



## KARMAYOGI BHARAT

(A Company Registered u/s 8 of the Companies Act, 2013)

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### Clarification to Queries Received from Bidders

**Assignment:** Request for Expression of Interest (REOI) for Selection of Project Management Consultancy firm for Karmayogi Bharat

**Date:** 24-08-2023

**REOI No.:** IN-KBL-373719-CS-QCBS dated 02-08-2023

**Last Date of receipt of request for clarifications:** 10-08-2023

S.No.	REOI Section / Clause No.	Page No.	Reference clause of REOI	Clarifications sought by Bidders	Clarifications by Karmayogi Bharat
1.	<b>5. The short listing criteria</b>  (i) General experience of the Consultant	3	The Consultant should be in the core business of providing program / project management services. The minimum number of years in program/ project management services as on March 31, 2023, should not be less than 10 (Ten) years in India. Relevant documents shall be furnished duly certified by the Company Secretary or the equivalent official by applicants.	As the EoI ask for. <ul style="list-style-type: none"><li>Project Experience in last 5 years</li></ul> We request to amend the clause as: The Consultant should be in the core business of providing program / project management services. The minimum number of years as on March 31, 2023, should not be less than 5 (Five) years in India. Relevant documents shall be furnished duly certified by the CompanySecretary or the equivalent official by applicants.	<b>Refer the Addendum to REOI issued.</b>

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2.	(i) General experience of the Consultant	3	ii. One Work Order with a Central or State Government with similar scope of work with an order value of not less than <b>INR 50 million or \$ 625,000</b> with client completion certificate.	<p><b>We request to amend the clause as:</b></p> <p>One Work Order with a Central or State Government with similar scope of work with an order value of <b>not less than INR 10 million.</b></p>	<b>Refer the Addendum to REOI issued.</b>
3.	(iv) Project Experience	3 & 4	<p>Project Experience in 3 Digital / IT Transformation projects of large scale and national importance preferably in capacity building, talent management and human resource management in the last 5 (Five) years (ending on the last date for submission of the response), fulfilling the following criteria:</p> <p>a. Project / program management of large-scale Digital / IT Transformation projects with minimum user base of 10,00,000 users.</p> <p>b. The projects should be meeting the above criteria and with a <b>minimum value of INR 50 (Fifty) Million</b> or \$ 625,000 Million. Lists of successfully completed or substantially completed assignments in the last 5 years/under implementation.</p>	<p>As per our understanding the Programme Management Unit (PMU) has been envisaged to interface with multiple stakeholders and support them in terms of overall strategy, project planning, monitoring support, outreach, coordination, content, handholding and technology management.</p> <p>Asking for large-scale Digital / IT Transformation projects with minimum user base of 10,00,000 users is applicable to projects where we need to Design, Development, Deployment and Implementation of any IT Infrastructure. Our submission is to levy off the clause.</p> <p>The “Manual for Procurement of Consultancy &amp; Other Services (Updated June, 2022)” Clause 9.15.2; Past Experience mentions that the project cost not less than the amount equal to 40% of the estimated cost.</p> <p>We request to amend the clause as:</p>	<b>Refer the Addendum to REOI issued.</b>

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				<p>Project Experience in 3 PMU of large scale and national importance preferably in capacity building, talent management and human resource management in the last 5 (Five) years (ending on the last date for submission of the response), fulfilling the following criteria:</p> <p>a. The projects should be meeting the above criteria and with a <b>minimum value of INR 10 (Ten) Million.</b></p> <p>Mission programs are ongoing; hence we also request to allow ongoing projects.</p>	
4.	5. The short-listing criteria	4	Note: Bidders are requested to include the most relevant project details and share the projects in the given format as mentioned given in the Annexure- 1b along with work order copies and client completion certificates in case of ongoing projects the bidder may submit 80% payment received certificate duly certified by the company auditor. In case a bidder submits more than the requested number of projects then the first three projects submitted shall be considered for evaluation.	<p>Page 7, Annexure 1b of the RFP talks about "In case of ongoing projects provide details with proof whether 80% of work completed".</p> <p>While this clause is asking for 80% payment received.</p> <p>Our submission is to allow ongoing projects not limit to 80%.</p>	No change
5.	(v) Annual Turnover	4	Consultant shall submit with the EOI, Statement of Annual Turnover in the last 3 (Three) completed financial years (i.e., 2019-20, 2020-21 and 2021-22). The average Annual Turnover shall at <b>the minimum be INR 500 million</b> or \$ 6.25	<p>We request to amend the clause as:</p> <p>Consultant shall submit with the EOI, Statement of Annual Turnover in the last 3 (Three) completed financial years (i.e., 2019-20, 2020-21 and 2021-22).</p>	<b>Refer the Addendum to REOI issued.</b>

