

<p align="center"><b>PRE-PROPOSAL MEETING  QUERIES AND CLARIFICATION</b></p> <p align="center"><b>Hiring of Human Resource Consultancy Agency For Operationalizing and  Supporting a Goal Oriented Human Resource Management System</b></p> <p align="center"><b>Ref. No. BRLPS/Proj-Comm/2177/23 [e-Proc. Tender ID – 107262]</b></p> <p align="center"><b>Date: 04-08-2025</b></p>				
<b>SN</b>	<b>RFP document reference(s) (Section &amp; page number)</b>	<b>Content of RFP requiring clarification(s)</b>	<b>Points of clarification</b>	<b>Clarification</b>
1	Pre-qualification (PQ) criteria, Experience  Section: 28.1 Page no.: 39	The bidder should have at least 3 years of experience in HR consulting. Supporting Documents Supporting Contract/Work Order	The bidder should have at least 3 years of experience in HR consulting/ IT Consulting/ IT Audit/ FMS (Facility Management Services). Supporting Documents Supporting Contract/Work Order	Not Accepted.  Same as per Bid document
2	Pre-qualification (PQ) criteria, Firm's Specific Work Experience	The Bidder should have successfully completed at least 3 projects, 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 calendar years (from the year of publication of bid) in HR Transformation, Consulting, Organisation development, etc., in India. Supporting Documents Copy of Contract / Work Order/ Completion Certificates from the Client.	The Bidder should have successfully completed at least 1 project of value Rs 1.50 crore, or 2 projects of Rs. 2 crore, or 3 Project of Rs. 3 crore or more during the last 3 calendar years (from the year of publication of bid) in HR Transformation, Consulting, Organisation development/ IT/ ITES in India. Supporting Documents Copy of Contract / Work Order/ Completion Certificates from the Client.	Same as point no. 50 below.

3	<p>Minimum resource requirement &amp; location, Program Manager</p> <p>Section: 3.7 Page no.: 24</p>	<p>Qualifications: MBA/PGDM /MA in Human Resources/ Personnel Management/ Liberal Arts/ Public Administration.</p> <p>Experience (in years): Minimum 12 years</p>	<p>Qualifications: MBA/PGDM /MA in Human Resources/ Personnel Management/ Liberal Arts/ Public Administration/ Graduation in any Discipline.</p> <p>Experience (in years): 5 to 10 years</p>	<p>Not Accepted.</p> <p>Same as per Bid document</p>
4	<p>Minimum resource requirement &amp; location, Learning and development Expert</p> <p>Section: 3.7 Page no.: 24</p>	<p>Qualifications: MBA /PGDM /MA in Human Resources or Personnel Management.</p> <p>Experience (in years): Minimum 7 years</p>	<p>Qualifications: MBA /PGDM /MA in Human Resources or Personnel Management/ Graduation in any Discipline.</p> <p>Experience (in years): 5 to 10 years</p>	<p>Not Accepted.</p> <p>Same as per Bid document</p>
5	<p>Minimum resource requirement &amp; location, Learning and development – Associate</p> <p>Section: 3.7 Page no.: 25</p>	<p>Qualifications: MBA /PGDM /MA in Human Resources or Personnel Management.</p> <p>Experience (in years): Minimum 5 years</p>	<p>Qualifications: MBA /PGDM /MA in Human Resources or Personnel Management/ Graduation in any Discipline.</p> <p>Experience (in years): 5 to 10 years</p>	<p>Not Accepted.</p> <p>Same as per Bid document</p>
6	<p>Minimum resource requirement &amp; location, Performance management systems expert</p> <p>Section: 3.7 Page no.: 26</p>	<p>Qualifications: MBA/PGDM/MA in Human Resources/ Personnel Management or equivalent (such as Master of Science in Industrial Organizational Psychology). Experience (in years): Minimum 7 years</p>	<p>Qualifications: MBA/PGDM/MA in Human Resources/ Personnel Management or equivalent (such as Master of Science in Industrial Organizational Psychology)/ Graduation in any Discipline. Experience (in years): 5 to 10 years</p>	<p>Not Accepted. Same as per Bid document</p>
7	<p>Minimum resource requirement &amp; location, Performance management systems - Associate</p> <p>Section: 3.7 Page no.: 28</p>	<p>Qualifications: MBA / PGDM/ MA in Human Resources / Personnel Management or an equivalent degree</p> <p>Experience (in</p>	<p>Qualifications: MBA / PGDM/ MA in Human Resources / Personnel Management or an equivalent degree/ Graduation in any Discipline.</p>	<p>Not Accepted.</p> <p>Same as per Bid document</p>

