA shall not be responsible for any direct or indirect expenses incurred by the Bidders in preparing, submitting and/or personally attending at the time of opening the techno-commercial bid / price bid or at any other time.

ii) The Applicants shall be responsible for all of the costs associated with the preparation of their Proposals and their participation in the Selection Process including subsequent negotiation, and visits to IPA. IPA will not be responsible or in any way liable for such costs, regardless of the conduct or outcome of the Selection Process.

3.7 Bidder's Responsibility

i) The bidder, at the bidder's own responsibility and risk are encouraged to examine the requirements of IPA and obtain all information that may be necessary for preparing the bid and entering into a contract.

ii) Applicants must read carefully the minimum conditions of eligibility (the "Pre-qualification criteria") provided in this document Proposals of only those Applicants who satisfy the Conditions of Minimum Eligibility will be considered for evaluation.

iii) It is implied that on submission of the tender, the Bidder is deemed to have clearly understood and satisfied himself regarding the work and all conditions likely to be encountered during the execution of the work thereof.

iv) Further the Bidder undertakes (if his tender is accepted) that he has to enter into and execute when called upon to do so, a Contract Agreement as provided in the document with such modifications as agreed upon. Until the formal Contract Agreement is prepared and executed, this tender document together with the written acceptance shall form a binding agreement between IPA and the Consultant.

v) The Bidder shall furnish a certificate of Acceptance on technical and commercial terms and conditions in the enclosed **Form - 10.**

vi) Any bidder who is claiming exemption from payment of EMD based on any Central/State Government certification, shall furnish a declaration and undertaking as in the enclosed **Form – 6A.** *Please note that such exemptions will be only for the EMD and does not cover the cost of tender document and bid processing fee which is payable and non-refundable.*

vii) The Bidder shall submit a declaration as provided in the **Form - 10** of the bid document that the Bidder has no litigation or arbitration proceedings against IPA and that the bidder has not been blacklisted or debarred as on the date of submission of bid from providing service by any of the Central / State Government / Nationalized Banks/ Autonomous bodies / PSEs/PSUs and any other organizations in India prior to the submission date of tender mentioned in the NIT and the same shall be uploaded along with the bid document in the E-tender portal.

viii) The Applicant should submit a Power of Attorney as per the format at **Form – 4** provided, however, that such Power of Attorney would not be required if the Application is signed by the proprietor of the company.

Note: Bidders are advised to carefully study the eligibility criteria and submit their bids for the tier under which they are eligible as they will be empanelled only for one tier for which they are found eligible as per terms and conditions of RFP.

3.8 Number of Proposals

No Applicant shall submit more than one Application for the proposed work.

3.9 Acknowledgement by Applicant

It shall be deemed that by submitting the Proposal, the Applicant has:

a) made a complete and careful examination of the RFP;

b) received all relevant information requested from IPA;

c) accepted the risk of inadequacy, error or mistake in the information provided in the RFP;

d) satisfied itself about all matters, things and information necessary for submitting an informed Application;

e) acknowledged that it does not have a Conflict of Interest; and

f) agreed to be bound by the undertaking provided by it under and in terms hereof.

IPA shall not be liable for any omission, mistake or error on account of any matter arising out of or relating to the RFP or the Selection Process.

3.10 Declaration by the Bidder

The bidder shall furnish a declaration to the effect that he has completely read the bid documents and found himself to be eligible before submission of the bid, as specified in **Form – 9**.

3.11 Transfer of Bid Documents

Transfer of bid documents downloaded by one intending Bidder to another is not permissible.

3.12 History of Litigation

A consistent history of litigation or arbitration awards against the applicant/bidder may result in disqualification.

3.13 Right to Reject Any or All Proposals

Notwithstanding anything contained in this RFP, IPA reserves the right to accept or reject any Proposal and to annul the Selection Process and reject all Proposals, at any time without any liability or obligation for such acceptance, rejection, or annulment.

Without prejudice to the generality of the above, the IPA reserves the right to reject any Proposal if:

a) at any time, a material misrepresentation is made or discovered, or

b) the Applicant does not provide, within the time specified by IPA, the supplemental information sought by IPA for evaluation of the Proposal.

Misrepresentation / improper response may lead to disqualification of the Applicant.

3.14 Incomplete Details and Canvassing

IPA does not bind itself to accept the lowest tender and may reject any or all tenders received without assigning any reason, whatsoever. Tenders in which any of the particulars and prescribed information is inadequate or incomplete in any respect and / or prescribed conditions are not fulfilled, such tenders are liable to be rejected. Canvassing in any form by the Bidders shall result in their tender being rejected.

3.15 Fraud and Corrupt Practices

The Applicant and their respective officers, employees, agents and advisers shall observe the highest standard of ethics during the Selection Process. Notwithstanding anything to the contrary contained in this RFP, the IPA shall reject a Proposal without being liable in any manner whatsoever to the Applicant, if it determines that the Applicant has, directly or indirectly or through an agent, engaged in corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice (collectively the "Prohibited Practices") in the Selection Process. In such an event, the IPA shall, without prejudice to its any other rights or remedies, forfeit and appropriate the Performance Security, if available, as mutually agreed genuine pre-estimated compensation and damages payable to the IPA for, inter alia, time, cost and effort of the IPA, in regard to the RFP, including consideration and evaluation of such Applicant's Proposal.

Without prejudice to the rights of the IPA hereinabove and the rights and remedies which the IPA may have under the LOA or the Agreement, if an Applicant or Consultant, as the case may be, is found by the IPA to have directly or indirectly or through an agent, engaged or indulged in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice during the Selection Process, or after the issue of the LOA or the execution of the Agreement, such Applicant or Consultant shall not be eligible to participate in any tender or RFP issued by the IPA during a period of 2 (two) years from the date such Applicant or Consultant, as the case may be, is found by the IPA to have directly or through an agent, engaged or indulged in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice, as the case may be.

For the purposes of this Clause, the following terms shall have the meaning hereinafter respectively assigned to them:

a) "corrupt practice" means (i) the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence the action of any person connected with the Selection Process (for avoidance of doubt, offering of employment to or employing or engaging in any manner whatsoever, directly or indirectly, any official of the IPA who is or has been associated in any manner, directly or indirectly with the Selection Process or the LOA or has dealt with matters concerning the Agreement or arising therefrom, before or after the execution thereof, at any time prior to the expiry of one year from the date such official resigns or retires from or otherwise ceases to be in the service of the IPA, shall be deemed to constitute influencing the actions of a person connected with the Selection Process; or save as provided herein, engaging in any manner whatsoever, whether during the Selection Process or after the issue of the LOA or after the execution of the Agreement, as the case may be, any person in respect of any matter relating to the Project or the LOA or the Agreement, who at any time has been or is a legal, financial or technical agency/ adviser of the IPA in relation to any matter concerning the Project;

b) "Fraudulent practice" means a misrepresentation or omission of facts or disclosure of incomplete facts, in order to influence the Selection Process;

c) "coercive practice" means impairing or harming or threatening to impair or harm, directly or indirectly, any persons or property to influence any person's participation or action in the Selection Process;

d) "undesirable practice" means (i) establishing contact with any person connected with or employed or engaged by the IPA with the objective of canvassing, lobbying or in any manner influencing or attempting to influence the Selection Process; or (ii) having a Conflict of Interest; and

e) "restrictive practice" means forming a cartel or arriving at any understanding or arrangement among Applicants with the objective of restricting or manipulating a full and fair competition in the Selection Process.

3.16 Amendments of RFP

At any time prior to the deadline for submission of Proposal, IPA may, for any reason, whether at its own initiative or in response to clarifications requested by an Applicant, modify the RFP document by the issuance of Addendum/ Amendment and posting it on the Website/portal.

All such amendments will be notified in writing through e-mail to all Applicants who have purchased the RFP document. The amendments will also be posted on the IPA Website and CPP Portal and will be binding on all Applicants.

In order to afford the Applicants a reasonable time for taking an amendment into account, or for any other reason, IPA may, in its sole discretion, extend the Proposal Due Date.

Addenda/Corrigenda/clarification, if any to the bid documents will be issued by the IPA only in the E-tender portal and IPA's website, prior to the date of opening of the tenders.

3.17 Clarifications

Applicants requiring any clarification on the RFP may email their queries to IPA before the date mentioned in the Schedule of Selection Process. IPA will reply to all such queries at its own discretion.

IPA reserves the right not to respond to any queries or provide any clarifications, in its sole discretion, and nothing in this document shall be construed as obliging IPA to respond to any question or to provide any clarification.

3.18 Language

The Proposal with all accompanying documents (the "Documents") and all communications in relation to or concerning the Selection Process shall be in English language and strictly on the forms provided in this RFP. No supporting document or printed literature shall be submitted with the Proposal unless specifically asked for and in case any of these Documents is in another language, it must be accompanied by an accurate translation of all the relevant passages in English, in which case, for all purposes of interpretation of the Proposal, the translation in English shall prevail.

3.19 Format and Signing of Proposal

The Applicant shall provide all the information sought under this RFP. IPA would evaluate only those Proposals that are received in the specified forms and complete in all respects.

The Proposal shall be typed or written in indelible ink and signed by the authorised signatory of the Applicant who shall initial each page. All the alterations, omissions, additions, or any other amendments made to the Proposal shall be initialled by the person(s) signing the Proposal. The Proposals must be properly signed by the authorised representative (the "Authorised Representative") as detailed below:

a) by a partner, in case of a partnership firm and/ or a limited liability partnership;

or

b) by an authorized representative possessing a valid Power of Attorney, in the case of a company or corporation, or by the owner in the case of a proprietorship firm

A copy of the Power of Attorney certified by a notary public in the Form - 4 shall accompany the Proposal.

Applicants should note the Proposal Due Date, as specified in the RFP document, for submission of Proposals. Except as specifically provided in this RFP, no supplementary material will be entertained by IPA, and that evaluation will be carried out only based on documents received by the closing time of Proposal Due Date. Applicants will ordinarily not be asked to provide additional material information or documents after the date of submission, and unsolicited material if submitted will be summarily rejected.

3.20 Correction / Variation

a. All corrections and alterations in the entries of the bid documents shall be attested with full signature of the Bidder with date. No erasures or over-writings shall be made.
b. The Bidders should not upload any revised or amended offers after the opening of the tender. If any such document is found in the bid, the same shall be rejected.
c. The bidder's proposal is deemed to include, all prices for the **Scope of Work** specified in the RFP bid document and no arithmetical correction or price adjustments are allowed.
d. Tender should be complete in all respects for taking a decision immediately on opening of the tender.

3.21 Conflict of Interest

i) An Applicant shall not have a conflict of interest that may affect the Selection Process (the "Conflict of Interest"). Any Applicant found to have a Conflict of Interest shall be disqualified. In the event of disqualification, IPA shall forfeit and appropriate the Performance Security, as available, as mutually agreed genuine pre-estimated compensation and damages payable to IPA for, inter alia, the time, cost and effort of IPA including consideration of such Applicant's Proposal, without prejudice to any other right or remedy that may be available to IPA hereunder or otherwise.

ii) IPA requires that the Agency provides professional, objective, and impartial advice and always hold IPA's interest paramount, avoid conflicts with other assignments or its own interests, and act without any consideration for future work. The Agency shall not accept or engage in any assignment that would conflict with its prior or current obligations to other clients, or that may place it in a position of not being able to carry out the assignment in the best interests of IPA.

iii) An Applicant shall be deemed to have a Conflict of Interest affecting the Selection Process, if:

a) the Applicant or Associates (or any constituent thereof) and any other Applicant or Associate (or any constituent thereof) have common controlling shareholders or other ownership interest; provided that this disqualification shall not apply in cases where the direct or indirect shareholding or ownership interest of an Applicant or Associate (or any shareholder thereof having a shareholding of more than 5 per cent of the paid up and subscribed share capital of such Applicant or Associate, as the case may be) in the other Applicant or Associate is less than 5% (five per cent) of the subscribed and paid up equity share capital thereof. For the purposes of this Clause (a), indirect shareholding held through one or more intermediate persons shall be computed as follows:

(aa) where any intermediary is controlled by a person through management control or otherwise, the entire shareholding held by such controlled intermediary in any other person (the "Subject Person") shall be taken into account for computing the shareholding of such controlling person in the Subject Person; and subject always to Sub-clause (aa) above, where a person does not exercise control over an intermediary, which has shareholding in the Subject Person, the computation of indirect shareholding of such person in the Subject Person shall be undertaken on a proportionate basis; provided, however, that no such shareholding shall be reckoned under this if the shareholding of such person in the intermediary is less than 26% (twenty six per cent) of the subscribed and paid up equity shareholding of such intermediary; or

b) a constituent of such Applicant is also a constituent of another Applicant;

c) such Applicant or its Associate receives or has received any direct or indirect subsidy or grant from any other Applicant or its Associate; or

d) such Applicant has the same legal representative for purposes of this Application as any other Applicant; or

e) such Applicant has a relationship with another Applicant, directly or through common third parties, that puts them in a position to have access to each other's information about, or to influence the Application of either or each of the other Applicant; or

f) there is a conflict among this and other assignments of the Applicant (including its personnel and other members, if any) and any subsidiaries or entities controlled by such Applicant or having common controlling shareholders. The duties of the Agency depend on the circumstances of each case. While providing goods or services to IPA for this particular assignment, the Agency shall not take up any assignment that by its nature will result in conflict with the present assignment; or

g) a firm which has been engaged by IPA to provide goods or works or services for a project, and its Associates, will be disqualified from providing goods or services for the same project save and except as provided in the RFP document; conversely, a firm hired to provide goods or services for the preparation or implementation of a project, and its or Associates, will be disqualified from subsequently providing goods or works or services related to the same project; or

h) the Applicant or Associate (or any constituent thereof), and the Applicant or concessionaire if any, for the Project, its consultant(s)or sub-consultant(s) (or any constituent thereof) have common controlling shareholders or other ownership interest; provided that this disqualification shall not apply in cases where the direct or indirect shareholding or ownership interest of an Applicant or Associate (or any shareholder thereof having a shareholding of more than 5% (five per cent) of the paid up and subscribed share capital of such Applicant or Associate, as the case may be,) in the Applicant or concessionaire, if any, or its consultant(s) or sub-consultant(s) is less than 5% (five per cent) of the paid up and subscribed share capital of such concessionaire or its consultant(s) or sub- consultant(s); provided further that this disqualification shall not apply to ownership by a bank, insurance company, pension fund or a Public Financial Institution referred to in section 2 (72) of the Companies Act 2013. For the purposes of this Sub-clause (h), indirect shareholding shall be computed in accordance with the provisions of Sub-clause (a) above.

For purposes of this RFP, Associate means, in relation to the Applicant, a person who controls, is controlled by, or is under the common control with such Applicant, or is deemed or published as an "Associate Office"; or has a formal arrangement such as tie up for client referral or technology sharing, with the Applicant (the "Associate"); As used in this definition, the expression "control" means, with respect to a person which is a company or corporation, the ownership, directly or indirectly, of more than 50% (fifty per cent) of the voting shares of such person, and with respect to a person which is not a company or corporation, the power to direct the management and policies of such person by operation of law or by contract.

An Applicant eventually appointed as consultant for this Project, its Associates, affiliates and the Agencies, shall be disqualified from subsequently providing goods or works or services related to the assignment and any breach of this obligation shall be construed as Conflict of Interest; provided that the restriction herein shall not apply after a period of 3 (three) years from the completion of this assignment or to any other assignments granted by banks/ lenders at any time; provided further that this restriction shall not apply to works, goods and services performed for IPA in continuation of this assignment or to any subsequent assignment performed for IPA in accordance with the rules of IPA. For the avoidance of doubt, an entity affiliated with the Agency shall include a partner in the firm or a person who holds more than 5% (five per cent) of the subscribed and paid up share capital of the firm (to which Agency belongs), as the case may be, and any Associate thereof. For the avoidance of doubt, in the event that:

a) any member of an Applicant was a partner or an employee of another firm, which attracts the provision relating to Conflict of Interest hereunder; and

b) was directly or indirectly associated with any assignment that causes a Conflict of Interest hereunder, then such Agency shall be deemed to suffer from Conflict of Interest for the purpose hereof.

If the Agency, its Associates or affiliates are auditors or financial advisers to any of the Applicants for the Project, they shall make a disclosure to IPA as soon as any potential conflict comes to their notice but in no case later than 7 (seven) days from the opening of the RFP applications for the Project and any breach of this obligation of disclosure shall be construed as Conflict of Interest. IPA shall, upon being notified by the Agency under this Clause, decide whether it wishes to terminate this assignment or otherwise, and convey its decision to the firm within a period not exceeding 15 (fifteen) days.

3.22 Signing of the Bid Documents

All pages of the bid documents and the documents submitted in support of the eligibility of the Bidder pre-qualifying in the tender (as stated in Annexure - A) to be uploaded by the Bidder, which shall be originally signed with date and seal at the lower right hand corner and shall be serially numbered, wherever required by the Bidder himself or a person holding power of attorney duly authorized and competent to do so on behalf of the Bidder, as furnished in Form – 4 of the bid document, before submission of the tender.

3.23 Bid Submission

a. Such of the registered bidders, who intend to bid, are required to download and print out the bid document along with its Annexures and forms and fill up the same. A scanned copy of such filled up bid document shall be submitted online through the CPP Portal using their respective user-id and password in order for their bid to be considered. The bidders shall also upload the scanned copies of the supporting documents in the form and manner as mentioned in the "**Qualification and Responsiveness Information of Annexure - A**" of the bid document.

b. The bid follows e-tender system and bidders are required to submit techno commercial / qualification details in Technical Bid and Price bid separately in Financial Bid electronically. Both shall be submitted simultaneously.

c. Both Part I and Part II bid documents are required to be submitted only through the above mentioned electronic mode and tender submitted through any other mode will be summarily rejected and no correspondence on such matter will be entertained for the reasons whatsoever.

d. The Applicants shall submit the Proposal with all pages numbered serially and by giving an index of submissions only in the CPP Portal. There will be no hard copy submissions.

e. The Technical Proposal shall be signed by the Authorised Representative of the Applicant. All pages of the original Technical Proposal must be numbered and initialled by the person or persons signing the Proposal.

f. The completed Proposal must be submitted on the CPP Portal before the specified due date. Proposals submitted in any other form shall not be entertained.

g. The Proposal shall be made in the Forms specified in this RFP. Any attachment to such Forms must be provided on separate sheets of paper and only information that is directly relevant should be provided. This may include copies of the relevant pages of printed documents. No separate documents like printed annual statements, firm profiles, copy of contracts etc. will be entertained.

3.24 Proposal Due Date

Proposal should be submitted by the due date specified in RFP Notice in the manner and form as detailed in this RFP.

IPA may, in its sole discretion, extend the due date by issuing an Addendum uniformly for all Applicants.

3.25 Late Proposals

Proposals received by IPA after the specified due date shall not be eligible for consideration and shall be summarily rejected.

3.26 Uploading of Bid Documents

i. The Bidder shall on its own responsibility have to download and upload the bid document in the provided E-tender portal. The Bidder has to make his own arrangements to overcome the internet, electricity or other connectivity failures to complete the tender filling online at his own risk and cost and IPA will not be responsible for such failures or shall not be liable to extend or accept such delayed or incomplete tender, for reasons whatsoever.

ii. The terms of the tender schedule, conditions of consultant any other documents attached to the bid document shall not be defaced or detached from it and the same has to be uploaded in whole as per the instructions provided in the bid document or in the E-tender portal or format for Tenders Acceptance letter is attached **Form – 10.**

iii. In order to file an error-free tender, the bidders may make use of the qualification documents to be uploaded list provided in the **Qualification and Responsiveness Information in Annexure A** of the bid document to identify the documents to be scanned and uploaded in support of their bid. The list is not exhaustive and only indicative. Hence the Bidder is advised to read the entire bid document carefully and determine any other documents which need to be uploaded, as a support to their qualification to the bid.

3.27 Quoting for the Price Bid

The bidder shall quote the rate /price for the assignment as per format specified in **Part – II Price Bid (Annexure – B 1)" only in the CPP Portal. The Technical bid shall not contain any price**.

3.28 Bid Opening

The Part I – Technical Bid containing the techno-commercial documents listed in the Qualification and Responsiveness Information in Annexure - A and any other documents uploaded by the Bidders will be opened through online on the scheduled date and time as indicated in the NIT.

3.29 Bid Validity

The Bid Proposal shall be valid for a period of not less than 120 days from the date of Bid opening.

3.30 Payments Currency

All payments will be made only in Indian Rupees and no foreign exchange is available for this work.

3.31 Communication for Information

All communications should contain the following information at the top in bold letters:

REQUEST FOR PROPOSAL (RFP)

for

"Empanelment of Companies/ Agencies for Providing Management Consulting Services"

All communications including the submission of Proposal should be addressed to:

Managing Director,
Indian Ports Association,
1st Floor, South Tower,
NBCC Place, Bhisham Pitamah Marg,
Lodhi Road, New Delhi – 110003.
Tel. No. 0091-011-24369061/63, 24368334

4 Selection Process

The selection will be based on the evaluation framework defined in this document. All bids will primarily be evaluated based on pre-qualification criteria. Bidders who meet the Pre-Qualification Criteria will be eligible for the next set of evaluations. The Commercial Proposal of Bidders who do not meet the Pre-Qualification criteria will not be opened.

4.1 Brief Description of the Selection Process

IPA has adopted a single-stage two-cover process using Quality and Cost Based Selection (QCBS) with a 70:30 weightage between technical and financial evaluation. The objective of this process is to empanel a panel of five (05) qualified consultancy firms per tier.

In the first stage, technical proposals of all bidders will be evaluated against the Pre-Qualification Criteria specified in Clause 4.4. Only bidders who meet the Pre-Qualification Criteria shall be eligible for technical evaluation. Technical evaluation shall be carried out as per the criteria and scoring guidelines specified in Clause 4.5. Bidders securing the minimum qualifying technical score prescribed for the relevant tier shall be declared technically qualified and their financial bids shall be opened.

In the second stage, financial proposals of technically qualified bidders shall be opened and evaluated as per the methodology specified in Clause 4.6. Bidders shall be ranked in descending order of their combined Technical and Financial scores computed as per the formula: **Total Evaluated Score = 0.70 Ts + 0.30 Fs.**

The first five ranked bidders for each tier shall be considered for empanelment, subject to the rate-matching process specified in Clause 4.7. In the event that fewer than five bidders qualify technically or accept the rate-matching condition, IPA reserves the right to empanel a smaller panel or re-invite proposals as it deems appropriate.

4.2 Technical Proposal

Applicants shall submit the technical proposal in the formats as specified at **Annexure – A.** While submitting the Technical Proposal, the Applicant shall ensure that:

a) all forms are submitted in the prescribed formats and signed by the prescribed signatories;
b) power of attorney, if applicable, is executed as per Applicable Laws;
c) The RFP document duly signed on all pages is submitted;
d) The Technical Proposal shall not include any financial information relating to the Financial Proposal.

Failure to comply with the requirements spelt out above shall make the Proposal liable to be rejected.

IPA reserves the right to verify all statements, information and documents, submitted by the Applicant in response to the RFP. Any such verification or the lack of such verification by IPA to undertake such verification shall not relieve the Applicant of its obligations or liabilities hereunder nor will it affect any rights of IPA there under.

In case it is found during the evaluation or at any time before signing of the Agreement or after its execution and during the period of subsistence thereof, that one or more of the eligibility conditions have not been met by the Applicant or the Applicant has made material misrepresentation or has given any materially incorrect or false information, the Applicant shall be disqualified forthwith if not yet appointed either by issue of the LOA or entering into of the Agreement, and if the Selected Applicant has already been issued the LOA or has entered into the Agreement, as the case may be, the same shall, notwithstanding anything to the contrary contained therein or in this RFP, be liable to be terminated, by a communication in writing by IPA without the IPA being liable in any manner whatsoever to the Selected Applicant.

In such an event, IPA shall forfeit and appropriate the Performance Security, as available, as mutually agreed pre-estimated compensation and damages payable to the IPA for, inter alia, time, cost and effort of IPA, without prejudice to any other right or remedy that may be available to IPA.

4.3 Financial Proposal

Applicants shall submit the financial proposal in the formats specified at **Annexure – B1 only in the CPP Portal,** clearly indicating its quote for the assignment in Indian Rupees.

