

Pre-Bid Queries & Clarification				
Hiring of Human Resource Consultancy Agency for Operationalizing and Supporting a Goal Oriented Human Resource Management System				
RFP Ref. No. BRLPS/Proj-Comm/2177/23 dated 23-03-2026				
Sl. No.	RFP Reference No.	Bid Provision	Queries Raised	Clarification
1.	1.5 Role of agency Competency assessment pathways	Support the BRLPS in creating and identifying assessments to measure proficiency levels of the employees based on the competency mapping exercise. This will involve identifying a combination of knowledge and skill tests (either designed by the vendor or sourced externally), and designing 360-degree feedback from colleagues and beneficiaries (as applicable)	<p>We understand that the scope includes identifying knowledge and skill assessments and designing 360-degree feedback.</p> <p>Kindly confirm that conducting the assessments is beyond scope of this RFP.</p>	It is clarified that conducting the assessment is within the scope of this RFP and shall remain as specified in the Bid document.
2.	1.5 Role of agency Competency development pathways	Support the creation and identification of customized e-training and competency-building resources to build the competency gaps identified in the previous step and/or priority competencies	Please help determine the number of hours of e-learning that needs to be developed by the Agency.	It is clarified that the number of e-learning hours to be developed will be determined by the selected agency post-onboarding, based on the Training Needs Assessment

		identified by the BRLPS.		across the three competency buckets i.e. Functional, Domain, and Behavioural.
3.	1.5 Role of agency Linking capacity to performance management	This will need to be done by linking existing performance management systems (e.g. APAR) and MISes in a way that provides the BRLPS an accurate picture of its employees' performance.	The scope mentions linking revised competencies with existing performance management systems and MISes. Please share the details of the current performance management system in use.	It is clarified that the details of the existing Performance Management System (PMS), along with relevant templates and framework samples, will be shared by JEEViKA with the selected HR agency post onboarding.
4.	1.5 Role of agency Linking capacity to performance management	Support the BRLPS in integrating the 4 components of GO-HRM (eHRMS, Learning management system, APAR, and workflow apps).	The scope includes supporting BRLPS in integrating the four components of GO-HRM (eHRMS, LMS, APAR, and workflow apps). Given the team experience requested, we believe that the integration is limited to functional integration and not system integration. Please confirm.	It is clarified that System Integration and the development of APAR will be undertaken by a separate Tech. agency. However, all deliverables developed by the HR agency will need to be integrated into the system. Accordingly, the HR agency will be required to support and collaborate with

				the technology agency in the integration process.
5.	Minimum resource requirement & location	Key project roles namely the Team Lead (Offsite/Onsite), Training and Development Expert, Training & Development Associate, Performance Management System Expert, and Performance Management Systems Associate shall be stationed at BRLPS office, Patna.	<p>The scope of work calls for onsite diagnostics followed by drafting the deliverable documents. This calls for a mix of field time – and home time for the proposed resources.</p> <p>We request you to kindly revise the team deployment requirement for the ‘Experts positions’ to hybrid mode i.e. offsite/onsite as is the case for Team Lead position.</p>	<p>Not Accepted.</p> <p>Same as per Bid Document</p>
6.	Performance Assessment/Monitoring	<p>The performance of agency will be assessed on every three months based on the deliverables mentioned in the Terms of Reference and following points</p> <p>1. Quality of deliverable is not up to the mark as</p>	<p>We understand that the selected agency may be penalized if the quality of deliverables is deemed unsatisfactory. However, this criterion appears subjective.</p> <p>Request you to kindly clarify the</p>	<p>It is clarified that the quality will be assessed based on the parameters mentioned in clause-25 of the published Request for Proposal (RFP).</p>

		<p>mentioned in scope of work</p> <p>2. Delays in deliverables pre-decided dates</p> <p>3. Not engaging resources on a dedicated basis</p> <p>4. Assigning resources that does not meet the client requirements.</p> <p>In case of any short-comings in respect of the above, penalty may be imposed by the BRLPS.</p>	<p>basis on which quality will be assessed, the extent of the penalty, and the process for determining it?</p>	
7.	Section 3.1.5 Page 22	<p>Create process maps and organograms to align on total positions within the BRLPS to be covered and understand who needs to do what. Create an initial set of process maps for key functions of the BRLPS.</p>	<p>Do the HR process maps exist with BRLPS or will the agency be expected to create them from scratch?</p>	<p>It is clarified that HR process maps are available within JEEViKA. However, the selected HR agency will be expected to review and refine/re-map them in line with their adopted methodology to effectively deliver the required outputs. All relevant documents will be shared with the selected agency post onboarding.</p>

8.	Section 3 Phase 1 II. Page 22	Delineate all roles for each position and list all the activities under each role. Map competencies required to be able to perform the activities required for a role.	Can you confirm if BRLPS/JEEViK A currently has any existing competency framework in place?	The selected HR agency will be required to undertake competency mapping afresh, in line with the framework (i.e. the FRAC method) outlined in the bid document. BRLPS did pilot for three key positions, that too only functional.
9.	Section 3 Phase 1 I. G Page 22	In particular, the agency will coordinate with and collate inputs from BRLPS leadership, other agencies supporting JEEViKA, PMUs, etc.	To understand the coordination effort, could you please provide a list of the key "other agencies supporting JEEViKA, PMUs, etc." from whom the agency must collate inputs?	List will be shared post onboarding of Selected HR agency.
10.	Section 3 Phase 1 I. F Page 22	The agency will undertake workshops, review meetings, stakeholder consultations, and any other relevant activities to ensure high fidelity and	Who will be responsible for the logistics (e.g., scheduling, venue booking, ensuring staff availability) for the numerous workshops, review meetings,	It is clarified that JEEVIKA will be responsible for the logistics (e.g., scheduling, venue booking, ensuring staff availability) for the numerous workshops, review meetings,