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			Million for the said three years. Turnover refers to bidder's turnover in IT consulting/ Advisory services and the turnover statements shall duly be certified by the Chartered Accountant.	The average Annual Turnover shall at the minimum be <b>INR 300 million</b> for the said three years. Turnover refers to bidder's turnover in IT consulting/ Advisory services and the turnover statements shall duly be certified by the Chartered Accountant.	
6.	5. The short-listing criteria;	4	While evaluating Expression of Interest (EOI), Client will assign higher weightage for larger number of years in core business, experience of similar role in implementing larger number of Projects or high value Projects of similar nature and comparable complexity, high turnover/revenues from consulting assignments, financial soundness, and larger number of full-time experts on the Consultant's permanent payroll.	As the EoI ask for; <ul style="list-style-type: none"> <li>• Financial soundness by the last 3 (Three) years</li> <li>• Project Experience in last 5 years</li> </ul> We understand that the higher weightage should be considered as last 5 years only.	<b>Refer the Addendum to REOI issued.</b>
7	The short-listing criteria	3	General experience of the Consultant: One Work Order with a Central or State Government with similar scope of work with an order value of not less than INR 50 million (5 Cr) or \$ 625,000 with client completion certificate.	Requesting to modify the clause as below "One Work Order with a Central or State Government with experience in the PMU/PMC with an order value of not less than INR 10 million (1 Cr) with Work order and client Work in Progress certificate/ completion certificate."	<b>Refer the Addendum to REOI issued.</b>
8	The short-listing criteria	3	Project Experience in 3 Digital / IT Transformation projects of large scale and national importance preferably in capacity building, talent management and human resource management in the last 5 (Five) years	Requesting to modify the clause as below "in 2 Digital / IT Transformation projects of large scale and national importance preferably in Digital Transformation/ capacity building, talent management and human resource management in the last 5 (Five) years"	<b>Refer the Addendum to REOI issued.</b>

S.No.	REOI Section / Clause No.	Page No.	Reference clause of REOI	Clarifications sought by Bidders	Clarifications by Karmayogi Bharat
9	The short-listing criteria	3	Project Experience  Project / program management of large-scale Digital/ IT Transformation projects with minimum user base of 10,00,000 users	Requesting to modify the clause as below  "Project / program management/PMC of large- scale Digital / IT Transformation projects with minimum user base of 1,00,000 users  Kindly consider ongoing projects experiences"	<b>Refer the Addendum to REOI issued.</b>
10	The short-listing criteria	3	Project Experience The projects should be meeting the above criteria and with a minimum value of <b>INR 50 (Fifty) Million</b> or \$ 625,000 Million. Lists of successfully completed or substantially completed assignments in the last 5 years/under implementation, with details of the assignments, values, contacts names and numbers of the respective Clients and Client's Certificates of satisfactory performance of the assignment or any other equivalent documentation supporting this criterion shall be submitted with the Expression of Interest (EOI). Ongoing assignments in criteria project value has been paid by the client may also be considered under the category. Documentary evidence with CA certificate confirming the receipt of the payment should be submitted. By providing such details, the Consultant will be deemed to have provided no objection to the Client	Requesting to modify the clause as below "The projects should be meeting the above criteria and with a minimum value of INR 10 (Ten) Million. Lists of successfully completed or substantially completed assignments in the last 5 years/under implementation, with details of the assignments, values, contacts names and numbers of the respective Clients and Client's Certificates of satisfactory performance of the assignment or any other equivalent documentation supporting this criterion shall be submitted with the Expression of Interest (EOI). Ongoing assignments in criteria project value has been paid by the client may also be considered under the category. The Consultant will be deemed to have provided no objection to the Client ('Karmayogi Bharat - SPV') for contacting the previous/existing Clients of the Consultant."	<b>Refer the Addendum to REOI issued.</b>