While submitting the Financial Proposal, the Applicant shall ensure the following:

a) All the costs associated with the assignment shall be included in the Financial Proposal. The total amount indicated in the Financial Proposal shall be without any condition attached or subject to any assumption and shall be final and binding. In case any assumption or condition is indicated in the Financial Proposal, it may be considered non-responsive and liable to be rejected.

b) The Financial Proposal shall consider all expenses and tax liabilities excluding GST. For the avoidance of doubt, it is clarified that all taxes shall be deemed to be included in the costs shown under different items of the Financial Proposal. Further, all payments shall be subject to deduction of taxes at source as per Applicable Laws. GST will be paid only after submission Tax Invoice and proof of filing returns (GSTR-1 & GSTR-3B) and appearing of same in GSTR-2A.

c) Costs (including break down of costs) shall be expressed in INR

4.4 Pre-Qualification (PQ) Criteria

Pre-Qualification (PQ) criteria for a consultant typically ensure that the vendor possesses the necessary expertise, resources, and experience to undertake the assignment.

Pre-Qualification Criteria

S. No.	Basic Criteria	Description (Tier 1)	Description (Tier 2)	Documents Required
1.	Statutory Requirements	The bidder must be a legal entity registered under applicable laws in India and should have been operating in India for at least ten (10) years excluding the current financial year. The entity	The bidder must be a legal entity registered under applicable laws in India and should have been operating in India for at least five (5) years excluding the current financial year. The entity must possess a	Certificate of Incorporation/ Registration, GST Registration Certificate and PAN Card

S. No.	Basic Criteria	Description (Tier 1)	Description (Tier 2)	Documents Required
		must possess a valid GST Registration and PAN.	valid GST Registration and PAN.	
2.	Management Consulting Capability	The bidder should have a dedicated Management Consulting practice in India with a minimum of two hundred and fifty (250) consulting professionals on payroll engaged in one or more of the Management Consulting areas specified in the scope of work.	The bidder should have a dedicated Management Consulting practice in India with a minimum of hundred (100) consulting professionals on payroll engaged in one or more of the Management Consulting areas specified in the scope of work.	HR Certificate certifying consultant strength and practice details
3.	Key Personnel Requirement	The bidder shall submit CVs of ten (10) consulting resources having a minimum of five (5) years of experience in one or more of the Management Consulting areas specified in the scope of work.	The bidder shall submit CVs of five (5) consulting resources having a minimum of three (3) years of experience in one or more of the Management Consulting areas specified for in the scope of work.	CVs in prescribed format and HR Certification
4.	Relevant Experience	The bidder should have completed or be under execution of a minimum fifteen (15) Management Consulting projects in India during the last ten (10) years, including at least five (5) Government/Public Sector projects. Each qualifying project should have a consulting fee value of not less than INR 2 Crore.	The bidder should have completed or be under execution of a minimum seven (7) Management Consulting projects in India during the last five (5) years, including at least two (2) Government/Public Sector projects. Each qualifying project should have a consulting fee value of not less than INR 1 Crore.	Work Orders, Completion Certificates, Client Certificates or Contract Agreements
5.	Sector Experience	Out of the qualifying projects meeting the requirements under Criterion No. 4, a minimum of five (5) projects shall be in the Ports, Maritime, Shipping, Logistics, Infrastructure, Transportation & Allied Sectors	Out of the qualifying projects meeting the requirements under Criterion No. 4, a minimum of two (2) projects shall be in Ports, Maritime, Shipping, Logistics, Infrastructure, Transportation & Allied Sectors	Work Orders, Completion Certificates, Client Certificates or Contract Agreements
6.	Program Management, Business Transformation and Change	The bidder should have completed or be under execution of a minimum five (5) Program Management, Business Transformation, Digital Transformation,	The bidder should have completed or be under execution of a minimum two (2) Program Management, Business Transformation, Digital Transformation,	Work Orders, Completion Certificates, Client Certificates or

S. No.	Basic Criteria	Description (Tier 1)	Description (Tier 2)	Documents Required
	Management Experience	Change Management, Organizational Transformation or Implementation Support assignments during the last ten (10) years.	Change Management, Organizational Transformation or Implementation Support assignments during the last five (5) years.	Contract Agreements
7.	Financial Capacity	The bidder must have an average annual turnover from Consulting Services of ₹500 Crore or more during any three (3) of the last four (4) financial years (FY 2022-23, FY 2023-24, FY 2024-25 and FY 2025-26).	The bidder must have an average annual turnover from Consulting Services of ₹100 Crore or more but below ₹500 Crore during any three (3) of the last four (4) financial years (FY 2022-23, FY 2023-24, FY 2024-25 and FY 2025-26).	Certificate from Chartered Accountant certifying turnover from Consulting Services
8.	Blacklisting	The bidder should not be under declaration of ineligibility for corrupt or fraudulent practices and should not have been blacklisted/debarred by any Central Government, State Government, PSU, Statutory Authority or Multilateral Agency as on the date of bid submission.	Same as Tier 1	Undertaking on bidder's letterhead duly signed by the Authorized Signatory
9.	Litigation and Past Performance	The bidder shall disclose details of ongoing litigation, arbitration proceedings or investigations, if any. A bidder should not have been imposed any major penalty by any arbitral or judicial authority that materially affects its ability to undertake the assignment.	Same as Tier 1	Self-Declaration duly signed by the Authorized Signatory

4.5 Technical Evaluation Criteria

The Technical Evaluation Criteria ensures that the selected bidder is not only technically competent but also innovative, experienced, and aligned with the objectives of the study. IPA shall carry out the evaluation of proposals based on the evaluation criteria defined in this document. If required, IPA may seek specific clarifications from any or all Applicant(s) at this stage.

Technical Evaluation shall be carried out for bidders who qualify the Pre-Qualification Criteria. The technical score of each bidder shall be calculated as per the evaluation matrix applicable to the tier for which they have applied. Bidders securing the minimum qualifying score prescribed at the head of the relevant evaluation matrix shall be declared technically qualified and eligible for Financial Bid opening.

Technical Evaluation Criteria
Management Consulting (Tier 1)
Only bidders securing a minimum of 70 marks out of 100 marks in the Technical Evaluation shall be declared technically qualified.

S. No.	Details of Criteria	Maximum Score	Scoring Guidelines	Supporting Document
1	Bidder's Experience in Management Consulting Projects in India during last 10 years	15	15–18 qualifying projects = 9 Marks; >18–22 qualifying projects = 12 Marks; >22 qualifying projects = 15 Marks. Only projects meeting the PQ requirement of minimum consulting fee value of ₹2 Crore shall be considered for scoring.	Work Orders / Completion Certificates / Client Certificates
2	Bidder's Experience in Ports, Maritime, Shipping, Logistics, Infrastructure, Transportation & Allied Sectors	15	5 Projects = 9 Marks; 6–8 Projects = 12 Marks; >8 Projects = 15 Marks. Only sector-specific projects meeting the PQ requirement under Criterion No. 4 shall be considered for scoring.	Work Orders / Completion Certificates / Sector Experience Certificates
3	Experience in Program Management, Business Transformation, Digital Transformation and Change Management Assignments	10	5 Projects = 6 Marks; 6–8 Projects = 8 Marks; >8 Projects = 10 Marks	Work Orders / Completion Certificates / Client Certificates
4	Average Annual Turnover from Consulting Services	10	₹500–750 Crore = 6 Marks; >₹750–1,000 Crore = 8 Marks; >₹1,000 Crore = 10 Marks	Audited Financial Statements / CA Certificate
5	Management Consulting Human Resource Strength	10	250–500 Resources = 6 Marks; >500–1,000 Resources = 8 Marks; >1,000 Resources = 10 Marks	HR Certificate
6	Quality of Proposed Key Personnel	10	Educational Qualifications from Premier Institutions – 2 Marks; Relevant Management Consulting Experience – 2 Marks; Government/Public Sector Consulting Experience – 2 Marks; Ports, Maritime, Logistics, Infrastructure & Allied Sector Experience – 2 Marks; Program Management / Transformation Experience – 2 Marks	CVs of Key Personnel

S. No.	Details of Criteria	Maximum Score	Scoring Guidelines	Supporting Document
7	Technical Presentation on Understanding of the Scope of Work (SoW), Approach & Methodology for Delivery of Management Consulting Services	30	Technical Presentation shall be reviewed by the committee constituted by IPA which shall assign score to each bidder's presentation.	Technical Presentation along with case studies to be submitted along with bid which shall be presented in IPA. No changes shall be allowed in the PPT after the bid has been submitted.
	Total	**100**		

Management Consulting (Tier 2)

Only bidders securing a minimum of 70 marks out of 100 marks in the Technical Evaluation shall be declared technically qualified.

S. No.	Details of Criteria	Maximum Score	Scoring Guidelines	Supporting Document
1	Bidder's Experience in Management Consulting Projects in India during last 5 years	15	7–10 qualifying projects = 9 Marks; >10–12 qualifying projects = 12 Marks; >12 qualifying projects = 15 Marks. Only projects meeting the PQ requirement of minimum consulting fee value of ₹1 Crore shall be considered for scoring.	Work Orders / Completion Certificates / Client Certificates
2	Bidder's Experience in Ports, Maritime, Shipping, Logistics, Infrastructure, Transportation & Allied Sectors	15	2 Projects = 9 Marks; 3–4 Projects = 12 Marks; >4 Projects = 15 Marks. Only sector-specific projects meeting the PQ requirement under Criterion No. 4 shall be considered for scoring.	Work Orders / Completion Certificates / Sector Experience Certificates
3	Experience in Program Management, Business Transformation, Digital Transformation and Change Management Assignments	10	2 Projects = 6 Marks; 3–4 Projects = 8 Marks; >4 Projects = 10 Marks	Work Orders / Completion Certificates / Client Certificates

4	Average Annual Turnover from Consulting Services	10	₹100–200 Crore = 6 Marks; >₹200–350 Crore = 8 Marks; >₹350 Crore = 10 Marks	Audited Financial Statements / CA Certificate
5	Management Consulting Human Resource Strength	10	100–150 Resources = 6 Marks; >150–250 Resources = 8 Marks; >250 Resources = 10 Marks	HR Certificate
6	Quality of Proposed Key Personnel	10	Educational Qualifications from Premier Institutions – 2 Marks; Relevant Management Consulting Experience – 2 Marks; Government/Public Sector Consulting Experience – 2 Marks; Ports, Maritime, Logistics, Infrastructure & Allied Sector Experience – 2 Marks; Program Management / Transformation Experience – 2 Marks	CVs of Key Personnel
7	Technical Presentation on Understanding of the Scope of Work (SoW), Approach & Methodology for Delivery of Management Consulting Services	30	Technical Presentation shall be reviewed by the committee constituted by IPA which shall assign score to each bidder's presentation.	Technical Presentation along with case studies to be submitted along with bid which shall be presented in IPA. No changes shall be allowed in the PPT after the bid has been submitted.
	Total	**100**		

4.6 Quality and Cost Based Selection (QCBS):

The method of Selection is **Quality and Cost Based Selection (QCBS)** with weights distributed between technical & financial bid shall be used to evaluate the proposals as mentioned under:

- Technical Evaluation: 70% weightage
- Financial Evaluation: 30% weightage

1. Technical Bid Score: 70% (The bidder who secures maximum marks shall be given a Technical score of 100 and then pro-rata calculations for successive bidders with respect to their technical score).

   The technical scores of other Bidders for the project shall be computed as follows.

   Ts (bidder) = 100 * (T (bidder)/ T (highest technical score amongst all bidders))

(Adjusted to two decimal places)

Only those Bidders who have secured the minimum qualifying raw score prescribed for their relevant tier, as specified at the head of the applicable Technical Evaluation matrix in Clause 4.5, shall be declared qualified for Financial Bid evaluation.

2. Financial Bid Score: 30% (with full marks to lowest financial bidder and then pro-rata calculations for successive bidders with respect to their financial bids).

Financial Quote of any bidder = F

Fs (bidder) = 100 * (F (lowest financial quote amongst all bidders)/ F(bidder))

(Adjusted to two decimal places)

Any monetary figure in decimal shall be rounded off to the nearest INR. In cases of discrepancy between the prices quoted in words and in figures, lower of the two shall be considered. For any other calculation/ summation error etc. the bid may be rejected.