		quality of the deliverables produced as an outcome of this step.	and stakeholder consultations?	and stakeholder consultations. It is clearly mentioned in the Bid Document.
11.	Section 3 Phase 1 II. B Page 22	By utilizing the public competency dictionary, develop competency maps for each of the positions - with competencies and proficiency levels defined for each position and showing all positions linked to a specific competency.	Could you please specify which "public competency dictionary" BRLPS intends to use? Is its use mandatory, or can the agency recommend a more suitable framework based on the project's needs?	The "Public Competency Dictionary" refers to the Karmayogi Competency Model. However, it is expected that this will be contextualized and aligned with JEEViKA's technical terminology (Specific to development sector) and training needs. The agency may also recommend and incorporate additional or refined competencies/frameworks, as appropriate, based on the specific requirements of the project.
12.	Section 3 Phase 1 II. C Page 22	Align and draft roles, responsibilities, job descriptions	Will BRLPS provide any existing documentation,	Yes, BRLPS will provide existing documentation, such as current

		and link position, roles, competencies of the staff based on this exercise, and advise on revisions where necessary	such as current organograms, job descriptions, or existing training policies, at the project's outset?	organograms, job descriptions, or existing training policies, at the project's outset
13.	Section 3 Phase 1 II. G Page 22	Undertake necessary change management and advocacy which may include guiding employees through the transition, addressing concerns, and promoting understanding and acceptance of the GO-HRM's benefits and objectives.	Does BRLPS have an existing Human Resource Management System (HRMS)? Is there an expectation that the outputs of this project (KPIs, competencies) will need to be configured or integrated into a specific software system?	Yes, BRLPS has an in-house eHRMS (Odoo Platform) and the outputs of this project will be required to be configured and integrated into the eHRMS portal.
14.	Section 3 Phase 1 III. A Page 22	Support BRLPS in creating and identifying assessments to measure proficiency levels of the employees based on the competency mapping exercise. This will involve identifying a combination of knowledge and	Regarding assessments, is the primary expectation for the agency to create new, validated knowledge/skill tests from scratch, or to identify and source suitable external tests?	It is clarified that the selected HR agency will be required to design and develop the assessment tools from scratch, including validated knowledge and skill-based tests as well as 360-degree feedback mechanisms/suitable framework

		<p>skill tests (either designed by the vendor or sourced externally), and designing 360-degree feedback from colleagues and beneficiaries (as applicable).</p>		<p>aligned to the competency framework and system will be developed by Tech. agency in coordination with HR agency.</p> <p>These assessment tools are intended to be institutionalised and used on a regular basis, including for the assessment of newly inducted staff within JEEViKA in future.</p> <p>BRLPS/JEEViKA will retain the right to review, modify, and update these tools over time based on evolving organisational needs.</p>
15.	Section 3 Phase 1 III. C Page 22	<p>Conduct a training needs assessment, as requested by JEEViKA, for a sample of positions to supplement the</p>	<p>For the Training Needs Assessment (TNA), could you please provide an estimate of the size and type of the "sample of</p>	<p>It is clarified that the size and type of the sample of positions for the Training Needs Assessment (TNA) will be determined by the selected</p>

		gaps assessments in point A.	positions" to be covered?	agency post onboarding. This will be based on the methodology proposed by the agency, informed by the AS-IS study and consultations with relevant stakeholders.
16.	Deployment of manpower		Can all the experts be deployed on a combination of on-site and off-site model	No. Deployment has to happen as per the RFP.
17.			Please clarify the existing hierarchy within BRLPS.	It is clarified that hierarchy within BRLPS will be communicated to successful bidder.
18.			Could you confirm the number of functions (differentiating the key function) which need to be covered for designing or organograms and process maps.	It is clarified that there are 90 unique positions for which the successful agency will have to work based on the Terms of Reference of published RFP.
19.			How many assessment tools are expected as part of this exercise?	It is clarified that minimum three assessment tools will be developed for 90

				Unique positions.
20.			Will the consulting partner, also need to conduct assessments? If yes, then for how many roles covering how many people?	Same as point no. 14 above. However, it includes assessment of 90 unique position holders i.e., 7300 employees on functional behavioural and domain competencies.
21.			For competency development journeys, will we also need to run the journey or the scope is limited only to designing of the journeys?	It is clarified that the scope is limited to the design and development of competency frameworks and learning modules. The selected HR agency will also support the integration of the developed modules into the LMS, in coordination with the technical agency.
22.			Will the competency development journeys also focus on both behavioural and technical	It is clarified that the competency development journeys will cover all three categories i.e. Functional,

			competencies or both?	Domain, and Behavioural competencies.
23.			Will the learning course content design expected to be done by the consulting partner or will there be other 3rd party vendors onboarded for such customised area of work	It is clarified that the learning course content design will be undertaken by the selected HR agency.
24.			Is there flexibility of entire project team working on a hybrid model or is it mandatory to have project team based out of BRLPS office for the entire project duration?	It is clarified that the project team is expected to be deployed as per requirement in the published RFP.
25.	Deployment of Manpower - Pg 30	The Team Lead shall be stationed at the BRLPS office, Patna, for a minimum of 90 days during the agreement period and additionally as and when required by the project and shall mandatorily attend all review meetings related	Kindly clarify the expected frequency and schedule of review meetings to be attended by the Team Lead (e.g., weekly, bi-weekly, monthly). Additionally, please confirm whether these review meetings will be pre-	It is clarified that the Team Lead is required to attend all review meetings as outlined in the bid document and as per project requirements. The frequency and scheduling of these meetings may be pre-planned or conducted on an