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			('Karmayogi Bharat - SPV') for contacting the previous/existing Clients of the Consultant.		
11	The short-listing criteria	3	Annual Turnover: Consultant shall submit with the EOI, Statement of Annual Turnover in the last 3 (Three) completed financial years (i.e., 2019-20, 2020-21 and 2021-22). The average Annual Turnover shall at the minimum be <b>INR 500 million</b> or \$ 6.25 Million for the said three years. Turnover refers to bidder's turnover in IT consulting/Advisory services and the turnover statements shall duly be certified by the Chartered Accountant. In case revenues from IT consulting/advisory services are not separately mentioned in the audit reports, a Certificate from the bidder's statutory auditor/Company Secretary shall be provided, specifying the relevant turnover for respective years. The bidder shall need to submit the extracts from their balance sheet and profit and loss accounts.	Requesting to modify the clause as below "Consultant shall submit with the EOI, Statement of Annual Turnover in the last 3 (Three) completed financial years (i.e., 2019-20, 2020-21 and 2021-22). The average Annual Turnover shall at the minimum be <b>INR 300 million</b> for the said three years. Turnover refers to bidder's turnover in Consulting/IT consulting/Advisory services and the turnover statements shall duly be certified by the Chartered Accountant. In case revenues from Consulting/IT consulting /advisory services are not separately mentioned in the audit reports, a Certificate from the bidder's statutory auditor/Company Secretary shall be provided, specifying the relevant turnover for respective years. "	<b>Refer the Addendum to REOI issued.</b>
12	The short-listing criteria	3	Manpower strength The company should have at least 300 technically qualified, client facing professionals engaged in advisory and program management assignments. The signoff shall be provided by the head of HR department of the bidder and in the format provided in the Annexure-1a.	Requesting to modify the clause as below "The company should have at least 150 technically qualified, client facing professionals engaged in advisory and program management assignments. The signoff shall be provided by the head of HR department of the bidder and in the format provided in the Annexure-1a."	<b>Refer the Addendum to REOI issued.</b>

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13	Reporting Requirements and Time Schedule of Deliverables	27	Team Mobilization T+15 days	Requesting to modify the clause as below Team Mobilization T+20 Days	Changes in the ToR will be done at RFP stage (if any)
14	Reporting Requirements and Time Schedule of Deliverables	27	Completion of Knowledge Transfer along with Handover signoff T+2 Months	Requesting to modify the clause as below "Team Mobilization T+2.5 Months"	Changes in the ToR will be done at RFP stage (if any)
15	Team Composition and Qualification Requirement for the Key Experts	18	<p>Program Management Lead</p> <ul style="list-style-type: none"> <li>● Post-graduate or equivalent in Management</li> <li>● 12+ years of experience with at least 5 years in IT consulting/ IT Advisory services</li> <li>● Experience in leading a team of more than 15 consultants, meeting timelines, and ensuring quality of the deliverables.</li> <li>● Experience in leading large (having at least 10 lacs user base) citizen centric digital transformational project</li> <li>● Demonstrated track record of leading high- performance teams to successful attainment of challenging goals.</li> </ul>	<p>Requesting to modify the clause as below</p> <p>"●Graduate/ Post-graduate or equivalent in Management</p> <ul style="list-style-type: none"> <li>● 10+ years of experience with at least 5 years in IT consulting/ IT Advisory services</li> <li>● Experience in leading a team of more than 10 consultants, meeting timelines, and ensuring quality of the deliverables.</li> <li>● Experience in leading large citizen centric digital transformational project</li> <li>● Demonstrated track record of leading high- performance teams to successful attainment of challenging goals." </li></ul>	Changes in the ToR will be done at RFP stage (if any)
16	Team Composition and Qualification	18	<p>Change Management</p> <ul style="list-style-type: none"> <li>● Post-graduate or equivalent in Human Resource Management or any</li> </ul>	<p>Requesting to modify the clause as below</p> <p>"●Graduate/ Post-graduate or equivalent in Human Resource Management or any other</p>	Changes in the ToR will be done at RFP stage (if any)