		years): Minimum 5 years		
8	<p>Technical Qualification (TQ) criteria (Technical Score = ST), Prior Experience</p> <p>Section: 28.2 Page no.: 40</p>	<p>The Bidder should have successfully implemented at least 3 projects during the last 3 calendar years (from the year of publication of bid) in the areas pertaining to at least 2 of the following:</p> <ul style="list-style-type: none"> <li>• Organisational Development/Design</li> <li>• Manpower Planning/Performance Evaluation</li> <li>• Talent lifecycle management</li> <li>• Culture &amp; Change Management</li> </ul> <p>Supporting Documents Copy of Contract/ Work Order and Completion Certificates from the Client. 03</p>	<p>The Bidder should have successfully implemented at least 3 projects during the last 3 calendar years (from the year of publication of bid) in the areas pertaining to at least 2 of the following:</p> <ul style="list-style-type: none"> <li>• Organisational Development/Design</li> <li>• Manpower Planning/Performance Evaluation</li> <li>• Talent lifecycle management</li> <li>• Culture &amp; Change Management</li> <li>• IT/ITES.</li> </ul> <p>Supporting Documents Copy of Contract/ Work Order and Completion Certificates from the Client. 03 Projects - 10 Marks 04 Projects - 15 Marks 05 or more projects - 20 Marks</p>	<p>Not Accepted.</p> <p>Same as per Bid document</p>
9	<p>RFP document fees Page No.34</p>	<p>The bid fee of INR 5000/- (INR Five thousand only) should be submitted online.</p>	<p>The public procurement policy for MSMEs order, 2012 is applicable to all central ministries/departments/CPSUs and has become mandatory w.e.f 1st April 2015. Under this policy the participation fee and EMD will be exempted along with other benefits mentioned in the policy for all the MSMEs registered with District Industries Centre (DIC) or Khadi &amp;</p>	<p>It is clarified that bid fee is payable by all the bidders and as per Bihar Financial Rules, there is no exemption from submitting EMD in case of Consultancy Services.</p>

			<p>Village Industries Commission (KVIC) or Khadi &amp; Industries Board(KVIB) or Coir Board or National Small Industries Commission (NSIC) or Directorate of Handicrafts and Handlooms or Udyog Aadhar Memorandum or any other body specified by Ministry of MSME under the public procurement policy irrespective of relevance of product category and capacity of the MSME. Kindly consider it and exempt MSME Registered Companies from submission of tender fee.</p>	
10	<p>Earnest Money Deposit (EMD)Page No.34</p>	<p>Bidders shall submit an EMD of INR 1,90,000/-(INR One Lakh Ninety Thousand) only to be paid online on <a href="https://eproc2.bihar.gov.in">https://eproc2.bihar.gov.in</a>.</p>	<p>The public procurement policy for MSMEs order, 2012 is applicable to all central ministries/departments/CPSUs and has become mandatory w.e.f 1st April 2015. Under this policy the participation fee and EMD will be exempted along with other benefits mentioned in the policy for all the MSMEs registered with District Industries Centre (DIC) or Khadi &amp; Village Industries Commission (KVIC) or Khadi &amp; Industries Board(KVIB) or Coir Board or National</p>	<p>Same as above.</p>

			Small Industries Commission (NSIC) or Directorate of Handicrafts and Handlooms or Udyog Aadhar Memorandum or any other body specified by Ministry of MSME under the public procurement policy irrespective of relevance of product category and capacity of the MSME. Kindly consider it and exempt MS	
11	28. Criteria for Evaluation 28.1 Pre-qualification Criteria Point- 3 (Experience) Page- 39	The bidder should have at least 3 years of experience in HR consulting. Supporting Documents Supporting Contract/Work Order	The bidder should have at least 1 years of experience in HR consulting. Supporting Documents Supporting Contract/Work Order	Not Accepted.  Same as per Bid document
12	28. Criteria for Evaluation 28.1 Pre-qualification Criteria Point- 4 (Experience) Page- 40	The Bidder should have successfully completed at least 3 projects, each of value Rs 1.5 crore, or 2 projects, each of Rs. 2 crores, or 1 Project of Rs. 3 crore or more during the last 3 calendar years (from the year of publication of bid) in HR Transformation, Consulting, Organisation development, etc., in India. Supporting Documents Copy of Contract / Work Order/ Completion Certificates from the Client.	The Bidder should have successfully completed or ongoing at least 3 projects, each of value Rs 50 Lakh, or 2 projects, each of Rs. 1 crore, or 1 Project of Rs. 2 crore or more during the last 3 calendar years (from the year of publication of bid) in HR Transformation, Consulting, Organisation development, etc., in India. Supporting Documents Copy of Contract / Work Order/ Completion Certificates from the Client.	Not Accepted.  Same as per Bid document