		to the assignment at the BRLPS office, Patna.	planned as per a defined calendar or conducted on an ad-hoc basis depending on project requirements.	ad-hoc basis, depending on project needs.
26.	Scope of Work – Project Management & Monitoring - Pg 30)	The vendor is expected to deploy cutting-edge project management systems and tools to track progress, manage timelines, and ensure alignment with the defined scope of work. The agency will be expected to brief the Committee of its project management preparedness following the commencement of the assignment, and at appropriate intervals thereafter	Kindly clarify whether there are any specific requirements or preferred platforms/tools (e.g., project tracking, dashboards, reporting formats) that the selected agency is expected to deploy or align with. Additionally, please confirm the expected frequency, format, and level of detail for reporting and briefing to the Committee (e.g., weekly dashboards, monthly reviews, formal presentations, etc.). Further, clarify whether any integration with BRLPS' existing systems/MIS is required for	It is clarified that there are no predefined management platforms or tools; the selected HR agency will be responsible for developing and designing the required tools and templates in alignment with project requirements and stakeholder expectations. The frequency, format, and level of detail for reporting and briefings to the Committee will be outlined in Bid-Document. Further, any integration with BRLPS' existing systems/MIS will be

			project tracking and reporting.	undertaken in coordination with the technical agency and the BRLPS MIS team, with necessary support from the selected HR agency.
27.	Payment Terms – Expense Allocation	BRLPS will bear only the expenses related to conducting workshops	Kindly clarify the scope of expenses that will be borne by BRLPS under “conducting workshops.” Please clarify whether the professional fees of facilitators, content development, and workshop design are to be borne by the agency or considered part of workshop expenses covered by BRLPS.	It is clarified that BRLPS will bear only the logistical expenses related to conducting workshops, including venue, stationery, and arrangements for participants such as meals. All other costs such as professional fees of facilitators, content development, and workshop design will be the responsibility of the selected HR agency.
28.		Bidder should have successfully completed at least 3 projects,	a. Kindly confirm whether ongoing projects (with substantial completion or active deliverables)	Not Accepted. Same as per published RFP.

	<p>Eligibility Criteria -Firm's Specific Work Experience - Pg 43</p>	<p>each of value Rs 1.50 crore, or 2 projects, each of Rs. 2 crore, or 1 Project of Rs. 3 crore or more during the last 3-5 calendar years (from the year of publication of RFP) in HR Transformation, Consulting, Organisation development, etc., in India</p>	<p>can also be considered, subject to submission of client confirmation/ PO.</p> <p>b. Kindly clarify the exact interpretation of "last 3-5 calendar years (from year of publication of RFP)."</p> <p>c. Kindly confirm whether work orders/agreements along with client completion certificates are mandatory, or whether client email/CA-certified declaration can also be considered as proof</p> <p>Kindly clarify how a "project" is defined, whether each independent work order/assignment is treated as a separate project, even if</p>	
--	--	---	---	--

			executed for the same client	
29.	Scope of Work (Pg 19– 23)	Integration of GO-HRM with eHRMS, LMS, APAR, MIS	Is the selected agency responsible for actual system integration (technology build/API) or only functional design & advisory? Who owns tech implementation?	It is clarified that System Integration and the development of APAR will be undertaken by a separate Tech. agency. However, all deliverables developed by the HR agency will need to be integrated into the system. Accordingly, the HR agency will be required to support and collaborate with the technology agency in the integration process.
30.	Scope of Work (Pg 20)	Use of existing systems (eHRMS, LMS, MIS)	What is the current maturity level of these systems? Are they operational, partially implemented, or planned?	It is clarified that the eHRMS and MIS systems are fully operational. However, the LMS is currently not in use and will need to be developed in alignment with the present GO-HRM modules with support of Tech. Team

31.	Scope of Work (Pg 19– 21)	Competency framework (FRAC) for 90 roles	Is there any existing competency dictionary/framework (pilot from 2022– 23 mentioned)? Can it be shared? What % reuse vs rebuild expected?	It is clarified that an existing competency framework/dictionary from the 2022–23 pilot for select positions will be shared post onboarding of the selected HR agency. However, the selected HR agency will be required to develop the competency framework (FRAC) from scratch for approximately 90 roles.
32.	Scope of Work (Pg 21– 22)	Theory of Change creation	Is BRLPS expecting a full ToC build from scratch or refinement of existing strategy documents (Vision 2030)?	It is clarified that the Theory of Change (ToC) will be developed by selected HR agency through workshops conducted in consultation with BRLPS stakeholders. While BRLPS has an existing Vision 2030, relevant inputs and learnings from pilot initiatives will be shared post onboarding of

				the selected HR agency to inform the ToC development process.
33.	Scope of Work (Pg 22)	Workshops, consultations, stakeholder engagement	What is the expected number, geography, and scale of workshops?	It is clarified that, selected HR Agency can decide number, geography, and scale of workshops based on project requirements.
34.	Scale of Implementation (Pg 23)	7300 employees, 90 positions	Are all 7300 employees to be assessed, or only position-level frameworks (90 roles)? Kindly clarify execution scale.	It is clarified that, all 90 unique position holders i.e. 7300 employees to be assessed on the competencies developed. Kindly refer point nos. 14 & 20 above.
35.	Scope – Competency Assessment (Pg 22)	360-degree feedback including beneficiaries	Who will manage data collection logistics (field-level beneficiaries)? Is this agency responsibility?	It is clarified that, BRLPS will facilitate HR agency and manage data collection (field level beneficiaries). However, only field visits required for AS-IS study, site level interventions, familiarization and interaction

