

NOIDA METRO RAIL CORPORATION LIMITED
Pre-Bid Meeting Queries & its Reply/Clarification

Date 23.12.2022

Sub:-To appoint Business Efficiency Advisor

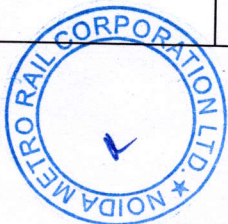
Ref:- E-Tender No. NMRC/Consultant/213R/233/2022

Reg:-Clarifications of Queries received

Sl. No.	Page No.	Clause Reference	No./ RFP Clause	Query / Suggested Amendment	Clarification/Amendment by NMRC
1	Page 3	Data Sheet	Method of selection - Quality cum Cost based Selection (QCBS) (70:30)	Since the RFP includes innovative and advanced consultancy services with respect to overall business planning, documenting case studies (best practices), sustainable practices, project conceptualization, revenue enhancement through fare box & non-fare means i.e., PD/PB works, monetization of assets etc., project structuring, economic feasibility, financial modeling, and policies among others, to onboard a good global consultancy firm, we kindly request the authority to amend the QCBS from 70:30 to 80:20.	No change
2	Page 3	Data Sheet	Last Date of Bid Submission - 21/12/2022, 1100 hrs (IST)	Request the authority to extend the bid submission deadline by at least 3 weeks i.e., by 11.01.2023 to accommodate for necessary arrangements and internal approvals for setting up a high-quality team, arrange all documentary proofs, certificates etc., and other proposal document for the mentioned scope in the RFP.	The last date of on line tender submission is extended upto 30.12.2022. Please visit e – portal & NMRC website for more detail.
3	Page 7	Part 1 Scope of Work	Property Development refers to asset monetization of 50 hectare of land that shall be allotted to NMRC from Noida and Greater Noida Authority.	Request authority to share details of land pockets such as numbers, plots, locations etc. for PD.	No change As mentioned, 50 hectare of land shall be allotted to NMRC from Noida and Greater Noida Authority. The details of such land parcels, as and when allotted to NMRC, shall be shared with the selected Consultant.



NO.		Reference			By NMRC
4	Page 8	Part 1 Scope of Work, Head E: Miscellaneous	Draft proposals for Tender as per requirement of NMRC pertaining to Non-Fare Box Revenue. This will include assisting in designing the EO/ RFP, holding Pre-Bid meetings, its evaluation and recommendation for awarding of Contract.	Drafting of tenders/RFPs etc. requires detailed review by legal experts including other terms and conditions etc. Thus, request authority to include inputs of legal team member as well, as part of inputs.	No change
5	Page 9	Part 2 Scope of Work (First and Last Mile Connectivity/ Mobility Marketplace)	Understand the rideshare landscape in Noida and Greater Noida Region including Point to point, First and last mile connectivity, Organized, Unorganized etc.	Understanding the ride share, travel patterns and ride details etc. requires some kind of primary surveys (States preference and Revealed Preferences) to collect data and do the analysis. Request authority to include some primary surveys as per the requirement during the study and cost of same should be reimbursable as per actuals to the consultant by the authority.	No change
6	Page 10	Skill set of Team Leader – Non-Fare Box for Part A work	<ul style="list-style-type: none"> Postgraduate degree/ diploma or master's with minimum eight (8) years of total work experience in research and strategy At least three (3) years' experience of revenue enhancement for government department/ authority is required Should have experience of managing multiple large-scale projects 	<p>Request authority to amend the clause as given below:</p> <ul style="list-style-type: none"> Postgraduate degree/ diploma or master's with minimum eight (8) years of total work experience in urban transport/transport infrastructure projects/strategy development At least three (1) year experience of revenue enhancement for government department/private client/any other client/authority is required Should have experience of managing multiple large-scale projects (please define the large-scale projects or remove it) 	No change
7	Page 10	Skill set of Senior Strategy/System analyst* for Part A work	<ul style="list-style-type: none"> Postgraduate degree/ diploma or master's with minimum five (5) years of total work experience in research and strategy. 	<p>Request authority to amend the clause as given below:</p> <p>Postgraduate degree/ diploma or master's with minimum five (5) years of total work experience in urban transport/transport infrastructure projects/strategy development</p>	No change
8	Page 11	Skill set of Junior Strategy/System analyst for Part A work	Graduate with minimum two (2) years total work experience in research and strategy	<p>Request authority to amend the clause as given below:</p> <ul style="list-style-type: none"> Graduate with minimum two (2) years total work experience in urban transport/transport infrastructure projects/strategy development 	No change
9	Page 11	Skill set of Team Leader (First and Last Mile Connectivity) Part B work	Graduate in Engineering and MBA/equivalent	<p>Request authority to amend the clause as given below:</p> <ul style="list-style-type: none"> Graduate in Engineering/Architecture/Planning and MBA/master's in planning/master's in engineering/Equivalent 	No change