13	28. Criteria for Evaluation 28.2 Technical qualification Criteria Point- 1 Page- 40	<p>The Bidder should have successfully implemented at least 3 projects during the last 3 calendar years (from the year of publication of bid) in the areas pertaining to at least 2 of the following:</p> <p>Organisational Development/Design</p> <p>Manpower Planning/Performance Evaluation</p> <p>Talent lifecycle management</p> <p>Culture &amp; Change Management Supporting Documents Copy of Contract/ Work Order and Completion Certificates from the Client. 03 Projects - 10 Marks 04 Projects - 15 Marks 05 or more projects - 20 Marks</p>	<p>The Bidder should have at least 2 projects (successfully implemented/ongoing) in the last 2 financial years (from the year of publication of bid) in the areas pertaining to at least 1 of the following:</p> <p>Organisational Development/Design</p> <p>IT Resources</p> <p>Trainers</p> <p>Manpower Planning/Performance Evaluation</p> <p>Talent lifecycle management</p> <p>Culture &amp; Change Management Supporting Documents (Copy of Contract/ Work Order and Completion Certificates from the Client.) 01 Projects - 10 Marks 02 Projects - 15 Marks 03 or more projects - 20 Marks</p>	<p>Not Accepted.</p> <p>Same as per Bid document</p>
14	Schedule of Events	Last Date of submission of bid 26/08/2025 up to 03.00 PM	Given the complexity of the project and list of documents to be submitted as part of proposal, we request an extension of submission date to help us develop a comprehensive proposal addressing	<p>It is clarified that the last date for submission of online proposal is being extended upto 10-09-2025 till 03.00 PM.</p> <p>Technical proposals will be opened on 10-09-2025 at 03.30 PM.</p>

			<p>the requirements of the RFP document. The extension will also help us in obtaining internal approvals/ certifications required for submission of proposal.</p> <p>We request you to kindly consider extending the proposal submission deadline by at least 2 weeks.</p>	
15	<p>Role of the agency Setting goals and targets:</p> <p>Page 21</p>	<p>A. Undertake detailed discussions with BRLPS management to understand its current HR systems and processes, vision, and requirements from GO-HRM, identifying key information fields in the dictionary of positions, roles and activities.</p>	<p>We understand that the selected agency is expected to undertake detailed discussions with BRLPS Management.</p> <p>Request you to kindly confirm the number of discussions to be undertaken at each level.</p>	<p>It is clarified that the discussions will be held between RBLPS management and the deployed team members.</p>
16	<p>Role of the agency Setting goals and targets:</p> <p>Page 21</p>	<p>Deconstruct state goals into Key Result Areas (KRAs) for thematic teams (if relevant)</p>	<p>Request you to kindly confirm if “state goals” refer to BRLPS’s internal strategic goals and vision, or a formal Bihar State Vision document which need to be Deconstructed into KRAs.</p>	<p>It is clarified that the “state goals” refer to BRLPS’s over arching goals and vision &amp; thematic goals.</p>
17	<p>Role of the agency Setting goals and targets:</p>	<p>In particular, the agency will coordinate with and collate inputs from BRLPS leadership, other agencies supporting JEEViKA, PMUs, etc.</p>	<p>We understand that the selected agency is expected to coordinate with BRLPS leadership, PMUs, as well as other supporting agencies.</p> <p>Request you to kindly share a list of agencies to be</p>	<p>It is clarified that the deployed man power will coordinate with the theme and their concerned partners.</p>