Total Evaluated Score = 0.70 Ts + 0.30 Fs

4.7 Method of Empanelment

Bidders are expected to quote man month rates of their key resources to be deployed as detailed in the Table below. The CVs of the resources shall be submitted on all occasions the consultants are called upon for any project to illustrate the competency and experience. The resources may also be called for a face to face meeting. In case the calibre of any resource is not up to expectations, the consultant shall promptly provide a suitable alternative resource. While undertaking any task it will be required to provide the same resource or resources for the project. Any replacement of the resource for any valid reasons will be with the approval of IPA/User Departments. The category of resources to be made available with the minimum period of experience is given in the table below:

S. No.	Resource Category with Minimum Period of Relevant Experience
1.	Consultant with 25 Yrs and above years of experience
2.	Consultant with 20 and < 25 years of experience
3.	Consultant with 15 and < 20 years of experience
4.	Consultant with 10 and < 15 years of experience
5.	Consultant with 6 and < 10 years of experience
6.	Consultant with 3 and < 6 years of experience
7.	Consultant with 1 and < 3 years of experience

- For consideration of their bids, bidders shall have to quote for all the above Resource categories in the financial bid.
- For any of the resource categories, bids quoting zero, abnormally high or low rates as compared to the generally prevalent rates in the Consultancy industry shall be rejected and EMD shall be forfeited.
- The rates quoted should be as per industry standards for the educational qualifications and experience mentioned in the tender.
- Bidders quoting less than 60% (sixty percent) of the average Gross Total Value (GTV) quotes will be disqualified and other bidders will be considered for further evaluation. The GTV is computed by adding GTVs of all the technically qualified Bidders and dividing the same by the number of technically qualified Bidders.

- The first five ranked bidders (for each tier) with the combined Technical and Financial scores will be considered for empanelment. These five bidders will have to match the lowest rate quoted by any of these five bidders for an individual key personnel. In case this condition is not accepted by any of these bidders the 6^{th} ranked bidder will be considered under the same conditions. In such an event, the financial bid of the bidder who had declined to match the rates will not be considered. This process will be continued so that a panel of five bidders can be made with the lowest quote for each key personnel.
- The list of the empanelled firms with man-month rates for each key personnel will be circulated to all the ports. IPA/User Departments may select any firm to carry out any assignments. IPA/User Departments will state the man-months upfront. IPA/User Departments may discuss with the empanelled firms to arrive at the reasonable man-months requirement. IPA/User Departments may, after issuance of the Work Order, negotiate the man-months deployment with the selected empanelled firm to ensure the total consultancy fee is reasonable and within the approved budget.
- IPA/User Department shall have the sole prerogative to interview and select the candidates during award of work. Any candidate not found to be performing to meet job requirements shall be replaced by the company/agency with an alternative individual meeting the qualification and experience requirement.
- All candidates shall have the relevant experience in the area of their expertise as specified by the IPA and possess necessary consulting, oral/written communication and inter-personal skills.

5. SCOPE OF WORK

The empanelled agencies may be engaged by User Departments for undertaking one or more of the following assignments.

The scope is indicative and not exhaustive.

1. Programme Management and PMU Support

- Establishment and operation of Programme Management Units (PMUs).
- Establishment of Project Management Offices (PMOs).
- Multi-project and portfolio management support.
- Project governance frameworks.
- Monitoring of strategic and transformation initiatives.
- Capex project monitoring and reporting.
- Centralized project monitoring systems.
- Master programme scheduling and monitoring.
- Portfolio prioritization and management.
- Benefits realization tracking.
- Development of project dashboards and reporting mechanisms.
- Preparation of progress reports and management reviews.
- Risk monitoring and mitigation support.
- Stakeholder coordination and inter-agency management support.
- Programme evaluation and impact assessment.
- Monitoring of Maritime Vision initiatives and strategic projects.
- Maritime Vision implementation PMOs.
- Maritime sector reform PMOs.
- ESG implementation PMOs.
- Security and resilience programme management offices.
- Enterprise portfolio management frameworks.
- Inter-agency coordination and stakeholder management support.

2. Business Transformation and Organizational Excellence

- Enterprise transformation programmes.
- Business transformation initiatives.
- Business process re-engineering.
- Process optimization and simplification.
- Service delivery transformation.
- Organizational restructuring and redesign.
- Functional reviews and role optimization.
- Productivity improvement programmes.
- Workforce transformation initiatives.
- Operating model design and implementation.
- Service level improvement programmes.

- Organizational maturity assessments.
- Efficiency enhancement programmes.
- Continuous improvement frameworks.
- Enterprise-wide transformation programs.

3. Performance Management and Governance

- Enterprise Performance Management (EPM) frameworks.
- Design and implementation of KPI frameworks.
- Performance scorecards.
- Balanced Scorecard implementation.
- Real-time monitoring and performance reporting systems.
- Target-setting frameworks.
- Institutional performance monitoring systems.
- Management review mechanisms.
- Departmental performance frameworks.
- Productivity measurement systems.
- Governance and accountability frameworks.
- Performance benchmarking programmes.
- Outcome measurement frameworks.
- Results-based management systems.

4. Digital Transformation Programme Advisory
(Implementation and transformation support)

- Enterprise digital transformation programmes.
- Digital operating model implementation.
- Enterprise application transformation.
- Port digitization programmes.
- Digital governance frameworks.
- Digital transformation PMO support.
- Enterprise architecture governance.
- Technology programme governance.
- Change management for digital initiatives.
- Digital adoption and transformation programmes.
- Technology modernization programmes.
- Enterprise digital maturity enhancement.
- Business-technology alignment initiatives.
- Maritime cybersecurity programme implementation.
- Maritime interoperability and system integration programmes.
- Maritime data exchange platform implementation support.
- Technology adoption programme management.
- Enterprise cyber resilience programme execution.
- Maritime digital risk management programmes.

5. Smart Port and Port Automation Management Advisory

Support for implementation and adoption of:

- Port automation initiatives.
- Digital incident management systems.
- E-gate pass automation.
- Automated gate operations.
- Port Community Systems.
- RFID-enabled operational systems.
- Smart parking systems.
- Smart energy management systems.
- Automated customer experience systems.
- Document digitization programmes.
- Electronic Financial Receipt (eFR) systems.
- Electronic Delivery Order (eDO) implementation.
- Workflow automation initiatives.
- Digital approval systems.
- Single Window systems.
- Virtual booking systems.
- Digital port service platforms.
- Digital infrastructure governance.
- Industrial automation programme management.
- Digital Twin deployment governance.
- Operational technology adoption programmes.
- Integrated command-and-control centre implementation support.

6. Data Governance, Analytics and Decision Management

- Enterprise data governance frameworks.
- Data management operating models.
- Data quality frameworks.
- Master data management programmes.
- Data sharing frameworks.
- Enterprise analytics implementation.
- Business intelligence programmes.
- Decision support systems.
- Data-driven governance frameworks.
- Data interoperability initiatives.
- KPI monitoring platforms.
- Executive dashboards.
- Data lake and enterprise data initiatives.
- AI-enabled decision support systems.

7. AI, Emerging Technology and Automation Programme Advisory

- Artificial Intelligence adoption programmes.
- Generative AI implementation advisory.
- Enterprise AI governance.
- Automation strategy execution.
- Robotic Process Automation (RPA) programmes.
- Computer Vision deployment programmes.
- Intelligent process automation initiatives.
- Machine Learning implementation support.
- Digital Twin deployment advisory.
- Blockchain adoption programmes.
- IoT deployment governance.
- Emerging technology programme management.
- Enterprise innovation implementation support.

8. Logistics, Operations and Supply Chain Transformation

- Operational transformation programmes.
- Cargo handling optimization.
- Berth productivity improvement programmes.
- Supply chain transformation.
- Trade facilitation programmes.
- Multimodal logistics integration initiatives.
- Logistics process optimization.
- Container flow management programmes.
- Cargo evacuation improvement programmes.
- Asset utilization optimization.
- Port performance enhancement initiatives.
- Operational excellence frameworks.
- Logistics ecosystem integration programmes.

9. National Logistics and Ecosystem Integration

- ULIP integration programmes.
- National Logistics Portal integration programmes.
- PM Gati Shakti alignment support.
- Cross-agency coordination frameworks.
- Marine logistics ecosystem integration.
- Digital ecosystem integration projects.
- Inter-operability implementation programmes.
- Stakeholder integration platforms.
- Maritime single-window implementation support.

10. Financial and Commercial Management Advisory

- Financial planning and management frameworks.
- Commercial transformation programmes.
- Revenue enhancement initiatives.
- Cost optimization programmes.
- Financial modelling support.
- PPP transaction support.
- Commercial due diligence.
- Project financial review and monitoring.
- Tariff and commercial implementation advisory.
- Budgeting and financial performance management.
- Investment tracking frameworks.
- Business case validation.
- Land and estate monetization programme support.
- Revenue assurance and revenue protection programmes.
- Commercial asset management frameworks.
- Port commercial governance programmes.
- Maritime investment facilitation support.

11. Human Capital, Change Management and Organizational Development

- Change management programmes.
- Organization development initiatives.
- Workforce planning.
- HR transformation programmes.
- Competency framework development.
- Leadership development frameworks.
- Behavioural transformation initiatives.
- Stakeholder engagement programmes.
- Communication and outreach strategies.
- Workforce capability enhancement.
- Knowledge management systems.
- Change adoption frameworks.
- Organizational readiness assessments.
- Maritime workforce modernization programmes.
- Future skills and emerging technology workforce programmes.
- Maritime leadership development initiatives.
- Port labour transformation programmes.
- Change management for automation and digitalization initiatives.

12. Risk, Compliance and Business Resilience

- Enterprise risk management frameworks.
- Operational risk management.

- Programme risk management.
- Business continuity planning.
- Resilience frameworks.
- Internal controls assessment.
- Compliance monitoring frameworks.
- Governance, Risk and Compliance (GRC) initiatives.
- Business process controls.
- Enterprise resilience assessments.
- Maritime security governance frameworks.
- Enterprise security risk management programmes.
- Critical infrastructure protection programmes.
- Disaster preparedness implementation frameworks.
- Incident response and crisis management programmes.
- Maritime resilience programme implementation.
- Cyber resilience programme management.
- Security operations governance frameworks.
- Regulatory compliance management programmes.
- Audit readiness and governance improvement initiatives.

13. Capacity Building and Knowledge Transfer

- Institutional capacity building programmes.
- Development of operating manuals and SOPs.
- Training framework development.
- Knowledge transfer programmes.
- Workshops and stakeholder consultations.
- Advisory and operational support to Centres of Excellence.
- Best-practice dissemination programmes.
- Development of implementation toolkits and frameworks.
- Research and knowledge management systems.
- International institutional collaboration programmes.
- Maritime innovation promotion programmes.
- Development of sectoral knowledge repositories, standards, manuals and implementation toolkits.

14. Cruise Shipping

- Facilitate alignment and coordination among key stakeholders
- Sector development and improve ease of doing business.
- Support investment promotion and partnership development.
- Undertake market assessments, global benchmarking, and sectoral studies.
- Develop performance monitoring and impact assessment frameworks.

15. Procurement, Commercial and Contract Management

- Procurement transformation programmes.
- Contract lifecycle management frameworks.
- PPP contract management support.
- Concession monitoring programmes.
- Contract claims and risk management.
- Tender process redesign and standardization.
- Vendor performance monitoring systems.
- Commercial governance and oversight mechanisms.
- Strategic sourcing programmes.

16. Estate, Land and Asset Management

- GIS-enabled estate management systems.
- Land record modernization and digitization.
- Lease administration and monitoring frameworks.
- Estate asset optimization programmes.
- Waterfront redevelopment management support.
- Land-use compliance monitoring.
- Estate revenue optimization programmes.
- Asset lifecycle governance frameworks.

17. Other Management Consulting Services

IPA and User Departments may assign any other management consulting assignments relating to:

- Organizational transformation
- Programme management
- Project management
- Digital transformation
- Performance management
- Operational excellence
- Governance
- Logistics
- Commercial management
- Financial management
- Human resources
- Change management
- Data governance
- Technology adoption
- Enterprise modernization

or any other assignment requiring management advisory, implementation support, programme governance, transformation management or operational improvement services.

5.1 Remuneration

It is understood that the Fee quoted by the Consultant shall be the all-inclusive firm price (excluding GST) which shall be valid till completion of all related works and it shall cover:

(A) such salaries and allowances as the Consultant shall have to pay to the Personnel as well as factors for social charges and overhead.

(B) the cost of back supporting by home office staff not included in the Personnel listed.

(C) the Consultancy Firm’s fee.

(D) bonuses or other means of profit-sharing, if any

(E) Cost of any accessing any knowledge repository, document or proprietary data required for the execution of assignment.