				with cadres. The selected HR agency will bear the Travel Cost (TA & DA).
36.	Phase 2 (Pg 23)	Linking capacity with performance systems	Is there an existing PMS/APAR redesign underway, or is the agency expected to redesign PMS entirely?	It is clarified that the selected HR agency will be expected to redesign the PMS in its entirety, in consultation with the BRLPS HR team.
37.	Impact Assessment (Pg 23)	Methodology not defined	Kindly clarify whether the responsibility for designing the impact evaluation framework lies with BRLPS or the selected agency. Additionally, please specify the KPIs or success metrics that will be used to assess the effectiveness of the engagement.	It is clarified that the impact assessment will be conducted internally by BRLPS. The selected HR agency will support the BRLPS M&E team by providing necessary collaterals, designing frameworks, and inputs for conducting the impact assessment.
38.	Deliverables Ownership (Pg 19)	All deliverables owned by BRLPS	Will the agency retain IP rights for frameworks/templates for reuse?	It is clarified that BRLPS will retain the intellectual property rights for all

				deliverables. The selected HR agency will not retain IP rights for reuse and will be required to maintain the integrity and confidentiality of all data, resources, and materials.
39.	Timeline & Phasing (Pg 24)	Fixed 12 + 6 months structure	Is there flexibility to re-sequence activities based on ground realities?	Not Accepted. Same as per Bid-Documents
40.	Resource Deployment (Pg 25-30)	Mandatory onsite roles in Patna	Is there flexibility for hybrid deployment beyond minimum requirement?	Not Accepted. Same as per Bid-Documents
41.	Resource Requirement (Pg 25)	Team Lead 90 days onsite	Is this continuous or intermittent deployment?	It is clarified that the resource requirements shall remain as per the RFP. The Team Lead's deployment may be continuous or intermittent based on project needs; however, a minimum of 90 days of deployment is mandatory. Additionally, the

				<p>Team Lead must be present in all review meetings and workshops.</p> <p>Further, the team structure should adhere to the minimum requirements specified in the bid document, and any deviations or alternative structures are not envisaged.</p>
42.	Resource Requirement (Pg 30)	Minimum team defined	Can bidder propose alternative team structure leveraging SMEs/central team?	Not Accepted. Same as per Bid-Documents.
43.	Review Mechanism (Pg 34)	Bi-monthly reviews	What is the approval turnaround time post submission?	Same as per Bid-Documents.
44.	Data & Access (General)	Access to HR data & systems	Kindly clarify the extent of data access that will be provided to the selected agency, including employee records and performance-related data. Additionally, please specify any data privacy,	It is clarified that data access, including employee records and performance-related information, will be provided to the selected agency based on necessary approvals. The

			security, or compliance constraints that the agency is required to adhere to.	agency will be required to strictly adhere to data integrity, confidentiality, and applicable data privacy and security requirements.
45.	Change Management (Pg 21)	Cultural transformation Expectation	What change adoption KPIs define success?	It is clarified that BRLPS has an existing change management strategy, with the GO-HRM project itself envisaged as a key change management initiative. The selected HR agency will be expected to further formulate and refine the approach in line with project needs and align it with the JEEViKA change management strategy through workshops conducted in consultation with BRLPS stakeholders.
46.	Knowledge Transfer (Pg 18)	Mandatory KT	What is the expected format & depth of KT (training hours, manuals,	It is clarified that the format and depth of knowledge

			system handover)?	transfer (including training hours, manuals, and system handover) will be designed by the selected HR agency in consultation with the BRLPS HR team.
47.	Project Scope	Multiple agencies mentioned	Who are the other agencies (tech, M&E) and what are their roles/responsibilities?	List will be shared post onboarding of selected HR agency.
48.	Phase Dependency (Pg 23)	Dependency on other systems	Kindly clarify the impact on project timelines and deliverables in case integrations with other systems (such as LMS/MIS) are delayed.	It is clarified that all deliverables outlined in the RFP fall within the scope of the selected HR agency. However, the agency will be required to support the integration process and work in close coordination with the technical agency and the BRLPS MIS team. Any impact on timelines or deliverables may

				be referred to the payment terms and conditions specified in the bid document.
49.	Deliverable Acceptance (Pg 31)	Acceptance required for payment	Kindly clarify the maximum turnaround time for review and approval of deliverables by BRLPS.	Same as per Bid-Document. (Please refer the Payment terms in the RFP-Document)
50.	Field Complexity	Large rural program	What level of field immersion is expected (district/block visits)?	Please refer to point no. 35 above. However, it is to be decided by the HR Agency upon consultation with BRLPS HR Team.
51.	Performance	Accountability framework	Will BRLPS define clear measurable KPIs vs subjective evaluation?	It is clarified that the accountability framework, including measurable KPIs and evaluation parameters, will be defined by the selected HR agency in coordination with the BRLPS' HR, M&E team and relevant stakeholders in alignment with the GO-HRM framework.
52.		Gap between "what employee	Does BRLPS have any	It is clarified that there is no