			covered under these criteria.	
18	Role of the agency Competency Mapping	Competency mapping - 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	We understand there are approximately 90 unique roles across SPMU, district, block, and field levels (including Young Professionals) for which goal-setting and competency mapping is required. Kindly confirm if our understanding is correct.	Yes, the 90 unique positions will include Young Professionals also.
19	Role of the agency Competency Mapping	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.	We understand that the selected agency is expected to create process maps and organograms to understand the current structure and roles.  Kindly confirm whether recommending changes to organizational structure or process improvements is part of the scope.	It is confirmed that recommending changes to organization structure is not part of the scope. But suggestions on process improvement will be the responsibility of the successful bidder.
20	Role of the agency Competency Mapping	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.	The scope refers to using a "public competency dictionary" for mapping. Request you to kindly confirm whether BRLPS has an existing competency dictionary or if the reference is to the Karmayogi competency framework for civil servants.	It is clarified that Karmayogi Competency Framework for civil servants may be used.
21	Role of the agency Competency Mapping Page 21	Align and draft roles, responsibilities, job descriptions and link position, roles,	We understand that the scope includes aligning and drafting job descriptions and	It is clarified that BRLPS will provide the existing job description



		competencies of the staff based on this exercise, and advise on revisions where necessary.	linking roles to competencies for 90 unique positions across BRLPS. Request you to kindly confirm whether existing job descriptions will be provided to the agency for reference, or if the agency is expected to create new job descriptions from scratch.	to the successful agency.
22	Role of the agency Competency Mapping	Undertake workshops, review meetings, and stakeholder consultations as required to develop, validate, and finalize the deliverables, recommending steps for drafting the dictionaries and interrelationships.	We understand that the selected agency will be responsible for conducting workshops to validate and finalize deliverables during the course of the engagement. Request you to kindly confirm: • Who will be the involved stakeholders in these workshops (e.g., BRLPS leadership, PMUs, district/block-level officials)? • The estimated number of workshops to be conducted. Further we understand that the stakeholder participation and coordination for these workshops would be facilitated by BRLPS. Kindly confirm if our understanding is correct.	Workshops will cover stakeholders across all themes and different organisational levels (state, district, and block level leadership), with specific participants determined by on-ground factors. The exact number of workshops will depend on validation needs for different deliverables, but at minimum, each stakeholder should participate in at least one workshop for validating deliverables across each area (goal-setting, competency mapping, and other areas requiring validation). The HR agency will be responsible for conducting these workshops. BRLPS will facilitate coordination to ensure stakeholder participation and availability of venues.

23	Role of the agency Competency Mapping	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.	<p>Request you to kindly confirm whether this support is limited to communication and engagement activities, or if it also includes designing and implementing broader organizational change strategies.</p> <p>We agree that transformation exercise of such a large magnitude requires focused Change Management at organizational level. Although no resource related to Change Management has been enlisted in the RFP document. We therefore propose to include a Change Management expert as a Core resource with the following experience criteria: Position Experience criteria Change Management Expert Full Time MBA(HR) or Masters in any discipline from recognized Universities with 6 years' experience in Change management/ capacity building in large-scale transformation projects.</p>	<p>Same as per Bid document.</p> <p>The GO-HRM project is designed in a such way that it will bring organisational transformation and change management.</p>
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24	5 Role of the 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>If assessments are sourced externally, kindly confirm that the agency's role will be limited to identifying suitable vendors and not development or delivery.</p>	<p>As per Bid document.</p> <p>It is clarified that the successful agency shall develop and deliver as well.</p>
25	Role of the agency Competency assessment pathwaysPage 22	Conduct a training needs assessment, as requested by JEEViKA, for a sample of positions to supplement the gaps assessments.	Based on our understanding the agency would be conducting training needs assessment for a sample of positions. Request you to kindly confirm the tentative sample size to be covered to help us plan resources and budget.	The exact sample for training needs assessment will be determined during rollout planning. Tentatively, this would involve minimum 10% coverage of unique positions across all levels. Sample composition should also ensure diverse coverage across themes and organisational levels.
26	Role of the 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 identified by the BRLPS.	We understand that the scope includes recommending customized e-training and competency-building resources. We understand that the agency is not responsible for developing or delivering training content. Kindly confirm if our understanding is correct.	<p>Same as per Bid document.</p> <p>The HR agency is responsible for developing or delivering training content.</p>