NO.		Reference			By NIMRC
10	Page 11	Mobility Expert Part B work	<ul style="list-style-type: none"> Graduate in Engineering/planning with minimum five (5) years of experience Should demonstrate a sound understanding of mobility ecosystem especially with respect to urban mobility and evolving concepts such as MaaS (Mobility as a Service) Experience of working on integration of various modes of transport using technology will be preferable Should have experience of analyzing commercial models, drafting RFPs, MoUs, SLAs, conceptualizing and managing pilots/proof of concepts etc. 	<p>Request authority to amend the clause as given below:</p> <ul style="list-style-type: none"> Graduate in Engineering/planning/architecture with minimum five (5) years of experience Should demonstrate a sound understanding of mobility ecosystem/urban transport especially with respect to urban mobility/urban transport and evolving concepts such as MaaS (Mobility as a Service)/Public Transport Systems/Urban Mobility/Urban Transport Experience of working on integration of various modes of transport using technology will be preferable Should have knowledge and understanding of analyzing commercial models, drafting RFPs, MoUs, SLAs, conceptualizing and managing pilots/proof of concepts etc. 	No change
11	Page 21	Clause 27.2	The Applicants must have at least 15 (fifteen) years of experience in providing consultancy services in India, especially to government entities/departments.	<p>Request authority to amend the clause as given below:</p> <p>The Applicants must have at least 10 (ten) years of experience in providing consultancy services in India, especially to government entities/departments.</p>	No change
12	Page 21	Clause 27.4	The Applicants must have undertaken consultancy work as advisors for undertaking project management/program management/revenue enhancement study/ business modelling with Metro corporation/ Airport/ Railways/ Government institution (Local Authority/ State Government/ Central Government) in India in last 5(five) years	In addition to the mentioned list of clients for consultancy work, request authority to include Multi-laterals and Private Sector Clients as well.	No change
13	Page 21	Clause 27.4	The Applicants must have undertaken consultancy work as advisors for undertaking project management/program management/revenue enhancement study/ business modelling with Metro corporation/ Airport/ Railways/ Government institution (Local Authority/ State Government/ Central Government) in India in last 5(five) years	Request authority to increase the consultancy experience from 5 years to 10 years.	No change
14	Page 21	Clause 27.5	The Applicants should submit the turnover for the last 3 (three) financial years in India i.e., FY 2018-19, FY2019-20 and FY2020-21.	<p>Request authority to amend the clause as given below:</p> <p>The Applicants should have the minimum annual turnover of Rs 100 Cr for the last 3 (three) financial years in India</p>	No change



NO.		Reference			by NMRC
15	Page 23	Clause 28.1 Evaluation parameter, E3	<p>Experience of providing consultancy services with respect to improving urban mobility outcomes in Indian cities in last 5 (five) years Consultancy services shall mean services provided towards Open mobility network i.e.</p> <p>1. Establishing first and last mile connectivity by developing app for journey planning/ticketing, 2. Creating mobility marketplace, and 3. Improving commuter experience</p> <p>Each relevant project shall fetch - 7.5 Marks (Maximum 15 marks)</p> <p>Relevant Purchase Order / Contract / Work Order/ Completion Certificate/ Letter of Award copies to be submitted</p>	<p>i.e., FY 2018-19, FY2019-20 and FY2020-21.</p> <p>Considering the evaluation criteria, we understand that meeting all three criterion is very difficult in a project by consultant. Therefore, we request authority to consider one of the three criterions mentioned and amend the clause as given below:</p> <p>Consultancy services shall mean services provided towards Open mobility network i.e.</p> <p>1. Establishing first and last mile connectivity by developing app for journey planning/ticketing, or 2. Creating mobility marketplace, or 3. Improving commuter experience</p>	No change
16	Page 24	Clause 28.1 Consortium partners/JV condition in RFP	<p>Please note - Consortium/JV is not allowed</p>	Request authority to allow JV with 2 members as partners.	No change
17	Page 26	Clause 32. Performance Security	32.1. To fulfil the requirement of performance bank guarantee during the implementation period, the Successful Bidder shall deposit 10% of the value of the LOA/ Contract value in form of FDR/ DD or unconditional and irrevocable Bank Guarantee bond issued by a scheduled bank branch located in Delhi/ Noida/ Greater Noida/ Gurugram.	Request authority to reduce the performance security deposit from 10% to 5%.	No change
18	Page -3	Date Sheet – 11. Schedule of Bidding Process	Last Date of Bid Submission - 21/12/2022, 1100 hrs (IST)	<p>Considering the vast scope and nature of technical work involved, we believe that preparing a quality proposal would be a time-consuming process. In fact, to ensure identification of the team with right experience would further require time and efforts. Thus, given that the responses to queries are expected to come by 23rd December 2022, developing a quality bid in a week's time would be difficult.</p> <p>Accordingly, we request the authority to grant an extension by four weeks for consultants to assemble the best possible project team as per the requirements of the RFP.</p> <p>We would request the authority to modify the aforementioned clause as follows:</p>	The last date of on line tender submission is extended upto 30.12.2022. Please visit e – portal & NMRC website for more detail.