	GO-HRM Concept (Pg 20)	should do vs can do”	existing baseline data on performance gaps, or is the agency expected to establish baseline diagnostics?	predefined baseline data on performance gaps. The selected HR agency will be responsible for establishing baseline diagnostics in coordination with the BRLPS M&E and HR teams.
53	Competency Construct (Pg 20)	Inclusion of behavioral values in competency mapping	Are there pre-approved behavioral indicators/scales or should the agency design behavioral assessment frameworks from scratch?	It is clarified that, the selected HR agency will be responsible for designing the behavioural assessment frameworks from scratch.
54.	Phase 1 – Goal Setting (Pg 21)	Alignment from state goals → KRAs → KPIs	Will BRLPS provide validated organizational KPIs / program KPIs, or is KPI design entirely agency-driven?	It is clarified that BRLPS will provide existing organisational and program KPIs post onboarding of the selected HR agency. However, the selected HR agency will be responsible for developing fresh KPIs for 90 unique positions in alignment

				with the GO-HRM framework as per Bid Document.
55.	Phase 1 – Goal Cascade (Pg 21)	Activity-based target setting	What is the expected granularity of activity mapping (daily, weekly, monthly tasks)?	It is clarified that, as outlined in the bid document, the cascading of goals, objectives, KRAs, and KPIs will encompass all activities required to achieve the overall goals.
56.	Phase 1 – Stakeholder Inputs (Pg 22)	Inputs from multiple agencies (PMUs, partners)	Will BRLPS coordinate access to stakeholders, or is stakeholder engagement fully agency-driven?	Yes. It is clarified that BRLPS will coordinate access to stakeholders. List will be shared post onboarding of Selected HR agency.
57.	Competency Mapping (Pg 22)	Process maps & organograms	Are validated organograms and process maps already available, or expected to be created entirely by the agency?	Yes, BRLPS will provide existing documentation, such as current organograms, job descriptions, or existing training policies, at the project's outset. The selected HR agency will be expected to refine all

				documents as per project requirements.
58.	Competency Mapping (Pg 22)	Public competency dictionary usage	Which public competency dictionary is being referred to? Is there a mandated framework (e.g., govt competency dictionary)?	<p>The “Public Competency Dictionary” refers to the Karmayogi Competency Model.</p> <p>However, it is expected that this will be contextualised and aligned with JEEViKA’s technical terminology (Specific to development sector) and training needs.</p> <p>The agency may also recommend and incorporate additional or refined competencies/frameworks, as appropriate, based on the specific requirements of the project.</p>
59.	Competency Mapping Pilot (Pg 22)	Pilot already conducted	What were the key learnings, gaps, and limitations from the pilot? Will raw data be shared?	Yes. It is clarified that, all Key learnings, gaps, and limitations from the pilot will be shared post onboarding of selected HR

				agency.
60.	Change Management (Pg 22)	Agency to drive adoption & acceptance	Is there an existing change management strategy, or is the agency expected to design and execute it fully?	It is clarified that BRLPS has an existing change management strategy, with the GO-HRM project itself envisaged as a key change management initiative. The selected HR agency will be expected to further formulate and refine the approach in line with project needs and align it with the JEEViKA change management strategy through workshops conducted in consultation with BRLPS stakeholders.
61.	Assessment Design (Pg 22)	Combination of knowledge + skill tests	Who will own licensing or procurement of assessment tools/platforms (if external tools are used)?	It is clarified that the licensing or procurement of assessment tools/platforms (if external tools are used) will be the responsibility of BRLPS. The selected HR agency will support by identifying,

				developing tools and/or provide with relevant sources and marketplaces for such tools.
62.	Assessment Validation (Pg 22)	Validity & reliability testing	What level of statistical rigor is expected (basic validation vs psychometric validation)?	It is clarified that the validation mechanism, including the level of statistical rigor, will be determined by the BRLPS M&E and HR teams. The selected HR agency will provide inputs and knowledge transfer to support the assessment and validation process.
63.	Training Needs Assessment (Pg 22)	TNA for sample roles	What is the expected sample size for TNA?	It is clarified that selected HR agency will determine the sample size and methodology in consultation with BRLPS HR & M&E team.
64.	Learning Pathways (Pg 22)	Alignment with adult learning principles	Is there any preferred pedagogy framework (Govt / donor-driven) to be followed?	Yes, FRAC-based competencies will be developed across all three buckets

				<p>i.e. Functional, Domain, and Behavioural, using adult learning principles. Instructional design approaches, including Bloom's Taxonomy, may be adopted; however, the agency may also propose and apply a suitable pedagogy framework in alignment with BRLPS stakeholders' consultations.</p>
65.	<p>Learning Ecosystem (Pg 20 & 22)</p>	<p>LMS mentioned as open- source platform</p>	<p>Has the LMS already been selected/ deployed, or is the agency expected to recommend LMS design/configuration?</p>	<p>It is clarified that BRLPS has developed an in-house LMS on the ODOO platform. However, the LMS will be further developed within the GO-HRM modules by a separate technical agency. The selected HR agency will be expected to support the design and configuration of</p>

				the deliverables to be integrated into the LMS, in coordination with the technical agency.
66.	Phase 2 – PMS Linkage (Pg 23)	Linking competency with performance scoring	What is the current APAR structure, and what level of change is permissible?	It is clarified that the current APAR structure will be shared post onboarding of the selected HR agency. The APAR system envisaged in the bid document will be developed by a separate technical agency. The selected HR agency will be expected to support this process by providing inputs and knowledge transfer for the development of the APAR system.
67.	PMS Integration (Pg 23)	Integration with MIS/workflow apps	Are there defined APIs/data structures available, or is integration conceptual only?	It is clarified that features are available on Odoo platform. APIs/data structures will be defined by Tech. Agency.