27	Role of the agency Linking capacity to performance management	Support BRLPS in designing and implementing a roadmap that will help it map its employees' competencies with their performance, related scoring and service delivery indicators.	<p>We understand that the selected agency will support BRLPS in designing a roadmap to map competencies with performance indicators. However, recommending improvements to the existing performance management process is not part of the scope.</p> <p>Kindly confirm if our understanding is correct.</p>	<p>Same as per Bid Document.</p> <p>The HR agency will support BRLPS in designing a roadmap to map competencies with performance indicators and also recommending improvements to the existing performance management process is part of the scope.</p>
28	Role of the 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.	<p>The scope mentions linking revised competencies with existing performance management systems (e.g., APAR) and MISes.</p> <p>Request you to kindly confirm whether APAR is the primary performance management system used across BRLPS. Additionally, please share the list of MIS platforms where this integration is expected.</p>	APAR is currently not in use. The agency will support in creation of APAR with Tech team of BRLPS. List of MISes will be shared post signing of the agreement.
29	Role of the agency Linking capacity to performance management	Ensure knowledge transfer between the onboarded agency and other external agencies working with the BRLPS such that outputs produced by the onboarded agency are available for onboarding onto relevant platforms, discussion during review meetings, etc.	<p>We understand that the selected agency is responsible for ensuring knowledge transfer of outputs produced during the engagement.</p> <p>Based on our experience, we request that BRLPS assign a single point of contact (SPOC) to facilitate sharing of relevant information</p>	It is clarified that BRLPS will assign a Nodal Person (SPOC) to facilitate sharing relevant information as well for smooth functioning of the entire assignment.

			with other external agencies, rather than requiring the agency to coordinate directly.	
30	Role of the 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).	<p>The scope includes supporting BRLPS in integrating the four components of GO-HRM (eHRMS, LMS, APAR, and workflow apps).</p> <p>Request you to kindly clarify the specific expectations from the selected agency.</p>	The agency will work closely with BRLPS Technical Team for smooth integration and implementation of GO-HRM project in BRLPS.
31	Role of the agency Linking capacity to performance management	Support the BRLPS in ensuring a smooth and positive shift in organizational processes and culture, including the adoption and incentivization of goal-oriented HR practices through policy support.	The agency is expected to support BRLPS in policy support for adoption of goal-oriented HR practices. Request you to kindly elaborate on the nature of policy support expected e.g., drafting guidelines, reviewing existing policies, or stakeholder consultations.	It is clarified that onboarded agency will provide support in i.e., drafting change management collateral like training and onboarding materials in consultation with stakeholders
32	Role of the agency Impact assessment	Sample selection and data collection: this will involve designing and implementing a robust methodology, identifying a representative sample based on factors like job roles, seniority, etc., obtaining and analysing relevant HR data, performance metrics, and employee feedback.	We understand that the sample for impact assessment will be representative across job roles and seniority levels. Request you to kindly confirm the tentative sample size to be covered, as this shall help us in planning our resources and budgeting effectively.	The sample size will be determined during roll out planning and before establishing baseline. Bidders can suggest an appropriate sample size and associated considerations as part of their proposal in their approach and methodology. The sample size would depend on factors like diverse coverage across themes and positions at different

				levels, and coverage across stages in case of a staggered implementation.
33	Role of the agency Impact assessment	Impact measurement and analysis: this may involve the pre-post comparisons of key performance indicators and metrics in line with the objectives of GO-HRM. As part of this, the agency will support statistical and qualitative analyses to evaluate changes in employee productivity, job satisfaction, etc.	<p>The scope includes conducting pre-post comparisons of key performance indicators to assess the impact of GO-HRM implementation.</p> <p>Request you to kindly confirm whether baseline data for pre-assessment will be provided by BRLPS, or if the selected agency is expected to conduct a fresh study to establish the baseline. Additionally, please clarify if any previously collected survey or feedback data can be used as baseline reference for this purpose.</p>	It is clarified that during the course of the engagement, the agency will support in impact assessment of operationalization of GO-HRM within BRLPS in collaboration with an M&E theme. While the exact methodology will be determined by the BRLPS.
34	Role of the agency Impact assessment	Report and recommendations: at the end of this exercise, the agency will produce a report to summarize key findings and recommendations. Furthermore, the agency may be required to present these to key stakeholders, including cadres and senior leadership within JEEViKA.	Request you to kindly confirm the expected number of presentations and whether BRLPS will facilitate these stakeholder interactions.	It is clarified that agency will provide presentation before key stakeholders of BRLPS till a final approval is obtained.