It is also understood that the logistics arrangements (airfare, accommodation, local transport, etc.) for surveys, stakeholder consultations, and review meetings shall be borne directly by the User Department and cost on this overhead shall not be part of price bid quote. This condition will not apply for meetings/consultations taking place in Delhi.

6 General Conditions of Contract

Consultants have been empanelled in the subject E-Tender published by IPA and have agreed to the terms and conditions specified in the bid document for completing the above-mentioned work more specifically detailed as per Scope of Work in the bid document. These General terms and conditions of this Contract shall also form part of this tender.

6.1 Consideration

Payments to the consultants will be in accordance with the rates finalised by IPA. The consultants will undertake work from the respective offices of User Departments unless otherwise agreed. Logistics costs for travel outside Delhi, where required by User Departments, shall be borne directly by IPA/User Department as per the terms of the relevant Work Order.

6.2 Period of empanelment

The empanelment will be for a period of 03 years from the date of issue of the empanelment letter. The extension of the empanelment may be done with the mutual consent of the concerned parties.

6.3 Non-performance of Contract/ Breach of Contract

In the event of unsatisfactory performance or non-compliance with regard to the provisions of the Contract or if any breach is committed by the Consultant of the terms and conditions of the Contract, the User Department will issue notice to the consultant indicating such unsatisfactory performance or non-compliance by the Consultant, for compliance and if the Consultant fails to comply within a period of 30 days from the date of issue of such notice, the User Departments reserves the right to terminate the assignment. In case of repeated defaults/non-performance, IPA may terminate the empanelment.

6.4 Malpractice or furnishing of false information

In case of suppressing of any facts or furnishing of false information or malpractice committed by the Consultant anytime during the tender process and/or during the contract period, the IPA shall reject the bid in whole or terminate the empanelment. In the event of such omission, the IPA reserves right to forfeit the EMD lying with the IPA. In addition to the above, the IPA may also black list or suspend or debar the Consultant from participating in future tenders, as the IPA thinks deem fit.

6.5 Negotiations

If necessary, IPA may invite one or more of the empanelled consultants for discussions prior to issuance of a Work Order to confirm understanding of the Terms of Reference, methodology and quality of the work plan.

6.6 Substitution of Key Personnel

The User Departments expects all the Key Personnel to be available during any work and consultant will not substitute any Key Personnel without the approval of the User Departments. The User Departments will not normally consider substitution of Key Personnel except for reasons of any legal disqualification, incompetence, incapacity, major health issues or any other reasons beyond the control of the consultant. Such substitution shall ordinarily be permitted subject to equally or better qualified and experienced personnel being provided to the satisfaction of the User Departments.

6.7 Discontinuance by the Consultant

If the consultant is not in a position to continue the contract, the Consultant should give a notice of 60 (sixty) days in writing, prior to the proposed date of discontinuance of the contract to the IPA.

6.8 Foreclosure of the Contract by IPA

The Contract may be foreclosed by the IPA by giving 30 (thirty) days advance notice to the consultants during the subsistence of the contract period without assigning any reasons.

6.9 Change in Constitution

The Consultant / Contracting entity shall not make change in the formation, constitution or composition of its business or its name without the written consent of the IPA, during the existence of the Contract.

6.10 Insolvency / Bankruptcy / Winding up, etc.,

The IPA shall be entitled to cancel / terminate the Contract before expiry of contract period, if the Consultant is declared as insolvent or bankrupt or is unable to pay its debts or makes a composition with its creditors or if a trustee, liquidator, receiver or administrator is appointed to take over the assets or the business or the undertaking of the Consultant or if a substantial portion of the assets, property, revenues or business of the Consultant is confiscated or expropriated by the Central / State Government or any governmental agency or third party or if the law relating to the sick organization applies to the Consultant or the Consultant is dissolved or wound up or if an order shall be made or an effective resolution is passed for the winding up of the Consultant or the Consultant is reconstituted or the business or operations of the Consultant is closed either due to disputes inter-se amongst its stakeholders or otherwise.

6.11 Liquidated damages (LD)

If the Consultant fails to adhere to the timelines prescribed for any stage of a specific assignment undertaken under this empanelment, a penalty of **0.2% of the total value of that assignment's Work Order per week** (or part thereof) shall be levied, subject to a cumulative maximum of **10% of the Work Order value**. In case User Departments incurs any additional cost due to such delay, the same shall be recoverable from the Consultant.

6.12 Penalty

The assignment shall be undertaken as per the scope of work. If the work is of inferior quality not acceptable to User Departments then a penalty equivalent to 10% of the value of work will be imposed.

6.13 Confidentiality

The Consultant shall keep confidential, all the data and other information of the User Departments shared or obtained during the course of work in any form during and after expiry/termination/cancellation of the Contract, except that which are available in the public domain.

6.14 Damage to IPA

The Consultant shall be responsible for making good to the satisfaction of the IPA, any loss or damage caused to IPA if such loss or damage is due to fault and/or the negligence or wilful acts or omission of the Consultant or his agents/ representatives. The consultant shall make good the loss as assessed by the IPA.

6.15 Indemnification

The Consultant shall defend, indemnify and keep indemnified and hold the User Departments, its officers and employees harmless from any and all claims, demands, injuries, damages, costs, charges, compensation, losses, expenses, proceedings or suits including attorney fees, arising from any breach or default in the performance of any obligation on the Consultant's part to be performed under the terms and conditions of this Contract or arising from any negligence of the Consultant, or any of its agents or the person provided for the purpose of this Contract or non-fulfilment / non-adherence / non- compliance of any statutory provisions which is as per law the consultant is required to comply with. The provisions of this section shall survive even after the expiration or termination of this Agreement.

6.16 Changes in terms of a concluded Contract

No variation in the terms of a concluded contract can be made without the consent of both the parties.

6.17 Dispute Resolution

i) In the event of any dispute or difference of whatsoever nature between the parties arising out of, in relation to, or in connection with the contract, including any dispute or difference arising from or in connection with termination, the parties shall, at the outset, attempt to resolve the said dispute or difference amicably.

ii) Any claim, dispute or difference relating to or arising out of this contract /tender shall be settled amicably between the parties as per the guidelines issued by Ministry of Finance vide OM No. F 1/2/2024-PDD Dated 03.06.2024, as amended/superseded from time to time.

iii)The contract shall be subject exclusively to the laws of India. Subject to the clause, the Courts at New Delhi shall have exclusive jurisdiction with respect to the disputes or differences of whatsoever nature between the parties arising out of, in relation to, or in connection with the contract. Any court case pertaining to this contract / tender shall lie within the jurisdiction of the court where the headquarters of IPA is situated.

6.18 Doubt and clarifications

In case of any doubts on the terms and condition of the tender, the same may be referred to the Managing Director, Indian Ports Association, New Delhi in writing for clarification, whose interpretation shall be final and binding.

6.19 Notice

Any notice to the consultant shall be deemed to be sufficiently served by IPA (or authorised Major Port Authority as User Department) to the Consultant directly or to any person declared as his authorised representative in **Form – 5**, if given or left in writing at the address or sent through E-mail ID given in response to the bid document declared in the **Form - 2**. Responsibility to notify any change in address and/or email- id entirely lies with the Consultant.

6.20 Joint Venture

Joint Ventures including Consortium (that is an association of several persons or firms or companies) are not permitted to participate in this tender.

6.21 Sub-contracting

The Consultant can assign, transfer, pledge or sub-contract all or part of the performance or services awarded by the User Departments to any other party with written consent of User Departments for the purpose of better execution of contract.

6.22 Applicable Law and Jurisdiction

The contract shall be governed by and construed according to the laws in force in India. The Consultant shall hereby submit to the jurisdiction of the courts situated at New Delhi for the purpose of actions and proceedings arising out of this contract and the courts at New Delhi shall have the sole jurisdiction to hear and decide such actions and proceedings.

6.23 Adoption

The Contract shall be governed by the provisions or amendments or clarifications issued by Indian Ports Association and any other relevant Acts and directives issued by the Government of India from time to time. It shall be binding upon the Consultant to comply with all such acts, rules, regulations and directives issued by the Government of India and/or others communicated by the IPA from time to time.

7 Special Conditions of Contract

The Consultants being empanelled have agreed to these Special conditions of the contract as specified in the bid document for completing the work specifically detailed as per Scope of Work in the bid document. These Special conditions of the Contract shall also form part of this tender.

7.1 Ownership

The ownership and Intellectual Property rights for all the documents and data generated shall lie with Indian Ports Association (IPA)/ User Department including any pre and post assignment reports, PPTs, minutes, discussion notes, data sets, data analysis or any other relevant document/data.

7.2 Miscellaneous

i) The IPA/ User Department, in its sole discretion and without incurring any obligation or liability, reserves the right, at any time, to:

a) call the consultant physically or through VC in order to receive updates, clarification or further information related to project;

b) retain any information and/or evidence submitted to the User Departments by, on behalf of and/or in relation to the project;

c) independently verify, disqualify, reject and/or accept any and all submissions or other information and/or evidence submitted by or on behalf of the consultant.

ii) The Consultant shall be accessible through E-mail/Special Messenger/Phone from the User Departments, which shall be acknowledged and responded immediately on receipt, on the same day, by the Consultant.

Annexures and Forms

Annexure - A

Qualification and Responsiveness Information
(List of Documents to be enclosed)

The bidders shall upload necessary documents to determine their qualification and responsiveness of Technical Bid by using their user-id and password in the E-tender portal on or before the last date of submission of tender as mentioned in the RFP Notice. All documents mentioned in the check list of **Annexure – A** shall be uploaded with the proposal. If some document is not applicable for any bidder, then that document shall be strike through as **"Not Applicable"** and then uploaded with other documents. If any bidder wants to attach any supplementary document / information other than that is mentioned in **Annexure – A**, the same may be uploaded in the last after uploading all documents as per checklist. All bidders shall upload the following documents and other necessary information with their bids by scanning the relevant documents after being filled, signed with seal and serially numbered by the Bidder:

S. No.	Documents detail	Document Reference	Uploaded Page Ref No.
1	Bid cover letter	Form-1	
2	Bidder's Profile	Form-2	
3	Statement of Legal Capacity	Form-3	
4	Power of Attorney for Authorised Signatory (notarised)	Form-4	
5	Declaration of Authorised Representative	Form-5	
6	EMD Transaction Details (UTR / remittance proof)	Form-6	
7	Declaration & Undertaking by Bidder claiming exemption from EMD payment (if applicable)	Form-6A	
8	CA Certificate – Financial & Capability Certification of the Bidder	Form-7	
9	CA Certificate – Annual Turnover of the bidder (FY 2022-23 to 2025-26)	Form-7A	
10	Past Experience of the Bidder	Form-8	
11	HR Certificate for On-Payroll Staff Strength & Premier Institutional Qualifications	Form-8A	
12	Details of TDS Certificate	Form-8B	
13	Declaration by the Bidder	Form-9	
14	Tender Acceptance and Declaration on Litigation & Blacklisting	Form-10	
15	Bank Mandate Form	Form-11	
16	Prebid Query Form	Form-12	

17	CVs of Key Personnel (as per RFP-defined roles and qualifications)	Form-13	
	Statutory and Supporting Documents		
18	Certificate of Incorporation/ Registration		
19	Valid GST Registration Certificate		
20	Valid PAN Card		
21	Audited Profit & Loss Statements for FY 2022-23, 2023-24, 2024-25, 2025-26 (at least any three required)		
	Work Orders / Completion Certificates / Partial Completion Certificates		
	TDS Certificates (for private sector experience)		
	Certificate from Head of HR / Director confirming Key Personnel are on payroll		
	Technical Presentation (PPT) and Case Studies – to be submitted with bid and presented to IPA		
	Any other evidence documents supporting eligibility and experience		

(Fill the page numbers where the documents have been uploaded in the table provided above)

*The above qualification documents to be uploaded list is subject to changes as per the requirement of the concerned department

Place: ……………………….

Date: ………………………..

Signature and seal of the Authorized Representative of Bidder

Form - 1

Bidder's Bid Cover Letter

(To be provided on the bidder's company letter head with signature and seal)

(Date and Reference)

1. Registered Business Name:
2. Registered Business Address :
3. Name of the Contact person to whom all references shall be made regarding this tender:
4. Description and address of the person to whom all references shall be made regarding this tender:
5. Telephone :
6. Mobile :
7. E-Mail :

To,
The Managing Director
Indian Ports Association
1st Floor, South Tower
NBCC Place, Bhisham Pitamah Marg
Lodhi Road, New Delhi – 110003

Sub: Proposal for Providing Management Consulting Services

Dear Sir,

With reference to your RFP Document dated…………….., after having examined all relevant documents and understood their contents, I/We hereby submit our Proposal for the subject assignment.