S.No.	REOI Section / Clause No.	Page No.	Reference clause of REOI	Clarifications sought by Bidders	Clarifications by Karmayogi Bharat
	Requirement for the Key Experts		<p>other related field</p> <ul style="list-style-type: none"> <li>● 6-10 years of relevant work experience</li> <li>● Experience of developing the overall Organizational Change Management strategy and detailed plan for the full lifecycle of the technology implementation</li> <li>● Ability to lead change management, organizational alignment, communications, and training</li> <li>● Minimum two experiences in executing organizational change management initiatives (communications, training, change readiness assessment, impact analysis, stakeholder management, leadership alignment, etc.)</li> </ul>	<p>related field</p> <ul style="list-style-type: none"> <li>● 6-10 years of relevant work experience</li> <li>● Experience of developing the overall Organizational Change Management strategy and detailed plan for the full lifecycle of the technology implementation</li> <li>● Ability to lead change management, organizational alignment, communications, and training</li> <li>● Minimum two experiences in executing organizational change management initiatives (communications, training, change readiness assessment, impact analysis, stakeholder management, leadership alignment, etc.)”</li> </ul>	
17	Team Composition and Qualification Requirement for the Key Experts	18	<p>Technology Lead (Solution Architect)</p> <ul style="list-style-type: none"> <li>● B. Tech/BE/MCA or equivalent from recognised institute</li> <li>● 6-10 years of relevant work experience</li> <li>● Experience as a solution architect for at least 2 completed IT projects in a large Government/ Enterprise environment (with a consultancy value of at least INR. 20 million)</li> </ul>	<p>Requesting to modify the clause as below</p> <ul style="list-style-type: none"> <li>● B.Tech/BE/MCA or equivalent from recognised institute</li> <li>● 6-10 years of relevant work experience</li> <li>● Experience as a solution architect for at least 2 completed IT projects in a large Government/ Enterprise environment (with a consultancy value of at least INR.10 million)</li> <li>● Experience in end-to-end application development lifecycle</li> <li>● Comprehensive knowledge of overall</li> </ul>	<p>Changes in the ToR will be done at RFP stage (if any)</p>



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			<ul style="list-style-type: none"> <li>• Experience in end-to-end application development lifecycle</li> <li>• Comprehensive knowledge of overall software architecture and software engineering methodologies, principles, and practices</li> <li>• Experience in database, storage, networking, and security architectures Experience in working on large-scale distributed and heterogeneous IT systems</li> </ul>	<p>software architecture and software engineering methodologies, principles, and practices</p> <ul style="list-style-type: none"> <li>• Comprehensive knowledge in database, storage, networking, and security architectures Comprehensive Experience in working on large- scale distributed and heterogeneous IT systems”</li> </ul>	
18	Additional		–	We request you to kindly add the clause as below “Bidder should have MSME certification”	No change
19	Bid Submission Date		–	Request to kindly extend the submission date by 15 days after issuing of the pre-bid clarifications.	<b>Refer the Addendum to REOI issued.</b>
20	Point 5.1.2: Shortlisting Criteria: General Experience	3,4	One Work Order with a Central or State Government with similar scope of work with an order value of not less than INR 50 million or \$ 625,000 with client completion certificate.	<p>1. It is kindly suggested that work order with a central or state government, either in India or globally, be allowed as work experience in this category.</p> <p>2. Several clients do not issue assignment completion reports post project completion. In this case, kindly request you to allow submission of CA certification validating the project completion as an alternate document</p>	<b>Refer the Addendum to REOI issued.</b>