68.	Governance Alignment (Pg 23)	Align governance processes	Which specific governance processes (transfers, promotions, etc.) are in scope vs out of scope?	It is clarified that, Governance processes will be decided once the deliverables delivered as per project and in perview of successful implementation to be decided by BRLPS leadership team
69.	Knowledge Transfer (Pg 23)	KT to multiple stakeholders/agencies	Is KT expected to be institutional (train-the-trainer) or only documentation-based?	It is clarified that knowledge transfer is expected to be delivered through a combination of detailed documentation and presentations to BRLPS stakeholders and partner agencies via workshops and offline/online meetings. Additionally, knowledge transfer will be extended to the technical agency, as well as the BRLPS HR, MIS, and M&E teams to ensure effective

				institutionalisation.
70.	Impact Assessment (Pg 23)	Collaboration with M&E theme	Who is the M&E partner, and what is their defined role vs agency role?	It is clarified that the M&E partner will be the JEEViKA M&E theme, which will undertake the impact assessment. The selected HR agency will provide the necessary guidelines and frameworks to support the impact assessment process.
71.	Impact Metrics (Pg 23)	Productivity, job satisfaction etc.	Are there baseline metrics already available, or is baseline measurement part of scope?	It is clarified that baseline measurement is the part of scope.
72.	Sampling Design (Pg 23)	Sample selection methodology	Is the sampling methodology predefined, or to be proposed by the agency?	It is clarified that, the sampling methodology is not predefined. The selected HR agency will be responsible for proposing and finalising the sampling approach post-onboarding, in

				alignment with JEEViKA stakeholders.
73.	Deliverable Format (Pg 24)	Documentation requirement	Are there standard templates/formats required for deliverables (competency maps, KPIs, etc.)?	Yes. It is clarified that selected HR agency will develop the standard templates/formats required for deliverables (competency maps, KPIs, etc.) as outlined in Bid document.
74.	Alternate Approach Clause (Pg 24)	Bidders may propose alternative flow	To what extent is deviation from suggested approach acceptable during evaluation?	No. Same as per Bid Document
75.	Deliverable Usability (Pg 24)	Outputs must be “easy to access & understand”	Is there expectation of digitization tools/dashboards beyond documentation?	It is clarified that the digitisation of tools and dashboards will be undertaken by a separate Tech. agency. However, the selected HR agency will be expected to support the digitisation process to ensure that deliverables are effectively compiled and implemented, enabling a seamless flow of operations.

76.	Resource Deployment (Pg 30)	Minimum resource requirement only	Will evaluation consider higher resource deployment as advantage or cost disadvantage?	Same as per RFP Document.
77.	Project Management Tools (Pg 30)	“Cutting-edge PM systems expected”	Is there any mandatory reporting/dashboard format/tool (e.g., govt MIS integration)?	Yes, BRLPS has its in-house reporting/dashboard formats and tools, along with mandatory government MIS requirements. The integration will be undertaken by a separate technical agency in coordination with the BRLPS MIS team. The HR agency will be expected to provide necessary support during the integration process, as per project needs.
78.	Project Preparedness Review (Pg 30)	Agency to brief committee on PM readiness	What are the criteria for assessing project preparedness?	It is clarified that the criteria for assessing project preparedness will be defined in consultation with the agency by BRLPS’ M&E and HR team post onboarding of the HR agency.

79.	Deliverable Quality Expectation (Pg 30)	“Quality is paramount”	What defines acceptable vs high-quality deliverables (objective criteria vs subjective review)?	It is clarified that quality of deliverables will be assessed based on the Terms of Reference of published RFP.
80.	Review Mechanism (Pg 34)	Observations to be complied “at no additional cost”	Does this include multiple iterations/rework cycles, and is there any cap?	It is clarified that multiple iterations and rework cycles may be undertaken based on project needs and inputs received from stakeholders during review meetings.
81.	Review Frequency (Pg 34)	Review every 2 months	Can review frequency increase based on project needs, and will that impact scope/effort?	No. Same as per RFP Document.
82.	Committee Review (Pg 34)	Multi-member review structure	Will feedback be consolidated or individual stakeholder-driven (conflicting inputs risk)?	It is clarified that feedback will be consolidated and shared with the agency, and the presence of the Team Lead is mandatory in each review meeting.
83.	Performance Assessment/Monitoring	The performance of agency will be assessed on every three months based on the deliverables mentioned in the	We understand that the performance of the agency will be assessed every three months based on	Not Accepted. Same as per published RFP.

		<p>Terms of Reference and following points</p> <ol style="list-style-type: none"> 1. Quality of deliverable is not up to the mark as mentioned in scope of work 2. Delays in deliverables pre decided dates 3. Not engaging resources on a dedicated basis 4. Assigning resources that does not meet the client requirements. <p>In case of any short-comings in respect of the above, penalty may be imposed by the BRLPS.</p>	<p>the deliverables mentioned in the Terms of Reference and the following points, and that penalties may be imposed based on deviations. However, we request that the penalty be capped at a maximum of 5% of the total agreement value, to ensure fairness and financial predictability.</p>	
84.	Termination by Bidder	No Clause in RFP	<p>Requesting you to add this clause on immediate termination -</p> <p><i>“The Selected Bidder may terminate this Agreement, or any particular Services, immediately upon written notice to the Client if Selected Bidder reasonably determine that selected agency can no longer provide the</i></p>	Not Accepted. Same as per published RFP.

			<i>Services in accordance with applicable law or professional obligations.”</i>	
85.	Annexure 8: Form (Power of Attorney)	<p>Know all men by the present that We.....(name of the enterprise and address of the registered office) do hereby irrevocably constitute, nominate, appoint and authorize Mr/Ms (name)son/daughter/wife of... And presently residing at... who is presently employed with us and holding the position of as our true and lawful attorney (hereinafter referred to as the “Attorney”) to do in our name and on our behalf, all such</p>	<p>We kindly request that the word “irrevocably” be removed from the Power of Attorney clause. As the nature of the authorization is intended to be revocable at our discretion, we believe this change is necessary to align with our internal legal practices.</p>	<p>It is clarified that in Annexure-8 (Power of Attorney), the first paragraph of same should be read as follows:</p> <p><i>“Know all men by the present that We.....(name of the enterprise and address of the registered office) do hereby irrevocably constitute, nominate, appoint and authorize Mr/Ms (name)son/daughter/wife of... And presently residing at...</i></p>