NO.		Reference		Last Date of Bid Submission - 18/01/2023, 1100 hrs (IST)	By NMRC
19	Page 7	<p>Section II: Terms of Reference (ToR)</p> <p>Scope of Work (Non-Fare Box and Process Interventions) – 2 years</p> <p>Head A: Support to Non-Fare Box and Process Interventions</p>	<p><u>Head A: Support to Non-Fare Box and Process Interventions</u></p> <p>NMRC is undertaking Property Business as well as Property Development initiatives to enhance the non-fare box revenue.</p> <p>Property Development refers to asset monetization of 50 hectare of land that shall be allotted to NMRC from Noida and Greater Noida Authority.</p> <p>Property Business refers to activities such as Licensing of Co-Branding Rights, Internal and</p> <p>External Advertisement Spaces, Commercial Spaces/ Kiosks/ Vending zones, Parking Rights, etc. which add non-fare box to the organization.</p>	<p>Herein, Property Development would require monetization of land available with NMRC around the stations for development of opportunities such as Museum, malls, office spaces, etc. This exercise would involve extensive market demand study for each station along the metro corridor to evaluate the potential for development of product / facility mix in and around the stations' area. This would in itself would be a time-consuming process.</p> <p>In fact, revenue from Property Business would also have great potential for the stations with high footfall.</p> <p>We believe that such an assessment should be limited to major stations / small sections of the metro corridors which experience the highest footfall. Accordingly, we request Authority to define the number and location of stations to be covered under the study.</p>	No Change
20	Page 7	<p>Section II: Terms of Reference (ToR)</p> <p>Scope of Work (Non-Fare Box and Process Interventions) – 2 years</p> <p>Head A: Support to Non-Fare Box and Process Interventions</p>	<p>Undertake financial analysis pertaining to the Property Development and Property Business streams</p>	<p>We understand that the costs of land parcels would be based on current costing methodology of NMRC and would not require identification of costs by the Consultant. The Consultants are only expected to support the Department with financial analysis for the available cost numbers and appraise the dept. with any best practices which the other govt. agencies might be following.</p> <p>Herein, we understand that the financial analysis would be at a broader level and a detailed financial model for each non-fare revenue enhancement opportunity is not expected. Developing financial models for multiple identified opportunities as the case may be, will be separate projects in itself.</p> <p>We request Authority to please confirm the same.</p>	No change
21	Page 7	<p>Section II: Terms of Reference (ToR)</p> <p>Scope of Work (Non-Fare Box and Process Interventions) – 2 years</p>	<p><u>Head A: Support to Non-Fare Box and Process Interventions</u></p> <p>NMRC is undertaking Property Business as well as Property Development initiatives to enhance the non-fare box revenue.</p> <p>Property Development refers to asset monetization of 50 hectare of land that</p>	<p>The market demand assessment exercise would involve extensive primary consultations / market surveys to understand the demand for different product mix such as commercial spaces, entertainment avenues, etc.; rental values for such facilities in and around the stations area; among others.</p> <p>Since primary surveys are cost intensive, it would be great if NMRC can facilitate such surveys through hiring survey agencies and thus the outcomes can be used by the</p>	No Change