Further That,

1. I/We acknowledge that the IPA will be relying on the information provided in the Proposal and the documents accompanying the Proposal for empanelment of the Agency, and we certify that all information provided in the Proposal and in the Appendices is true and correct, nothing has been omitted which renders such information misleading; and all documents accompanying such Proposal are true copies of their respective originals.
2. This statement is made for the express purpose of selection as the Agency for the aforesaid Project.
3. I/We shall make available to the IPA any additional information it may deem necessary or require for supplementing or authenticating the Proposal.
4. I/We acknowledge the right of the IPA to reject our application without assigning any reason or otherwise and hereby waive our right to challenge the same on any account whatsoever.
5. I/We hereby give our consent to the IPA or its authorized Representatives to conduct any investigations to verify the statements, documents and information submitted and to clarify the financial and technical aspects of this application. For this, we hereby authorize (any Public Official, Engineer, Bank, Depository, Manufacturer, Distributor, etc.) or any other person or firm to furnish pertinent information deemed necessary and requested by the IPA

to verify statements and information provided in this application or regarding our competence and standing.

6. I/We certify that in the last three years, we or any of our Associates have not been imposed any major penalty by an arbitral or judicial authority through a judicial pronouncement or arbitration award that materially affects our ability to undertake the assignment.
7. I/We declare that:

a. I/We have examined and have no reservations to the RFP Documents, including any Addendum issued by the IPA;
b. I/We do not have any conflict of interest in accordance with the provisions mentioned in the RFP Document;
c. I/We have not directly or indirectly or through an agent engaged or indulged in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice, as defined in the RFP document, in respect of any tender or request for proposal issued by or any agreement entered into with the IPA or any other public sector enterprise or any government, Central or State; and
d. I/We hereby certify that we have taken steps to ensure that in conformity with the provisions of the RFP, no person acting for us or on our behalf will engage in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice.

8. I/ We understand that you may cancel the Selection Process at any time and that you are neither bound to accept any Proposal that you may receive nor to select the agency, without incurring any liability to the Applicants in accordance with provisions of the RFP document.
9. I/ We declare that we are not a Sub-Agency in any other Proposal applying for Selection as an Agency under this RFP.
10. I/ We certify that in regard to matters other than security and integrity of the country, we or any of our Associates have not been convicted by a Court of Law or indicted or adverse orders passed by a regulatory Board which would cast a doubt on our ability to undertake the Consulting Services for the Project or which relates to a grave offence that outrages the moral sense of the community.
11. I/ We further certify that in regard to matters relating to security and integrity of the country, we have not been charge-sheeted by any agency of the Government or convicted by a Court of Law for any offence committed by us or by any of our Associates.
12. I/ We further certify that no investigation by a regulatory Board is pending either against us or against our Associates or against our CEO or any of our Directors/ Managers / employees.
13. I/ We hereby irrevocably waive any right or remedy which we may have at any stage at law or howsoever otherwise arising to challenge or question any decision taken by IPA [and/ or the Government of India] in connection with the selection of agency or in connection with the Selection Process itself in respect of the above mentioned Project.
14. I/ We agree and understand that the proposal is subject to the provisions of the RFP document. In no case, shall I/we have any claim or right of whatsoever nature if the Contract for the Project is not awarded to me/us or our proposal is not opened or rejected.
15. I/ We agree to keep this offer valid for 120 (one-hundred twenty) days from the Proposal Due Date specified in the RFP.

16. A Power of Attorney in favour of the authorised signatory to sign and submit this Proposal and documents is attached herewith in **Form - 4**.
17. In the event of my/our firm being selected as the Agency, I/ we agree to enter into an Agreement with IPA. We agree not to seek any changes in the form and agree to abide by the same.
18. In the event of my/ our firm being selected as the agency, I/ we agree and undertake to provide the services in accordance with the provisions of the RFP and that we shall be responsible for providing the agreed services and shall not sub-contract or assign any part thereof to any other person or Associate without the prior written consent of User Departments, in accordance with Clause 6.21 of the General Conditions of Contract.
19. I/ We have studied RFP and all other documents carefully. We understand that except to the extent as expressly set forth in the Agreement, we shall have no claim, right or title arising out of any documents or information provided to us by IPA or in respect of any matter arising out of or concerning or relating to the Selection Process including the award of Consulting Services.
20. The Financial Proposal is being submitted in the CPP Portal. This Technical Proposal read with the Financial Proposal shall constitute the Application which shall be binding on us.
21. I/ We agree and undertake to abide by all the terms and conditions of the RFP Document.

    In witness thereof, I/ we submit this Proposal under and in accordance with the terms of the RFP Document.

Yours faithfully,

(Signature, name and designation of the authorized signatory)
(Name and seal/ stamp of the Applicant)

Form-2

Particulars of the Bidder

(To be provided on the bidder's company letter head with signature and seal)

S. No.	**Particulars**	**Details**
i.	Name of Firm:	
ii.	Country of incorporation:	
iii.	Registered address:	
iv.	Year of Incorporation:	
v.	Year of commencement of business:	
vi.	Principal place of business:	
vii.	Name, designation, address and phone numbers of authorized signatory of the Applicant:	
viii.	Name:	
ix.	Designation:	
x.	Company:	
xi.	Address:	
xii.	Phone No.:	
xiii.	Fax No.:	
xiv.	E-mail address:	

(Signature, name and designation of the authorized signatory)
For and on behalf of
………………….................

Form-3

Statement of Legal Capacity

(To be provided on the bidder's company letter head with signature and seal)

(Date and Reference)

To,

The Managing Director
Indian Ports Association
1st Floor, South Tower
NBCC Place, Bhisham Pitamah Marg
Lodhi Road
New Delhi – 110003

Sub: Proposal for Providing Management Consulting Services

Dear Sir,

I/ We hereby confirm that we, the Applicant, satisfy the terms and conditions laid down in the RFP document.

I/ We have agreed that (insert individual's name) will act as our authorized Representative and has been duly authorized to submit our Proposal. Further, the authorized signatory is vested with requisite powers to furnish such proposal and all other documents, information or communication and authenticate the same.

Yours faithfully,

(Signature, name and designation of the authorized signatory)
For and on behalf of ....

Form - 4

Power of Attorney

Know all men by these presents, We, (name of Firm and address of the registered office) do hereby constitute, nominate, appoint and authorize Mr/Ms.. son/daughter/wife and presently residing at…………, who is presently employed with/ retained by us and holding the position of .... as our true and lawful attorney (hereinafter referred to as the "Authorised Representative") to do in our name and on our behalf, all such acts, deeds and things as are necessary or required in connection with or incidental to submission of our Proposal for and selection, as the Agency, to work as agency of Indian Ports Association, New Delhi, for the ___________ including but not limited to signing and submission of all applications, proposals and other documents and writings, participating in pre-bid and other conferences and providing information/ responses to IPA, representing us in all matters before IPA, signing and execution of all contracts and undertakings consequent to acceptance of our proposal and generally dealing with IPA in all matters in connection with or relating to or arising out of our Proposal for the said Project and/or upon award thereof to us till the entering into of the Agreement with IPA.

AND, we do hereby agree to ratify and confirm all acts, deeds and things lawfully done or caused to be done by our said Authorized Representative pursuant to and in exercise of the powers conferred by this Power of Attorney and that all acts, deeds and things done by our said Authorized Representative in exercise of the powers hereby conferred shall and shall always be deemed to have been done by us.

IN WITNESS WHEREOF WE, ... THE ABOVE NAMED PRINCIPAL HAVE EXECUTED THIS POWER OF ATTORNEY ON THIS .... DAY OF , 2026

For ....

(Signature, name, designation and address)

Witnesses:

1

2

Notarized Accepted

....

(Signature, name, designation and address of the Attorney)

Note:

I. The mode of execution of the Power of Attorney should be in accordance with the procedure, if any, laid down by the applicable law and the charter documents of the executant(s) and when it is so required the same should be under common seal/ stamp affixed in accordance with the required procedure.

II. For a Power of Attorney executed and issued overseas, the document will also have to be legalized by the Indian Embassy and notarized in the jurisdiction where the Power of Attorney is being issued. However, the Power of Attorney provided by Applicants from countries that have signed the Hague Apostille Convention, 1961 are not required to be legalized by the Indian Embassy if it carries a conforming Apostille certificate.

Form - 5

Declaration of Authorised Representative

(To be provided in Rs.100 /- non-judicial stamp paper)

(Separate Forms to be submitted for each Signatory with details of Proprietor or Partner or Managing Director)

I/We......................... (Name) being the (Proprietor/Partners/Karta/Managing Directors and whole time Director/Members of Managing Committee of Associations/Board of Trustees etc.) of .... (Name of the Bidder), hereby solemnly affirm and declare that the (Authorized Signatory) is hereby authorized, vide resolution No. (Resolution Number) dated. (Resolution Date) (copy submitted herewith), to act as an authorized signatory for the business (Name of the Bidder) for which submission of bid is being filed under the tender. All his actions in relation to this tender will be binding on me/us.

Signature of the person competent to sign
Name:...
Description:..
Name of the Business Entity:...

Acceptance as an Authorized Signatory

I (Authorized Signatory) hereby solemnly accord my acceptance to act as authorized signatory for the above referred business and all my acts shall be binding on the business.

Signature of Authorized Signatory
Name:..
Description: ....
Place: ....
Date: ....

Note:

1. For the purpose of this tender and the Agreement, the tender, forms, Agreement and other documents shall be signed only by the persons, who are themselves in a position to undertake the work and possessing all other resources required for the purpose. The tender shall contain the name, residence and place of business of the person or persons submitting the tender and shall be signed by the Bidder with his usual Authorized representatives followed by the name and Description of the person signing the document along with a copy of the partnership deed. A copy of the constitution of the firm with the names and addresses of all the partners shall be furnished.
2. Tender by a corporation shall be signed in the name of the corporation by a duly authorized representative, and a power of attorney in that behalf shall accompany the tender. In the case of company, a copy of the Memorandum and Articles of Association shall be furnished.
3. Tenders may be submitted by agents on behalf of their principals, but in such cases the Board reserves the right to enter into contract with the principals, or with the principals and agents jointly, as deemed appropriate.

Form - 6

Transaction details for remittance of Earnest Money Deposit (EMD)

The bidder shall provide the details of remittance of Earnest Money Deposit (EMD) as per the bid document as follows:

S. No.	Unique Transaction Reference (UTR) No.	Date of transfer	Amount (in INR)	Uploaded page No. reference
1				

(Signature, name and designation of the authorized signatory)
For and on behalf of ....

Form – 6A

Declaration & Undertaking by the Bidder who is claiming exemption from payment of EMD based on any Central/State Government certification

(To be provided on the bidder's company letter head with signature and seal)

Date: …………………

S. No.	Particulars	Details
1	Is your organization Proprietary / Partnership / Private Limited Company / Public Limited Company / Others	…………………………………
2	Does your organization belong to Micro / Small / Medium scale Industry / Start-ups/ others (Please tick mark appropriate box. If bidder is Start-up & MSE, then please tick mark both)	○ Micro ○ Small Scale ○ Medium ○ Startup Company ○ Others
3	Attach the copy of the certificate	O

Note:

The above details are furnished only for the purpose of claiming exemption from Earnest Money Deposit and no exemption shall be given for payment of Cost of Tender Document and the application will not be considered for evaluation in case the cost of tender document is not paid.

Declaration:

We declare that the above details are true. In case any of the details are found to be false/untrue, our offer will be liable for rejection /cancellation of order/ subjected to appropriate actions as per tender Terms & Conditions.

(Signature, name and designation of the authorized signatory)
For and on behalf of ....
(With Company Seal & Signature)

Form – 7

Financial & Capability Certification of the Bidder

(To be issued by a Chartered Accountant / Statutory Auditor – not an employee or Director of the bidding firm)

Tier applied for (tick one in each row):

☐ Tier 1 ☐ Tier 2

A bidder may apply in only one tier. All thresholds certified below must be read against the single tier ticked above.