		<p>acts, deeds and things including to enter into negotiation, as are necessary or required in connection with or incidental to submission of our Bid for the RFP Reference No.</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>Dated.....</p> <p>.....</p> <p>.....</p>	<p>.....</p> <p>.....</p> <p><i>... who is presently employed with us and</i></p> <p><i>holding the position of</i></p> <p>.....</p> <p><i>..... as our true and lawful attorney (hereinafter</i></p> <p><i>referred to as the "Attorney") to do in our name and on our behalf, all such acts, deeds and things</i></p> <p><i>including to enter into negotiation, as are necessary or required in connection with or incidental to submission of our Bid for the RFP Reference No.</i></p> <p>.....</p> <p>.....</p> <p>.....</p> <p><i>Dated.....</i></p> <p>.....</p> <p><i>..... till the finalization of this Bid/Proposal".</i></p>
--	--	--	---

86.	Annexure 8: Form (Power of Attorney)	No clause in RFP	Requesting you add the tender name and tendering authority name after the bid reference number, as this will provide better clarity and traceability of the document.	No Change. Same as per published RFP.
87.	Section 4.1.3 Page 2	Last date for submission of bid will be 15/04/2026 at 3:30 PM (online)	Is there a possibility to get an extension on the submission deadline?	Last Date & Time for Receipt (Online Submission) of Bid is being extended till 30- 04-2026 (Till 03:00 P.M.). Technical Bids will be opened online on 30-04-2026 at 03.30 PM.
88.	Section 28.5 Page 44	The Bidder should not have been blacklisted/debar red by the Central Government, any State Government, a Statutory Authority, or a Public Sector Undertaking/Loc al Bodies from participating in any tender/assignme nt.	Requesting you to relook at this clause and modify this criteria as the firm should not be blacklisted on the date of submission	No Change. Same as per published RFP.
89.				Not Accepted.

			We kindly request you to allow participation through a Joint Venture (JV) /Consortium for this tender.	Same as per Bid Document
90.			<p>We request your kind consideration to revise the turnover evaluation criteria as follows:</p> <p>=> 2.0 crore - < 2.5 crore - 10 marks</p> <p>=> 2.5 crore < 3.0 crore - 20 marks</p> <p>=> 3.0 crore and above - 30 marks</p>	<p>Not Accepted.</p> <p>Same as per Bid Document</p>
91.	Eligibility Criteria Pre-qualification	Firm Registration of last 05 years	Please allow relaxation to the firm with 3 years of existence but with proven capability	<p>Not Accepted.</p> <p>Same as per Bid Document</p>
92.	Eligibility Criteria Pre-qualification	Bidder should have successfully completed at least 3 projects, each of value Rs 1.50 crore, or 2 projects, each of	<p>Allow relaxation in project value criteria:</p> <p>Successfully completed atleast 03 projects (each of</p>	<p>Not Accepted.</p> <p>Same as per Bid Document</p>

		<p>Rs. 2 crores, or 1 Project of Rs. 3 crore or more during the last 3-5 calendar years (from the year of publication of RFP) in HR Transformation, Consulting, Organisation development, etc., in India".</p> <p>Supporting Documents</p> <p>Copy of Contract / Work Order/ Completion Certificates</p> <p>from the Client.</p>	<p>value Rs. 60.0 lakh) or 02 projects (each of value 80.0 lakh) or 01 project (having value of Rs. 1.0 crore)</p>	
93.	Section: Evaluation Criteria – Prior Experience	<p>Bidder should have successfully implemented at least 3 projects in the last 3–5 years with supporting completion certificates.</p>	<p>It is requested to kindly clarify whether ongoing projects (where substantial work has been completed and client confirmation/ work order is available) may also be considered for</p>	<p>Not Accepted. Same as per published RFP.</p>

			<p>evaluation under prior experience.</p> <p>Given the nature of consultancy assignments, many relevant projects are long-duration and may still be ongoing at the time of bid submission.</p> <p>Excluding such projects may limit fair representation of a bidder's recent and relevant experience. In view of the above, it is proposed that the criteria may kindly be revised as follows:</p> <ol style="list-style-type: none">1. Completed projects: To be considered based on submission of work order and completion certificate.2. Ongoing projects: To be considered based on submission of work order	
--	--	--	--	--

			<p>along with client certificate / progress certificate indicating substantial completion (e.g., $\geq 50\%$ progress).</p> <p>Further, it is requested that ongoing projects meeting the above criteria may be treated at par with completed projects for the purpose of scoring under this criterion, to enable a more comprehensive and equitable evaluation of bidders' capabilities.</p>	
94.			Request if we can reconsider the clause of Performance bank guarantee and remove the same	Not Accepted.
95.	General Conditions – Applicability of Bihar Financial Rules - Pg 40	Bihar Financial Rules and amendments published from time to time will be considered for evaluation of bid.	Kindly clarify the specific provisions of the Bihar Financial Rules that will be applicable to this RFP, particularly	It is to inform that Bihar Financial Rules can be downloaded

			in relation to bid evaluation, financial assessment, payment terms, and contract management.	from Bihar EGazette portal.
96.	Eligibility Criteria - Blacklisting -Pg 44	Notarized affidavit requirement	Is there a prescribed format for submission of the notarized affidavit or can the bidder submit in its standard format?	It is clarified that format is available in the published RFP as Annexure 9: Form (Non blacklisting)
97.	Annexure 7 - Pg 57	Number of Qualified Resources: The Bidder should have at least 200 resources in advisory/consulting services at bidder's own payroll	Kindly confirm whether the requirement of having at least 200 resources on the bidder's own payroll is a mandatory eligibility criterion (pre-qualification) or will be considered as part of the technical evaluation/scoring criteria.	It is clarified that requirement of 200 resources is not mandatory and will not be part of technical evaluation/scoring.
98.	General		Kindly confirm whether digitally signed documents (using valid DSC) will be accepted for submission of the bid and	It is clarified that digitally signed documents can be uploaded.