35	Phase 1 – Design, testing and operationalization Phase	Setting goals and targets Competency mapping Competency assessment pathways	<p>Request you to kindly provide an overview of the number of departments and units within BRLPS that will be covered under this engagement.</p> <p>This will help us estimate the number of interactions, workshops, and stakeholder consultations required.</p> <p>Request you to kindly confirm whether survey forms for data collection can be administered digitally or through physical formats, as appropriate. Additionally, please clarify whether all stakeholder interactions—including workshops and consultations—are expected to be conducted in person, or if a hybrid mode (online and offline) is acceptable.</p>	<p>It is clarified that all the interaction will be held at Patna. The interaction arrangements will be made by the BRLPS.</p> <p>The mode of survey forms and data collection will be discussed with the onboarded agency.</p>
36	Scale of implementation and flow of activities	Scale of implementation and flow of activities	<p>We understand that the project duration is 12 months as per Section 3.10 (Deployment of Manpower). However, the flow of activities table includes months 13 and 14 for impact assessment.</p> <p>Request you to kindly clarify whether the engagement period</p>	<p>It is clarified that the period for completing the entire assignment is 12 months with additional 02 months in which onboarded agency will support BRLPS in conducting Impact Assessment.</p>

			extends beyond 12 months for impact assessment activities. If yes, what would be the team requirements for this case. Also request you to clarify what the payment terms would be for impact assessment.	
37	Minimum resource requirement & location Page no 24	Resource Requirement Position / Role Qualifications Learning and development Expert MBA /PGDM /MA in Human Resources or Personnel Management.	Given that Learning and development experts come from different educational backgrounds, request you to kindly modify the criteria to: Position / Role Qualifications Learning and development Expert MBA /PGDM /MA in Human Resources or Personnel Management/ Social Sciences or equivalent streams	It is clarified that the revised qualification for <b>Learning and development Expert will be as follows:</b> MBA /PGDM /MA in Human Resources or Personnel Management or Social Sciences. Requirement of experience will remain the same as per RFP.
38	Minimum resource requirement & location  Page no 29	As per this, key roles for the project, like Program Manager, Training and Development Expert, Training & Development-Associate, Performance Management System Expert and Performance Management Systems - Associate, need to be placed at Patna, along with BRLPS, while the remaining team may work remotely. BRLPS will provide working space in Patna for the operations of the team.	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.  We request you to kindly revise the team deployment requirement accordingly.	Not Accepted. Same as per Bid Document.



39	Page no - 31	All expenses related to the deliverables, including those incurred by the resources deployed by the HR agency (such as field visits, cab travel, food, accommodation, hardcopies of documents, and printing of reports), will be borne by the HR agency. BRLPS will bear only the expenses related to conducting workshops.	We understand that the expenses related to workshops such as venue, catering, PA systems, stationery, and other associated costs will be borne by BRLPS. Kindly confirm.	It is clarified that the cost related to Venue and catering during workshop stationary and other cost will be borne by BRLPS.
40	Performance Assessment/Monitoring Page no 38	The performance of agency will be assessed on every three months based on the deliverables mentioned in the Terms of Reference and following points 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. In case of any shortcomings in respect of the above, penalty may be imposed by the BRLPS.	We understand that the selected agency may be penalized if the quality of deliverables is deemed unsatisfactory. However, this criterion appears subjective.  Request you to kindly clarify the basis on which quality will be assessed, the extent of the penalty, and the process for determining it?	It is clarified that the quality will be assessed based on the responsibility of the onboarded agency based on Terms of Reference (ToR) of the RFP and similarly the extent of penalty will be determined based on the shortcomings in the quality.
41	Payment Terms Page 30	HR Agency will also support BRLPS and Technical Agency in rolling and implementation. It will support in linking capacity & Performance Management to	We understand that the current scope also calls for supporting BRLPS & Technical agency in rolling and implementation.  This is in addition to	It is clarified that the manpower will be deployed by the agency for a period of 12 month but agency will provide support to BRLPS for another 06 months as per RFP.

		developed system and impact assessment endline, up to 6 Months beyond agreement period.	the 12 months of operationalizing a goal-oriented human resource management system.	
42	Payment TermsPage 30	Instalment % Payment Deliverable1 50% of the unit cost for each position Goals, KPI, Role/activity/ competency mapping2 30% of the unit cost for each position Competency assessment and development pathways3 20% of the unit cost for each position Deployment of 02 manpower for remaining 04 months		Not Accepted. Same as per RFP.
43	Criteria for Evaluation 28.1 Pre-qualification (PQ) criteria Pg. 39	Turnover: The bidder should have minimum average annual turnover of Rs 02 crore during the last 03 completed financial years; 2021-22, 2022-23 & 2023-24.	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 in each of the last 3 consecutive Financial Years; 2021-22, 2022-23 & 2023-24.'	Not Accepted. Same as per Bid Document.
44	Annexure 6: Form (Financial Bid Format)  Page 51	Sn Detailed work Cost Per Month Total cost for 12 months	We understand that the Financial Template provided with the RFP document calls for quotations for per month cost. Whereas the Payment milestone suggests that the payments will be	It is clarified that revised Price Format will be uploaded on <a href="https://eproc2.bihar.gov.in">https://eproc2.bihar.gov.in</a>