NO.		Reference			By NMRC
		Head A: Support to Non-Fare Box and Process Interventions	<p>shall be allotted to NMRC from Noida and Greater Noida Authority.</p> <p>Property Business refers to activities such as Licensing of Co-Branding Rights, Internal and</p> <p>External Advertisement Spaces, Commercial Spaces/ Kiosks/ Vending zones, Parking Rights, etc. which add non-fare box to the organization.</p> <p>The Consultant shall be expected to advise NMRC pertaining to matters of first and last mile connectivity (such as operational efficiency/ citizen experience) through limited primary research and continuous secondary research, as and when required.</p>	<p>Consultant for the analysis purposes. The Consultant would identify the extent of surveys requirement, location and target stakeholders.</p> <p>In case NMRC cannot facilitate such surveys, we would request NMRC to either reimburse the survey costs as per actuals or indicate the number of such primary surveys to be done thereby enabling the Consultant to undertake effort estimation accordingly.</p>	
22	Page 7	<p>Section II: Terms of Reference (ToR)</p> <p>Scope of Work (Non-Fare Box and Process Interventions) – 2 years</p> <p>Head A: Support to Non-Fare Box and Process Interventions</p>	<p>Metro</p> <p>The Advisor shall</p> <ul style="list-style-type: none"> Facilitate to plan a Museum as NMRC intends to develop a Museum, which is spread across 200-250 sqm in unpaid area at one of the Metro Stations in order to educate the public at large (categorically children) and, trainees about innovative dimensions/ aspects of metro system. 	<p>We understand that the requirement is to facilitate the development of Museum in terms of identification of feasible location, preparation a development plan, etc. and does not include development of any technical and architectural design.</p> <p>We request NMRC to please clarify the same.</p>	No change
23	Page 8	<p>Section II: Terms of Reference (ToR)</p> <p>Scope of Work (Non-Fare Box and Process Interventions) – 2 years</p> <p>Head B: Sustainability in Transport</p>	<p>NMRC wishes to explore possibilities to deploy smaller yet impactful solutions at an organization level over the period of time. Against the above backdrop, the Advisor shall</p> <ul style="list-style-type: none"> Initiate dialogues for the development of policies, which promotes sustainability over a period of time (such as Waste Management Policy) Share insights of the initiatives/ actions undertaken by various agencies pertaining to Decarbonization in Transport 	<p>We believe that the identification of transport sustainability solutions should be limited to secondary research from credible sources and related to climate friendly best practices / policies deployed across the globe by similar organisations.</p> <p>Further, our support will be limited to capability available within proposed team members. Accordingly, we understand that the Consultant can provide broad outline of the policy document in terms of its coverage, key dimensions to be covered, etc. and will involve in the drafting the policies.</p> <p>We request NMRC to please confirm the same.</p>	No Change



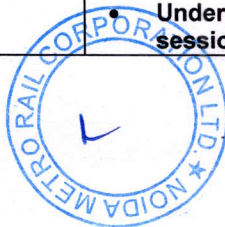
NO.		Reference			by NMRC
			<p>Sector in India/Abroad</p> <ul style="list-style-type: none"> Undertake leading practice study of the initiatives undertaken by metro organizations (India/Abroad) pertaining to Sustainability (social, environmental and economic) 		
24	Page 8	<p>Section II: Terms of Reference (ToR)</p> <p>Scope of Work (Non-Fare Box and Process Interventions) – 2 years</p> <p>Head C: Implementation Support</p>	<p>The Advisor shall</p> <ul style="list-style-type: none"> Provide implementation assistance/ handholding of identified areas of improvements to enable implementation Prepare policies/guidelines as may be required from time to time for smooth functioning of NMRC Develop concepts for identified or specific considerations. Prepare notes/ documents on specific interventions/ considerations 	<p>We believe that the implementation assistance / handholding shall include suggestions on implementation strategy and limited on-site support / handholding.</p> <p>Further, we understand that the requirement is to develop the outline for the policies as may be required for smooth functioning of NMRC. The requirements would be to identify the key components that a policy should encompass, rather than drafting the policies for NMRC. Herein, the Consultant is not expected to draft any metro operation guidelines / engineering instructions / technical studies. These elements may be taken up by external agencies appointed by the client.</p> <p>In addition, we believe that the concept development is limited to suggesting the potential development mix. Detailed conceptual / architectural plans / studies may be excluded from our scope and may be taken up by external agencies appointed by the client.</p> <p>We request NMRC to clarify the same.</p>	No change
25	Page 8	<p>Section II: Terms of Reference (ToR)</p> <p>Scope of Work (Non-Fare Box and Process Interventions) – 2 years</p> <p>Head D: Communication/ Interface Support</p>	<ul style="list-style-type: none"> Plan and develop collaterals in order to increase awareness, visibility and acceptance of the projects and policies of NMRC Create specific goal-oriented presentations and materials for NMRC where NMRC may participate Work on plan/s, support in forecasts and reporting for Board meetings etc. Continuous liaisoning with prospective bidders to provide them with the details of the projects/ opportunities Be the interface between various stakeholders i.e., Noida Authority, Greater Noida Authority, Delhi Metro Rail Corporation (DMRC) etc. 	<p>We understand that the scope is limited to development of material (including presentations, notes, etc.) for NMRC and providing them assistance in liaisoning with the perspective bidders in different meetings/workshops, if any.</p> <p>Request NMRC to clarify the same.</p>	No change