I/We, M/s _____________________, Chartered Accountants (FRN: ___________), hereby certify the following verifiable financial metrics with respect to M/s _____________________ (Bidder):

1. The Bidder is a legally registered entity in India and has been consistently operating as a professional management consulting agency for the past _____ years (excluding the current financial year).
2. Consulting Capability — complete the details below for the tier applied for:

Dedicated on-payroll consulting professionals:

We confirm that the Bidder maintains a dedicated consulting practice in India with ______ **consulting professionals on payroll** engaged in one or more of the Management Consulting areas specified in this RFP meeting the Criterion No. 2 minimum of:

- Management Consulting: 250 (Tier 1) / 100 (Tier 2) professionals.

3. **Conformity Statement:** Based on the above, we certify that the Bidder satisfies Criterion No. 2 (Consulting Capability) of the Pre-Qualification framework for the tier applied for under this RFP.

CA Firm Name: _____________________________
FRN: ____________________
Signing Partner Name & Membership No.: ____________________
Seal: ________________
Date: ____________
Place: ____________

Form – 7A

Financial Capability of the Bidder
CA Certificate – Annual Turnover

(To be issued by a Chartered Accountant / Statutory Auditor — not an employee or Director of the bidding firm)

Tier applied for (tick one in each row):

☐ Tier 1 ☐ Tier 2

I/We, M/s ____________________, Chartered Accountants (FRN: __________), hereby certify that the following information in respect of M/s ____________________ (the "Bidder") is true and correct, based on its audited financial statements:

Annual Turnover from Consulting Services

Financial Year	Total Annual Turnover from Consulting Services (Rs. Cr)	Uploaded page no. reference
2022-23		
2023-24		
2024-25		
2025-26		
Average Annual Turnover of the Three Qualifying Financial Years		

We confirm that the Bidder's average annual turnover of **Rs. ______ Cr** (best three of the last four financial years) meets / exceeds the minimum requirement under Clause 4.4 (PQ Criterion 7) for the tier applied for, namely:

Tier 1	Tier 2
₹500 Cr	₹100 Cr

Applicable threshold for this bid: Rs. ______ Cr.

CA Firm Name: _____________________________

FRN: ____________________

Signing Partner Name & Membership No.: ____________________

Seal: ________________

Date: ____________

Place: ____________

Form - 8

Past Experience of the Bidder

(To be provided on the Bidder's letterhead with signature and seal)

Tier applied for (tick one in each row):

☐ Tier 1 ☐ Tier 2

A bidder may apply in only one tier. All thresholds certified below must be read against the single tier ticked above.

The Bidder's experience in similar assignments carried out for any Central / State Government / Autonomous body / PSE / PSU / Nationalised Bank / Public or Private Limited Company, etc., relevant to the Pre-Qualification criteria (Criterion Nos. 4, 5 and 6) for the tier applied for, must be provided in the matrix below. **Insert as many rows as required to list all qualifying assignments.**

Details of Similar Past Experience

S. No.	Name of Assignment & Brief Scope	Consulting Fee Value (Rs. Cr)	Client Type (Govt-Public/ Private)	Sector (Maritime-Port-Logistics/ Other)	Work Order Ref. No. & Dates (Start/ Completion)	Client Name & Uploaded Page Ref.
1						
2						
…						

Applicable Pre-Qualification minimums (for reference - list only assignments that meet these):

Criterion	Tier 1	Tier 2
Qualifying projects (Crit. 4)	15 projects, incl. at least 5 Govt/Public; fee > ₹2 Cr each	7 projects, incl. at least 2 Govt/Public; fee > ₹1 Cr each
Sector projects (Crit. 5)	at least 5 in Maritime/Port/Logistics/allied	at least 2 in Maritime/Port/Logistics/allied
Program Mgmt/ Transformation projects (Crit. 6)	at least 5 projects during last 10 years	at least 2 projects during last 5 years

Notes:

- Self-attested Work Orders and Completion/ Performance Certificates for each listed assignment must be uploaded (as per the checklist listed in Annexure – A).
- For private-sector client experience, corresponding TDS certificates must be submitted in Form – 8B, failing which the experience will not be recognised.
- **Consulting Fee Value** (not total project value) is the figure used to test Criterion 4 and for technical scoring; it must be stated separately for each assignment.

Signature, name and designation of the authorised signatory
For and on behalf of ____________________

Place: ________________ **Date:** ____________ **Seal:** __________

Form – 8A

HR Certificate for On-Payroll Staff Strength & Premier Institutional Qualifications
(To be issued on the Bidder's official company letterhead, sealed and signed by the Head of HR or an authorized Director)

Tier applied for (tick one in each row):

☐ Tier 1 ☐ Tier 2

A bidder may apply in only one tier. All thresholds certified below must be read against the single tier ticked above.

I, ____________________, in my capacity as **Head of Human Resources / Director** of M/s ____________________, do hereby solemnly certify that the personnel details below are true, accurate and extracted from our active India payroll registry:

1.1 Part A — On-Payroll Consulting Strength

- Total dedicated full-time consulting professionals on the India payroll: ______

We confirm the above meets the Criterion No. 2 minimum on-payroll strength for the tier applied for:

- Management Consulting professionals: 250 (Tier 1) / 100 (Tier 2)

1.2 Part B — Tabular List of On-Payroll / Proposed Resources

(Attach separate sheet if required; masked Employee IDs permitted.)

S. No.	Employee ID (masked)	Date of Joining (MM/YYYY)	Highest Qualification & University / Institute	Total Years of Consulting Exp.	Management Consulting Area / Specialisation
1					
2					
…					

1.3 Part C — Certification

I certify that the on payroll strength and qualifications stated above strictly fulfil Criterion No. 2 (Consulting Capability) of the Pre-Qualification framework for the single tier ticked above, against the minimum applicable to that tier. All listed resources are on the Bidder's payroll in India and are bound by standard corporate non-disclosure and code of conduct obligations.

Name of Certifying Officer: ____________________ Designation: ____________________

Organisation Seal: ____________________ Date: ____________

Form – 8B

Details of TDS Certificate

In case of experience in organization other than Central / State Government / Autonomous bodies / PSEs/PSUs/ Nationalized Banks / Public Limited Companies, the bidder has to provide the details of the TDS certificate in the form provided below and shall submit TDS certificate for the past experience to be uploaded, only then the experience will be considered.

S. No.	Name of Project/ Work	Value of Total Assignment (In Rs.)	Work order reference No. & Date	TDS Certificate		Name and address of the Client	Uploaded page no. reference
				No.	Amount		
1							

Yours faithfully,

(Signature, name and designation of the authorized signatory)
For and on behalf of ....
Place: ……………………. Name ……………………………………………….
Date: …………………….. Designation ………………………………………..

Business Address:
…………………………………………………………
Seal …………………………………………………

Form – 9

Declaration by the Bidder

(To be provided in Rs.100 /- non-judicial stamp paper)

To

The Head of the Organization.

I/We M/s. represented by its Proprietor/ Managing Partner/Managing Director having its Registered Office at and do declare that I/We have carefully read all the conditions of tender with NIT No………, dated…………., and accepts all conditions of the tender including amendments/corrigendum subsequently issued by the tender inviting authority, if any. Further I/we confirm our eligibility for this tender and quoted as per the tender condition and Governing laws of India, in case of typographical error found in submitted documents/affidavits/declarations, in this case we accept all the Terms and conditions of bid documents and hereby confirm as under.

1. I/We have not made any counter conditions stipulation and conditions and I/We agree that in the event of any such counter conditions my/our tender will be summarily rejected and such offer will not be evaluated and considered at all by you.
2. I/We do hereby declare that we have not been blacklisted/ debarred by any Central / State Government / Autonomous bodies / PSEs/PSUs / Nationalized Banks / Public Limited or Private Limited Companies, etc., from taking part in the tendering process.
3. I/We do hereby declare that we have not been imposed any major penalty by an arbitral or judicial authority through a judicial pronouncement or arbitration award.
4. I/We have not made any payment or illegal gratification to any person/authority connected with the tendering process so as to influence the tendering process and have not committed any offence under the Prevention of Corruption Act in connection with the tender.
5. I/We hereby declare that, all information furnished by me/us with this tender is true to best of my/our knowledge, belief and in case, if it is found that, the information furnished is not true or partially true or incorrect, I/We agree that my/our tender shall be summarily rejected without prejudice to the right of Indian Ports Association to take further action in to the matter.

Witness's Signature	**Bidder's Signature**
Name:	Name:
Address:	Address:
Tel. /Mobile No:	Tel. /Mobile No:
Date:	Date:

Form - 10

Tender Acceptance and Declaration on Litigation & Blacklisting
(To be provided on the bidder's company letter head with signature and seal)

To
The Managing Director
Indian Ports Association
1st Floor, South Tower
NBCC Place, Bhisham Pitamah Marg
Lodhi Road
New Delhi – 110003

Sub: Proposal for Providing Management Consulting Services

Sir,

WE DECLARE THAT:

1. I/We have not been involved in any litigation as on the date of submission of the bid that may have an impact of affecting or compromising the delivery of service as required under this tender.

2. Information regarding any litigation and arbitration against the IPA as on the date of submission of the bid, the parties concerned and disputed amount is as given below:

   i) _________
   ii) _________

3. I/We am / are not blacklisted or debarred as on the date of submission of bid from providing service by any Central / State Government / Autonomous bodies / PSEs / PSUs /Nationalized Banks / Public Limited or Private Limited Companies, etc., in India.

4. I/We have downloaded / obtained the tender document(s) for the above mentioned Tender / work from the website(s) namely: as per your advertisement, given in the above mentioned website(s).

5. I/We hereby certify that I/we have read the entire terms and conditions of the tender documents from Page No. to (including all documents like annexure(s), schedule(s), etc.,), which form part of the contract agreement and I/we shall abide hereby and agree the terms / conditions / clauses contained therein.

6. The corrigendum(s) issued from time to time by Indian Ports Association for the above subject work has also been taken into consideration, while submitting this acceptance letter.

7. I / We hereby certify that there is no deviation from the Tender conditions either technical or commercial or tender enquiry.

8. I / We hereby unconditionally accept the tender conditions of above mentioned tender document(s) / corrigendum(s) in its totality / entirety.

9. I / We certify that all information furnished by me / us is true & correct and in the event that the information is found to be incorrect / untrue or found violated, then Indian Ports Association shall without giving any notice or reason therefore, summarily reject the bid or terminate the contract, without prejudice to any other rights or remedy including the forfeiture of the full earnest money deposit absolutely.

Yours faithfully,

(Signature of the Bidder, with Official seal)

Witness with signature

1) Name & Address 2) Name & Address

_________________ _________________

_________________ _________________

Form – 11

Bank Mandate Form

(Bank account details of the bidder)

1. Name of the company:
2. Status:
3. Bank Name, Address & Branch:
4. IFSC Code:
5. MICR Code:
6. Account No.:
7. Branch Code:
8. Name of the Authorized Person:
9. Signature of the Authorized person as per Bank:
10. E-Mail ID of Authorized Person:
11. Contact No. Landline/Mobile:

Copy of cancelled cheque may be enclosed if Bank signature not obtained.

Name & Seal of the Bank with Date

Form - 12

Prebid Query Form (in word format)

S. No.	Page No/ Clause No.	Clause	Query
1			

(Signature, name and designation of the authorized signatory)

For and on behalf of ....

Form - 13

CVs of Key Personnel

Name:			
Major Role(s) played:			
Current Job Title:			
Experience (Provide details regarding name of the organizations worked for, Designation, Responsibilities, Tenure, etc.			
Name of Organization	From	To	Designation/ Responsibilities
Number of years with the Current Organization:			
Current job responsibilities:			
Summary of professional/domain experience:			
Skill sets:			
Highlights of assignments handled:			
Educational Background, Training /Certification			
Degree (including subjects)	Year of Award of Degree	University	% of Marks
Authorized by the Authorised Signatory	Date:		
Name:			
Signature:			

(Signature)

Annexure - B

Financial Proposal

To,
The Managing Director
Indian Ports Association
1st Floor, South Tower
NBCC Place, Bhisham Pitamah Marg
Lodhi Road, New Delhi – 110003

Sub: Financial Proposal for Providing Management Consulting Services

Sir,
I/ We, ... (Applicant's name) herewith upload the Financial bid in the CPP Portal which is inclusive of all expenses and taxes excluding GST for selection of my/our firm.
I/ We agree that this offer shall remain valid for a period of 120 (One hundred twenty) days from the Proposal Due Date or such further period as may be mutually agreed upon.