			made basis the completion of deliverables. Request you to kindly clarify if the cost to be quoted should be calculated based on completion of deliverables or based on deployment of resources.	
45	Confidentiality	<p>2.15.1 From the time the Proposals are opened to the time the Agreement is made, the Bidder should not contact the Client on any matter related to its Technical and/or Financial Proposal. Information relating to the evaluation of Proposals and award recommendations shall not be disclosed to the Bidders who have submitted the Proposals or to any other party not officially concerned with the process, until the publication of the Agreement award information.</p> <p>2.15.2 Any attempt by shortlisted Bidders or anyone on behalf of the Bidder to influence improperly the Client in the evaluation of the Proposals or award decisions may result in the rejection of its Proposal.</p> <p>2.15.3 Notwithstanding the above provisions, from the time of the Proposals, opening to the time of Award publication, if a Bidder wishes to</p>	<p>Requesting you to add the following to the confidentiality clause: "Neither of the parties may disclose to third parties the contents of this Agreement or any information provided by or on behalf of the other that ought reasonably to be treated as confidential and/or proprietary. Parties may, however, disclose such confidential information to the extent that it: (a) is or becomes public other than through a breach of this Agreement, (b) is subsequently received by the receiving party from a third party who, to the receiving party's knowledge, owes no obligation of confidentiality to the disclosing party with respect to that information, (c) was known to the receiving party at the time of disclosure or is thereafter created independently, (d) is disclosed as</p>	Not Accepted. Same as per RFP.

		contact the Client on any matter related to the selection process, it should do so only in writing.	necessary to enforce the receiving party's rights under this Agreement, or (e) must be disclosed under applicable law, legal process or professional regulations. These obligations shall be valid for a period of 3 years f	
46	Dispute Resolution	2.23.2 If any of the disputes arising out of the agreement signed is not settled amicably, the courts in Patna, Bihar	Requesting you to add the following to the Dispute Resolution Clause: Any dispute or difference whatsoever arising between the parties out of or relating to the construction, meaning, scope, operation or effect of this contract / agreement or the validity or the breach thereof shall, be settled by way of an arbitration under the provisions of the Arbitration & Conciliation Act, 1996 including its amendments thereof. The arbitration proceedings shall be adjudicated by a sole arbitrator appointed by mutual consent of both the parties within 30 days from the date of first written intimation of the intent to resolve the dispute by arbitration. If the parties fail to appoint the sole arbitrator by mutual consent, as above, the same shall be appointed	Not Accepted. Same as per RFP.

			<p>as per the provision of the Arbitration and Conciliation Act, 1996, including its amendments thereof. The Seat of arbitration shall be New Delhi and the language of arbitration shall be English. The decision of the arbitrator shall be final and binding upon the Parties. Both the parties shall bear the cost of the arbitration in equal proportion unless otherwise decided by the sole arbitrator. The parties agree that the existence and content of the arbitration and Additional the terms of the order or award made in the arbitration shall, except as may be required by law, be kept confidential.</p>	
47	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> <ol style="list-style-type: none"> <li>1. Quality of deliverable is not up to the mark as mentioned in scope of work</li> <li>2. Delays in deliverables pre decided dates</li> <li>3. Not engaging resources on a dedicated basis</li> <li>4. Assigning resources that does not meet the client</li> </ol>	<p>We understand that the performance of the agency will be assessed every three months based on 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>	<p>It is clarified that maximum penalty would 10% of the agreement value except in case of deliverables. In deliverables the penalty would be 0.07% per day for incomplete position beyond deliverable timelines.</p>

		requirements. In case of any short-comings in respect of the above, penalty may be imposed by the BRLPS.		
48	Materials Clause	No Clause in RFP	<p>Requesting you add this material clause to the RFP</p> <p>“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.</p> <p>Notwithstanding 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/report</p>	<p>It is clarified that successful bidder may use their own data, software, design, utilities, tools, model and other methodologies for successful completion of the assignment as per Terms of Reference (ToR). However, the intellectual right of developed module would be of BRLPS.</p>
49	Termination by Bidder	No Clause in RFP	<p>Requesting you to add this clause on immediate termination - “The Selected Bidder may terminate this Agreement, or any</p>	<p>Not Accepted. Same as per RFP.</p>