			supporting documents, in lieu of physical signatures and stamps.	
99.	Criteria for Evaluation 28.1 Pre-qualification (PQ) criteria	The bidder should have minimum average annual turnover of Rs 02 crore during 03 consecutive financial years out of five (05) financial years; 2020-21,2021-22, 2022-23, 2023-24 & 2024-25	Given the complexity of the assignment scope and experience requirement in the RFP, we request you to kindly consider revising the pre-qualification criteria to ‘The Bidder should have a minimum average annual turnover of Rupees 50 Crores during 03 out of the last 5 Financial Years; 2021-22, 2022-23 & 2023-24.	Not Accepted. Same as per published RFP.
100.	Intellectual Property Rights	No Clause in RFP	Selected Bidder may use data, software, designs, utilities, tools, models, systems and other methodologies and know-how (“Materials”) that Selected Bidder own in performing the Services. Notwithstanding	It is clarified that all information collected by consultant will be used only for the purpose of delivering the scope specified in the RFP. No part of the information shall be used for any other

			<p>the delivery of any deliverables/reports, we retain all intellectual property rights in the Materials (including any improvements or knowledge developed while performing the Services), and in any working papers that we compile and retain in connection with the Services (but not information provided by Client reflected in them). Upon payment for the Services, Client may use any Materials included in the deliverables/reports, as well as the deliverables/reports themselves as permitted by this Agreement.</p>	<p>purpose without the prior explicit consent of the client. All data collected and materials developed as a part of this assignment shall be the property of the client. All the Training Modules, data analysis will be the property of Client.</p>
101.	<p>Point No. 28. Criteria for Evaluation; Subpoint 28.2 Technical</p>	<p>Bidder should have successfully implemented at least 3 projects during the last 3-5 calendar years (from the year of publication of</p>	<p>We request the authority to please revise the clause as: Bidder should have</p>	<p>Not Accepted. Same as per issued RFP.</p>

	<p>Qualification (TQ) criteria (Technical Score = ST); Table Point</p> <p>No. 1 - Prior Experience; Sub-point</p> <p>1.1</p>	<p>RFP) in the areas pertaining to at least 2 of the following:</p> <ul style="list-style-type: none"> ● Organizational Development/Design ● Manpower Planning/Performance Evaluation ● Talent lifecycle management ● Culture & Change Management <p>Supporting Documents Copy of Contract/ Work Order along with Completion Certificates from the Client.</p> <p>03 Projects - 10 Marks</p> <p>04 Projects - 15 Marks</p> <p>05 or more projects - 20 Marks</p>	<p>successfully implemented</p> <p>at least 1 project during the last 3-5 calendar years (from the year of publication of RFP) in the areas pertaining to at least 2 of the following:</p> <ul style="list-style-type: none"> ● Organizational Development/Design ● Manpower Planning/Performance Evaluation ● Talent lifecycle management ● Culture & Change Management <p>Supporting Documents Copy of Contract/ Work Order along with Completion Certificates from the Client.</p> <p>01 Project - 10 Marks</p>	
--	--	--	--	--

			03 Projects - 15 Marks 04 or more projects - 20 Marks	
102.	28.2 Technical Qualification (TQ) criteria (Technical Score = ST) Page No. 44 Point No. 1. Prior Experience (1.1)	<p>Bidder should have successfully implemented at least 3 projects during the last 3-5 calendar years (from the year of publication of RFP) in the areas pertaining to at least 2 of the following:</p> <ul style="list-style-type: none"> ● Organizational Development/Design ● Manpower Planning/Performance Evaluation ● Talent lifecycle management ● Culture & Change Management <p>Supporting Documents Copy of Contract/ Work Order along with Completion Certificates from the Client.</p> <p>03 Projects - 10 Marks 04 Projects - 15 Marks 05 or more projects - 20 Marks</p>	<p>Request for Amendment to Expand Eligible Areas of Experience: Bidder should have successfully implemented at least 3 projects during the last 3-5 calendar years (from the year of publication of RFP) in the areas pertaining to at least 2 of the following:</p> <ul style="list-style-type: none"> ● Organizational Development/Design ● Manpower Planning/Performance Evaluation/Deployment ● Talent lifecycle management ● Culture & Change Management ● Competency Mapping & Assessment ● HR Transformation / Manpower System Strengthening <p>Supporting Documents</p>	<p>It is clarified that “Bidder should have successfully implemented at least 3 projects during the last 3-5 calendar years (from the year of publication of RFP) in the areas pertaining to at least 2 of the following”:</p> <ul style="list-style-type: none"> ● Organizational Development/Design ● Manpower Planning/Performance Evaluation ● Talent lifecycle management ● Culture & Change Management ● Competency Mapping & Assessment ● HR Transformation / Manpower System Strengthening <p>Supporting Documents Copy of Contract/ Work Order along with Completion Certificates from</p>

		<p>Copy of Contract/ Work Order along with Completion Certificates from the Client.</p> <p>03 Projects - 10 Marks</p> <p>04 Projects - 15 Marks</p> <p>05 or more projects - 20 Marks</p> <p>Reason: The core scope of this RFP includes competency mapping and overall HR system transformation. Adding these two categories will better align the eligibility criteria with the actual project requirements.</p>	<p>the Client.</p> <p>03 Projects - 10 Marks</p> <p>04 Projects - 15 Marks</p> <p>05 or more projects - 20 Marks</p>
--	--	---	--