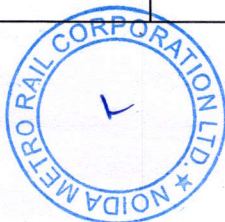
NO.		Reference	for the required information		by NMRC
26	Page 8	Scope of Work (Non-Fare Box and Process Interventions) – 2 years Head E: Miscellaneous	<ul style="list-style-type: none"> Draft proposals for Tender as per requirement of NMRC pertaining to Non-Fare Box Revenue. This will include assisting in designing the EOI/ RFP, holding Pre-Bid meetings, its evaluation and recommendation for awarding of Contract. It shall also carry out market survey as per need during the currency of the agreement. 	<p>We understand that the expectation is not to draft the EOIs/RFPs but to develop their design in terms of typical frameworks followed, document coverage, broad scope of work, etc. followed by coordinating for pre-bid meetings, assistance in evaluation and contract award. Herein, drafting of EOIs/RFPs brings in the requirement of a legal person which does not fall under the capability required within the proposed team structure.</p> <p>Further, they may be multiple of projects arise as part of the market demand study and drafting of EOI/RFPs for each such project would require different set of legal capabilities.</p> <p>We request NMRC to please clarify the same.</p>	No change
27	Page 8	Scope of Work (Non-Fare Box and Process Interventions) – 2 years Head E: Miscellaneous	<ul style="list-style-type: none"> Be responsible for advising and implementation support towards improving the operations and functions of the Corporation. Efficiencies in the processes and improvement of customer experiences will be the key objectives to be delivered while helping NMRC in developing capacities to be a best-in-class organization in providing mobility services for the citizens of Gautam Budh Nagar. 	<p>We believe that the Consultant's support will be limited to capability available within proposed team members. Herein, the requirement of improving operations and functions of the Corporation in addition to bringing efficiencies in process and improved customer experience will be limited to the support expected in terms of:</p> <ol style="list-style-type: none"> Identification of non-fare box revenue enhancement opportunities Enhanced mobility network with better first and last mile connectivity avenues through IT interventions 	No change
28	Page 9	Section II: Terms of Reference (ToR) PART 2 Scope of	<ul style="list-style-type: none"> Undertake Focus Group Discussions (FGDs) with various mobility service providers 	<p>We understand that the venue (if required) for the FGDs shall be provided by the client and any costs related to such discussions shall be borne by the NMRC. If that's not the case, we would request NMRC to indicate the number</p>	No change