			particular Services, immediately upon written notice to the Client if Selected Bidder reasonably determine that selected agency can no longer provide the Services in accordance with applicable law or professional obligations."	
50	Pre-qualification (PQ) criteria	<p>4. Firm's Specific Work ExperienceThe Bidder should have successfully completed at least 3 projects, each of value Rs 1.50 crore, or 2 projects, each of Rs. 2 crores, or 1 Project of Rs. 3 crore or more during the last 3 calendar years (from the year of publication of bid) in HR Transformation, Consulting, Organisation development, etc., in India. Supporting Documents Copy of Contract / Work Order/ Completion Certificates from the Client.</p>	<p>We understand that the eligibility criteria require the Bidder to have successfully completed at least 3 projects, each of value Rs. 1.50 crore, or 2 projects, each of Rs. 2 crores, or 1 project of Rs. 3 crore or more during the last 3 calendar years (from the year of publication of bid) in HR Transformation, Consulting, Organization Development, etc., in India, with supporting documents such as copy of contract/work order/completion certificates from the client.However, we request that the reference period be extended from 3 years to 5 years, as this will allow broader participation from experienced firms and better reflect long-term capabilities in delivering complex projects.</p>	<p>It is clarified that in <b>Pre-qualification Criteria</b>, the "Bidder should have successfully completed at least 3 projects, 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 bid) in HR Transformation, Consulting, Organisation development, etc., in India".  <b><u>Supporting Documents</u></b>  Copy of Contract / Work Order/ CompletionCertificates from the Client.</p>

51	Technical Qualification (TQ) criteria (Technical Score = ST)	<p>The Bidder should have successfully implemented at least 3 projects during the last 3 calendar years (from the year of publication of bid) in the areas pertaining to at least 2 of the following:</p> <ul style="list-style-type: none"> <li>● Organisational Development/Design</li> <li>● Manpower Planning/Performance Evaluation</li> <li>● Talent lifecycle management</li> <li>● Culture &amp; Change Management</li> </ul>	<p>We request that the reference period be extended from 3 years to 5 years.</p>	<p>It is clarified that in the <b>Technical Qualification Criteria</b>, "Bidder should have successfully implemented at least 3 projects during the last 3-5 calendar years (from the year of publication of bid) in the areas pertaining to at least 2 of the following:</p> <ul style="list-style-type: none"> <li>● Organisational Development/Design</li> <li>● Manpower Planning/Performance Evaluation</li> <li>● Talent lifecycle management</li> <li>● Culture &amp; Change Management</li> </ul> <p><b><u>Supporting Documents</u></b>  Copy of Contract/ Work Order and Completion Certificates from the Client.  03 Projects - 10 Marks  04 Projects - 15 Marks  05 or more projects - 20 Marks</p>
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52	Form (Power of Attorney)	<p>Know all men by the present that We.....</p> <p>.....(name of the enterprise and address of the registered office) do hereby irrevocably constitute, nominate, appoint and authorize Mr/Ms</p> <p>.....</p> <p>.....(name)son/daughter/ wife of...</p> <p>.....</p> <p>..... And presently residing at</p> <p>.....</p> <p>..... who is presently employed with us and holding the position of</p> <p>.....</p> <p>..... as our true and lawful attorney (hereinafter referred to as the "Attorney") to do in our name and on our behalf, all such 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>Dated.....</p> <p>.....</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>	No Change. Same as per RFP.
			Requesting you add the tender name and tendering authority name after the bid reference number, as this will provide better clarity and	It is clarified that RFP Reference Number is already in the Power of Attorney Format.

			traceability of the document.	
		The attorney is fully authorized for providing information/ responses to the tendering Client, representing us in all matters before the tendering Client including negotiations with the tendering Client, signing and execution of all affidavits, undertakings and agreements consequent to acceptance of our bid, and generally dealing with the tendering Client in all matters in connection with or relating to or arising out of our bid for the said tender	Requesting you to add the following phrase at the end of the sentence: 'and/or upon award thereof to us till the entering into of the Agreement with the Tendering Client'	No Change. Same as per RFP.
			Requesting you to add the following sentence to the Power of Attorney template: "This Power of Attorney shall be effective, binding, and operative till _____ (date – Tenure of project), if not revoked earlier or as long as the said Attorney is in the service of the LLP, whichever is earlier."	It is clarified that the format of Power of Attorney has RFP reference number. This Power of Attorney will be effective till finalization of end-to-end process of the Request for Proposal (RFP)