Yours faithfully,
(Signature, name and designation of the authorized signatory)

Notes:

1. The amount payable to the Consultant in accordance with the Financial bid, shall cover all the costs including all taxes and duties except GST. No additional charges in respect thereof shall be due or payable. The amount shall be limited to the amounts indicated in the financial quote and no escalation on any account will be payable on the above amounts.
2. All payments shall be made in Indian Rupees and shall be subject to applicable Indian withholding taxes if any.
3. There will be no hard copy submission and the price bid shall be uploaded only in the CPP Portal.
4. The quoted professional fee shall exclude any travel or logistics expenses for assignments outside Delhi, which are to be borne by IPA/User Department; costs for meetings/consultations in Delhi are deemed included in the quoted fee.

Annexure B1

Format of Price Bid

(To be submitted on the CPP Portal only)

(No amount is to be quoted in the Technical bids and such bids shall be rejected)

Table 1

Tender Inviting Authority: Indian Ports Association

Name of Work: Empanelment of Companies / Agencies for Providing Management Consulting Services

Contract No: IPA/P&P/MANAGEMENTCONSULTING/2026

Name of the Bidder/ Bidding Firm / Company :	

PRICE SCHEDULE

(This BOQ template must not be modified/replaced by the bidder and the same should be uploaded after filling the relevent columns, else the bidder is liable to be rejected for this tender. Bidders are allowed to enter the Bidder Name and Values only)

NUMBER #	TEXT #	NUMBER #	NUMBER #	TEXT #
Sl. No.	Item Description	BASIC RATE In Figures To be entered by the Bidder in Rs. P	TOTAL AMOUNT excluding taxes in Rs. P	TOTAL AMOUNT In Words
1	2	7	11	13
1	Key Personnel Category			
1.01	Consultant with 25 Yrs and above years of experience		0.00	INR Zero Only
1.02	Consultant with 20 and < 25 years of experience		0.00	INR Zero Only
1.03	Consultant with 15 and < 20 years of experience		0.00	INR Zero Only
1.04	Consultant with 10 and < 15 years of experience		0.00	INR Zero Only
1.05	Consultant with 6 and < 10 years of experience		0.00	INR Zero Only
1.06	Consultant with 3 and < 6 years of experience		0.00	INR Zero Only
1.07	Consultant with 1 and < 3 years of experience		0.00	INR Zero Only
Total in Figures			0.00	INR Zero Only
Quoted Rate in Words		INR Zero Only		

Basic Rate Entry
Please enter Basic Rate in Rupees for this item.

Name of the Bidding Agency: ____

Tier: ☐ Tier 1 ☐ Tier 2

Table 2

	Key Personnel Category	Man-Month Rate (INR) without GST	Weightage	Total Value (2*3)
	1	2	3	4
1.	Consultant with 25 Yrs and above years of experience		10%	(A)
2.	Consultant with 20 and < 25 years of experience		10%	(B)
3.	Consultant with 15 and < 20 years of experience		10%	(C)
4.	Consultant with 10 and < 15 years of experience		15%	(D)
5.	Consultant with 6 and < 10 years of experience		15%	(E)
6.	Consultant with 3 and < 6 years of experience		20%	(F)
7.	Consultant with 1 and < 3 years of experience		20%	(G)
	GROSS TOTAL VALUE (GTV)			**= A+B+C+D+E+F+G**

- Table 1 is Screenshot of the Price Bid (BOQ) format as hosted on the CPP Portal for this RFP. This image is reproduced for reference only; the online format available on the CPP Portal shall be treated as final and binding for the purpose of quoting. The tabular version reproduced hereunder is indicative of the same structure.

- For consideration of their bids, bidders shall have to quote for all the above Resource categories in the financial bid.
- For any of the resource categories, bids quoting zero, abnormally high or low rates as compared to the generally prevalent rates in the Consultancy industry shall be rejected and EMD shall be forfeited.
- The rates quoted should be as per industry standards for the educational qualifications and experience mentioned in the tender.
- Table 2 is provided for the purpose of illustrating the methodology for computation of Gross Total Value (GTV) after assigning weightages for various categories of Resource personnel. ***Man months are not to be quoted in column 2 of this table and this shall be quoted in only the Financial bid. In case man month rates are quoted in table 2, such bids will be rejected and will not be further evaluated.***
- Bidders quoting less than 60% (sixty percent) of the average Gross Total Value (GTV) quotes will be disqualified and other bidders will be considered for further evaluation. The GTV is computed by adding GTVs of all the technically qualified Bidders and dividing the same by the number of technically qualified Bidders.
- The first five ranked bidders (for each tier) with the combined Technical and Financial scores will be considered for empanelment. These five bidders will have to match the lowest rate quoted by any of these five bidders for an individual key personnel. In case this condition is not accepted by any of these bidders the 6^{th} ranked bidder will be considered under the same conditions. In such an event, the financial bid of the bidder who had declined to match the rates will not be considered. This process will be continued so that a panel of five bidders can be made with the lowest quote for each key personnel.
- The list of the empanelled firms with man-month rates for each key personnel will be circulated to all the ports. IPA/User Departments may select any firm to carry out any assignments. IPA/User Departments will state the man-months upfront. IPA/User Departments may discuss with the empanelled firms to arrive at the reasonable man-months requirement. IPA/User Departments may also devise any means to ensure that the final consultancy fee is competitive.
- IPA/User Department committee shall have the sole prerogative to interview and select the candidates during award of work. Any candidate not found to be performing to meet job requirements shall be replaced by the company/agency with an alternative individual meeting the qualification and experience requirement.
- All candidates shall have the relevant experience in the area of their expertise as specified by the IPA and possess necessary consulting, oral/written communication and inter-personal skills.
- The quoted professional fee shall exclude any travel or logistics expenses for assignments outside Delhi which are to be borne by IPA/User Department; costs for meetings/consultations in Delhi are deemed included in the quoted fee.

Annexure - C

Form of Bank Guarantee
(For Performance Security - Empanelment)

1. In consideration of the Head of Indian Ports Association (hereinafter called as "IPA") represented by its Managing Director, having empaneled M/s (hereinafter called "Consultant") under the Empanelment of Companies/ Agencies for Providing Management Consulting Services (RFP No. IPA/P&P/MANAGEMENTCONSULTING/2026) under Tier ………. vide Letter of Empanelment No. …………. dated ………… and the Consultant being required to furnish a Performance Security for the due observance of the terms and conditions contained in the said Agreement on production of Bank Guarantee for Rs. __________________ (Rupees only).

2. We,........................ (hereinafter referred to as the Bank) at the request of the Consultant(s) do hereby undertake to pay to the IPA an amount not exceeding Rs................../- (Rupees.................................... only) against any loss or damage caused to or suffered or would be caused to or suffered by the IPA by reason of any breach or non-performance by the said Consultant(s) of any of the terms and conditions contained in the said Agreement.

3. We, the Banker of the Consultant do hereby undertake to pay the amounts due payable under this Guarantee without any demur, merely on a demand from the IPA stating that the amount claimed is due by way of loss or damage caused to or would be caused to or suffered by the IPA by reason of any breach by the said Consultant(s) of any of the terms and conditions contained in the said Agreement or by reason of the Consultant(s) failure to perform the said Agreement. Any such demand made on the Bank shall be conclusive as regards the amount due and payable by the Bank under this Guarantee. However our liability under this Guarantee shall be restricted to an amount not exceeding Rs…………………/-.

4. We undertake to pay to the IPA any money so demanded not withstanding any dispute or disputes raised by the Consultant(s) in any suit or proceedings before any Court of Tribunal relating thereto our liability under this present being absolute and unequivocal.

5. The payment so made by us under this bond shall be valid discharge of our liability for payment there under and the Consultant(s) shall have no claim against us for making such payment.

6. This Bank Guarantee shall be valid upto..................... ("Period"). We, the Bank further agree that the Guarantee herein contained shall remain in full force and effect during the Period and that it would be taken for the performance of the said Agreement and that it shall continue to be enforceable till all the dues of the IPA under or by virtue of the said agreement have been fully paid and its claims satisfied or discharged or till the IPA certified that the terms and condition of the said Agreement have been fully and properly carried out by the said Consultant and accordingly discharges this Bank Guarantee. Unless a demand or claim under this Guarantee is made on us in writing within three months from the date of expiry of the validity of the Bank Guarantee period we shall be discharged

from all liability under this Guarantee thereafter provided further that the Bank shall at the request of the IPA but at the cost of Consultant(s) renew or extend this Guarantee for such further period or periods as the IPA may require.

7. Adjustment against future assignment: IPA and the Consultant acknowledge that the amount secured under this Guarantee may be adjusted/ set off against the performance security, if any, payable by the Consultant for any assignment subsequently awarded under this empanelment in accordance with Clause 3.5 of the RFP. Any such adjustment shall not, of itself, discharge the Bank's liability hereunder until IPA confirms the same in writing.

8. We, the Bank further agree the IPA, that the IPA shall have the fullest liberty without consent and without affecting in any manner our obligations hereunder to vary any of the terms and conditions of the said Agreement or to extend time of performance by the said Consultant(s) from time to time or to postpone for any time or from time to time any of the powers exercisable by the IPA against the said Consultant(s) or for any forbearance, act or omission on the part of the IPA or any indulgence by the IPA to the said Consultant(s) or by any such matter or thing whatsoever which under the Law relating to sureties would but for this provision, have effect of so relieving us.

9. This Guarantee will not be discharged due to the change in the constitution of the Bank or the Consultant(s).

10. We, the Bank hereby undertake not to revoke this Guarantee during its currency except with the previous consent of the IPA in writing.

Dated the .... day of .... month of 20....... at ....

Name & Seal of the Bank with Date

Annexure - D

Contract Agreement Form

(To be entered in Rs. 100/ - non-judicial stamp paper)

This AGREEMENT is made on this .... day of ....Month of Two Thousand .... (,) between Indian Ports Association, an apex body of Major Ports constituted in 1966 under Societies Registration Act, represented by its Managing Director having its office at 1st Floor, South Tower, NBCC Place, Bhisham Pitamah Marg, Lodhi Road, New Delhi – 110003 (hereinafter referred to as the Association which expression shall unless excluded by or repugnant to the subject or context be deemed to include the successor in office) of the one part

and

M/s..., (a partnership firm / proprietorship firm / company registered under the laws of India) having its place of business at .... represented by its (Description) Shri............................, s/o..................... (hereinafter referred to as 'Consultant' which expression shall, unless excluded by, or repugnant to the context be deemed to include his heirs, executors, administrators, representatives and assigns or his successors in office) of the other part

WHEREAS Indian Ports Association, New Delhi is desirous of the work comprising selection ___________

WHEREAS the Consultant has offered to execute and complete such works and whereas IPA has accepted the tender of the Consultant and

WHEREAS the Consultant has furnished a sum of Rs /-
(Rupees.. only) as Earnest Money Deposit (EMD) at the time of tendering, which will be adjusted against Performance Security as stipulated in the bid document, at the rates mentioned therein for the due fulfilment of all the conditions of the Contract.

NOW THIS AGREEMENT WITNESSETH AS FOLLOWS:

In this agreement words and the expressions shall have the same meanings as are respectively assigned to them in the conditions of the contract hereinafter referred to. The following documents shall be deemed to form and be read and construed as part of this Agreement:

1. Disclaimer
2. RFP Notice
3. Introduction
4. Glossary
5. Instructions to Bidders
6. Selection Process
7. Scope of Work
8. General Conditions of Contract
9. Special Conditions of Contract
10. Annexures and Forms

11. Any Corrigenda / Addenda / Clarifications issued by IPA
12. Any response to Pre-Bid Queries issued by IPA
13. Price Bid
14. Work Order No......................
15. Any correspondences and documents that are touching the RFP/Contract.

The Consultant hereby covenants with IPA to provide the Consultancy Services in conformity and in all respects with the provisions of this Agreement.

IPA hereby covenants to pay the Consultant in consideration of such services for the "Contract Price" at the time and in the manner prescribed in the Tender/Agreement.

IN WITNESS WHEREOF the parties hereto have set their hands and seals the day and year first written.

The seal of the Head of Indian Ports Association was hereunto affixed and

The Managing Director thereof has set his Hand in the presence of

Indian Ports Association

Signed and sealed by

The Consultant in the presence of

Witness with signature

1) Name & Address 2) Name & Address
....
....