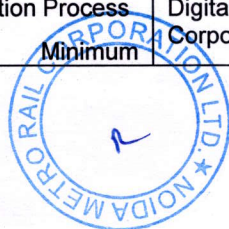
NO.		Reference			by NMRC
		Work (First and Last Mile Connectivity/ Mobility Marketplace):		of such Focus Group Discussions for us to incorporate the same in our effort estimation.	
29	Page 9	Section II: Terms of Reference (ToR) PART 2 Scope of Work (First and Last Mile Connectivity/ Mobility Marketplace):	<ul style="list-style-type: none"> Prepare SOPs for on boarding of service providers, undertaking KYC, blacklisting, tariff fixation, etc. 	<p>We believe that in addition to developing SOPs for on-boarding service providers, we are expected to facilitate the service provider in undertaking the KYC, tariff fixation, etc.</p> <p>We request NMRC to confirm the same.</p>	No Change
30	Page 9	Section II: Terms of Reference (ToR) PART 2 Scope of Work (First and Last Mile Connectivity/ Mobility Marketplace):	<ul style="list-style-type: none"> Undertake three workshops with mobility service provider 	<p>We understand that the venue, projector, screen, white board etc., required for conducting these workshops shall be provided by the client. Further we would like to clarify if the cost of such workshops will be borne by NMRC or we shall incorporate such costs in our effort estimations and financial quote.</p> <p>We request the client to clarify the same.</p>	No Change
31	Page 9	Section II: Terms of Reference (ToR) PART 2 Scope of Work (First and Last Mile Connectivity/ Mobility Marketplace) – 6 months	<ul style="list-style-type: none"> Develop a blueprint of open mobility network envisaged keeping Noida metro at centre of the network enabling end to end journeys Conceptualize a Proof of Concept for validating the mobility marketplace concept on open protocols Drafting Standard Operating Procedures (SOPs) and business rules for on boarding various service providers including but not limited to mobility service providers, charge point operators, food delivery, local businesses, content providers, etc. Undertake hand-holding sessions for assistance around on 	<p>We believe that the Consultant has to provide the Blue-Print for developing or upgrading the app which would involve defining broad level specifications for input and output elements on the App and their usage. We further understand that the handholding sessions will be only around ensuring that the defined SOPs, business rules, Proof of Concept and functional specifications of the App are followed by the developer.</p> <p>Request NMRC to please clarify the same.</p>	No Change



NO.		Reference	boarding, app usage, troubleshooting, receiving payments, providing invoicing etc.		By NMRC
32	Page 10	Section II: Terms of Reference (ToR) PART 2 Scope of Work (First and Last Mile Connectivity/ Mobility Marketplace) – 6 months	<ul style="list-style-type: none"> • Prepare RFP for selection of app developer (if required) and assist NMRC in bid process management • Assistance in monitoring app development on principles of intuitiveness, efficient UX, app functionalities and testing • Assistance in app roll out and go live support 	Since the proposed team structure does not include capability pertaining to IT related functional and technical specifications, we request the client to consider including one IT Analyst with 5 years of relevant experience to support these activities (RFP design, monitoring of app development by the Selected Developer, among others) for a duration of 6 months.	No Change
33	Page – 10	II.III KEY PERSONNEL Minimum skill set of team composition required for this project. Part A (a)	<p>Team Leader (Non-Fare Box)</p> <p>At least three (3) years' experience of revenue enhancement for government department/ authority is required</p>	<p>We request the authority to broaden the scope of competencies from revenue enhancement to also include strategic competencies like cost optimization, business diversification, implementation plan, commercial and financial feasibility assessments, among others.</p> <p>We would request the authority to modify the aforementioned clause as follows:</p> <p>At least three (3) years' experience of revenue enhancement, cost optimization, business diversification, strategy and business plan, implementation plan, commercial and financial feasibility assessments, among others, for government department/ authority is required in India or abroad</p>	No Change
34	Page – 10	II.III KEY PERSONNEL Minimum skill set of team composition required for this project. Part A (b)	<p>Senior Strategy/System Analyst</p> <ul style="list-style-type: none"> • Postgraduate degree/ diploma or master's with minimum five (5) years of total work experience in research and strategy. • Understanding of process improvement/ revenue enhancement shall be preferred 	<p>We request the authority to broaden the scope of competencies from process improvement / revenue enhancement to also include strategic competencies like cost optimization, business diversification, implementation plan, commercial and financial feasibility assessments, among others.</p> <p>We would request the authority to modify the aforementioned clause as follows:</p> <p>Understanding of process improvement, revenue enhancement, cost optimization, business diversification, strategy and business plan, implementation plan, commercial and financial feasibility assessments, among others, shall be preferred.</p>	No Change



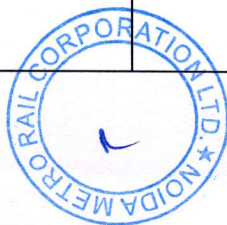
NO.		Reference			By NMRC
35	Page -10	I.III KEY PERSONNEL Minimum skill set of team composition required for this project. Part A (c)	Junior Strategy/System analyst <ul style="list-style-type: none"> Graduate with minimum two (2) years total work experience in research and strategy Understanding of climate/sustainability domain shall be preferred. Should have experience of extensive stakeholder consultation 	<p>Herein the scope related to climate and sustainability elements is broadly based on secondary research and is a smaller component in the overall scope. At the same time, the aspects of designing RFPs, contract management, etc. is understood to be a more time-consuming task. Accordingly, we believe that it would be important to consider a Procurement Expert as part of the team. Accordingly, we would request Authority to amend the requirements as follows:</p> <p>Junior Strategy/System analyst</p> <ul style="list-style-type: none"> Graduate with minimum two (2) years total work experience in research and strategy Understanding of RFP frameworks, contract management, assistance in bid evaluation and award shall be preferred. Should have experience of extensive stakeholder consultation 	No Change
36	Page -11	II.III KEY PERSONNEL Minimum skill set of team composition required for this project. Part B (a)	Team Leader(First and Last Mile Connectivity) <p>Graduate in Engineering and MBA/equivalent</p> <p>Should have minimum ten (10)years of experience in transport sector</p>	<p>We request the authority to broaden the scope of eligible under-graduate education and reduce the requirement for years of experience as is seen in similar RFPs.</p> <p>We would request the authority to modify the aforementioned clause as follows:</p> <p>Graduate in any field and MBA/M-Tech/M. Plan/MCA/M.Sc equivalent</p> <p>Should have minimum eight (8) years of experience in transport sector.</p>	No Change
37	Page - 12	II.III KEY PERSONNEL Minimum skill set of team composition required for this project. Part B (c)	Urban Transport cum Change Management Expert <p>Masters in Transportation planning with minimum five (5) years of experience in urban transport domain</p>	<p>We request the authority to broaden the scope of eligible under-graduate education and reduce the requirement for years of experience as is seen in similar RFPs.</p> <p>We would request the authority to modify the aforementioned clause as follows:</p> <p>Masters in Transportation/Urban Planning with minimum three (3) years of experience in urban transport domain</p>	No Change
38	Page 21	Section IV: Pre-qualification Criteria and Evaluation and Selection Process 27. Minimum	The Applicant must have at least 5 (five) years of experience of providing Information technology (IT)/ Information and Communications Technology (ICT)/ Digital consultancy services for Metro Corporations/Airports/ Railways/ Ports/	<p>We request the authority to broaden the scope of eligible assignments and increase the eligibility period for assignments as is seen in similar RFPs.</p> <p>We would request the authority to modify the aforementioned clause as follows:</p>	No Change



NO.		Reference			By NMRC
		Technical and Financial Criteria Clause 27.3	Land Ports/ Road/Bus Transport.	The Applicant must have at least ten (10) years of experience of providing Information technology (IT)/ Information and Communications Technology (ICT)/ Digital consultancy services for Metro Corporations/Airports/ Railways/ Ports/ Land Ports/ Road/Bus Transport/ Logistics Facilities .	
39	Page 21	Section IV: Pre-qualification Criteria and Evaluation and Selection Process 27. Minimum Technical and Financial Criteria Clause 27.4	The Applicants must have undertaken consultancy work as advisors for undertaking project management/ program management/revenue enhancement study/ business modeling with Metro corporation/ Airport/Railways/ Government institution (Local Authority/ State Government/ Central Government)in India in last 5(five) years	We request the authority to broaden the scope of eligible assignments and increase the eligibility period for assignments as is seen in similar RFPs. We would request the authority to modify the aforementioned clause as follows: The Applicants must have undertaken consultancy work as advisors for undertaking project management/ program management/revenue enhancement study/ business modelling/ cost optimization study / business diversification and growth study / commercial and financial feasibility study with Metro corporation/ Airport/Railways/ Government institution (Local Authority/ State Government/ Central Government)in India or Abroad in last ten (10) years	No Change
40	Page 22	Section IV: Pre-qualification Criteria and Evaluation and Selection Process 28. Evaluation of the Technical Proposal Clause 28.1 Evaluation of Technical Proposal – E1	Experience of consultancy work as advisors for undertaking project management/ program management/ revenue enhancement study/business modelling with Metro corporation/ Airport/ Railways/Government institution (Local Authority/ State Government/ Central Government)in India in last 5 (five) years For every project of similar work of value - Not less than Rs. 49.00 Lakh (Rupees Forty-Nine Lakh only)– 5marks each(Maximum 15 marks)	We would request the authority to modify the aforementioned clause as follows: Experience of consultancy work as advisors for undertaking project management/ program management/revenue enhancement study/ business modeling/ cost optimization study / business diversification and growth study / commercial and financial feasibility study with Metro corporation/ Airport/Railways/ Government institution (Local Authority/ State Government/ Central Government)in India or Abroad in last ten (10) years Further, we request the authority to clarify the scoring mechanism for projects. Our interpretation for scoring full marks (15 marks) is as follows: <ul style="list-style-type: none">• One assignment of similar nature of value not less than Rs. 78.40 Lakh = 5 marks• Two assignments of similar nature of value not less than Rs. 49.00 Lakh = 10 marks Request you to please clarify and confirm our interpretation. For every project of similar work of value- Not less than Rs. 49.00 Lakh (Rupees Forty-Nine Lakh only)– 5marks	No Change



NO.		Reference		each(Maximum 15 marks)	by NMRC
41	Page 22	Clause 28.1 Evaluation of Technical Proposal – E2	Experience of providing IT/ ICT/ Digital consultancy services for Metro Corporations/Airports/ Railways/ Ports/Land Ports/Road/Bus Transport in last 5 (five) years. Each eligible completed/ongoing project to be considered should have consulting fees of value greater than INR 50Lakh Each eligible project shall fetch – 3 marks (Maximum 15 marks)	We would request the authority to modify the aforementioned clause as follows: Experience of providing IT/ ICT/ Digital consultancy services for Metro Corporations/Airports/ Railways/ Ports/Land Ports/Road/Bus Transport/Smart City SPV/ Logistics Facilities in last ten (10) years. Each eligible completed/ongoing project to be considered should have consulting fees of value greater than INR 50Lakh Each eligible project shall fetch – 5 marks (Maximum 15 marks)	No Change
42	Page 23	Clause 28.1 Evaluation of Technical Proposal - E3	Experience of providing consultancy services with respect to improving urban mobility outcomes in Indian cities in last 5 (five) years Consultancy services shall mean services provided towards Open mobility network i.e., 1. Establishing first and last mile connectivity by developing app for journey planning/ticketing, 2. Creating mobility marketplace, and 3. Improving commuter experience Each relevant project shall fetch - 7.5 Marks(Maximum 15 marks)	We would request the authority to modify the aforementioned clause as follows: Experience of providing consultancy services with respect to improving urban mobility outcomes in Indian cities in last ten (10) years. Consultancy services shall mean services provided towards Open mobility network i.e., 1. Establishing first and last mile connectivity by developing IT initiatives 2. Conducting stakeholder interactions for on-boarding of stakeholders and design of a marketplace, and 3. Improving commuter experience by infrastructure and information technology-based enablers Each relevant project shall fetch - 7.5 Marks(Maximum 15 marks)	No Change
43	Page 9	PART 2 Scope of Work (First and Last Mile Connectivity/ Mobility Marketplace) – 6 months	It may be noted that the PARTB may be extended further beyond 6 months basis requirement of NMRC and mutual consent of the parties.	We understand that in case Part B is extended beyond 6 months then the payment shall be decided mutually on pro-rata basis.	No Change
44	Page 24	28.1 Evaluation of Technical Proposal	Repetition of projects is not permitted in the Evaluation Criteria	We believe that typically such large-scale projects in itself include multiple levels of skill sets. In fact, different experiences required as part of E1, E2 and E3 can form part of one single large-scale project. Herein, the focus should be on the Consultant having the relevant experience across different Evaluation requirements rather than the	No Change



NO.		Reference			By NMRC
				number of projects. Accordingly, we request NMRC to permit the repetition of projects across different Evaluation Criteria.	
45	Page 24	28.1 Evaluation of Technical Proposal	Consortium/JV is not allowed	Since there are a lot of technical specifications are required as part of the Scope and further requirement of CVs also involve technical qualifications, we believe that the consortium should be allowed to ensure submission of a quality bid by the Consultant.	No Change
46	Page 27	34. Project Financial Terms 34.1. Fee for the Project	The Consultant shall have to make all arrangements for the staff at their own cost.	We believe that office space along with all basic infrastructure including sitting space, printer, wifi, etc. will be provided by NMRC for the full time experts. Request NMRC to please clarify the same.	No Change
47	Page 35	34. Project Financial Terms 34.1. Fee for the Project (Page 27) Form F1	Reimbursable expenses shall be for expenses which relate to travel outside NCR (domestic or international) on actual basis. Any such travel and expenses shall be incurred with prior approval of the Authority/Client. Form F1 The Financial Bid submitted is unconditional (inclusive of all taxes, duties, levies, out of pocket expenses, professional fee etc. excluding GST) and fulfills all the requirements of the RFP Document. Payment shall be due on monthly basis.	We believe that expenses related to within NCR travel will be included as part of the financial quote of the Consultant. We request NMRC to clarify the same.	