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21	Point 5.4: Shortlisting Criteria: Project Experience	3,4	Project Experience in 3 Digital / IT Transformation projects of large scale and national importance preferably in capacity building, talent management and human resource management in the last 5 (Five) years (ending on the last date for submission of the response) a) Project / program management of large-scale Digital / IT Transformation projects with minimum user base of 10,00,000 users b) The projects should be meeting the above criteria and with a minimum value of INR 50 (Fifty) Million or \$ 625,000 Million....	1. Are global projects allowed to be submitted as Project Experience? Suggestion: Given the scope and size requested, it is kindly suggested that all large-scale digital / IT transformation projects, either in India or globally, be allowed as work experience in this category. 2. In case of global projects, we are not allowed to share the work orders due to different client confidentiality clauses. Hence, it is requested to allow us to submit CA certification for the relevant global projects undertaken.	<b>Refer the Addendum to REOI issued.</b>
22	Point 5.4: Shortlisting Criteria: Project Experience	3,4	Bidders are requested to include the most relevant project details and share the projects in the given format as mentioned given in the Annexure-1b along with workorder copies and client completion certificates	Several clients in both public sector and private sector do not issue assignment completion reports post project completion. In such cases, kindly allow submission of CA certification validating the project completion as an alternate document	<b>Refer the Addendum to REOI issued.</b>
23	Annexure 2: Terms of Reference/ Scope of Work of the PMC	9	Payment Terms	Request you to please clarify the payment terms  Having a comprehensive understanding of these payment terms will enable us to accurately assess the financial aspects of the project. It is our aim to ensure that both parties are aligned on all aspects of this collaboration, including financial matters.	The Payment Term shall be informed as part of the draft contract form at the RFP stage

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24	Annexure 2: Terms of Reference/ Scope of Work of the PMC	9	Payment Terms	<p>Request you to please clarify the estimated budget of the project</p> <p>Having an estimated budget will greatly aid us in tailoring our proposal to meet your requirements while ensuring a competitive offering. This information will allow us to align our proposal with your budget expectations and propose solutions that are both comprehensive and cost-effective</p>	Consultants may review the TOR and assess the estimated cost
25	Key Dates and information	2	Last Date and Time for online submission of EOI - August 18, 2023, till 1500 hours	Requesting extension for 2 weeks post publishing of Pre Bid Queries in order to align the proposal with the changes amended in pre bid reply by the department.	<b>Refer the Addendum to REOI issued.</b>
26	Short-listing criteria, Sub Point 6, Financial soundness	4	<b>Financial soundness</b> of the Consultant should be evidenced by the last 3 (Three) years' (i.e., 2019-20, 2020-21 and 2021-22) audited balance sheets/financial reports	<p>We would like to propose the inclusion of a crucial clause. The suggested clause is as follows: "The bidding firm should have a positive net worth during last 3 financial years (2019-20, 2020-21 and 2021-22)."</p> <p>Including this clause will ensure that the selected firm possesses a solid financial foundation, which is essential for the successful execution of the project. It provides an additional layer of confidence in the bidder's ability to meet the project's requirements and commitments.</p>	<b>Refer the Addendum to REOI issued.</b>

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27	Clause 5(i) (point 2)	3	.....One Work Order with a Central or State Government with similar scope of work with an order value of not less than INR 50 million or \$ 625,000 with <b>client completion certificate. ....</b>	We request the clause be modified as following verbiage:(modification to clause is underlined and in bold as below)-  ...One Work Order with a Central or State Government with similar scope of work with an order value of not less than INR 50 million or \$ 625,000 with <b>client completion certificate (Go-live certificate or certificate for O&amp;M phase) ...</b>	<b>Refer the Addendum to REOI issued.</b>
28	Clause 5 (iv)	4	Project Experience in 3 Digital / IT Transformation projects of large scale and national importance preferably in capacity building, talent management and human resource management in the last 5 (Five) years (ending on the last date for submission of the response), fulfilling the following criteria:  a. Project / program management of large-scale Digital / IT Transformation projects with minimum user base of 10,00,000 users  b. The projects should be meeting the above criteria and with a minimum value of INR 50 (Fifty) Million or \$ 625,000 Million. Lists of successfully completed or substantially completed assignments in the last 5 years/under	We request the clause be modified as following verbiage:(modification to clause is underlined and in bold as below)  Project Experience in 3 Digital / IT Transformation/IT implementation projects of large scale and national/ state importance preferably in education, skill development, capacity building, talent management and human resource management in the last 5 (Five) years (ending on the last date for submission of the response), fulfilling the following criteria:  a. Project / program management of large-scale Digital / IT Transformation projects with minimum user base of 10,00,000 users  b. The projects should be meeting the above criteria and with a minimum value	<b>Refer the Addendum to REOI issued.</b>

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			<p>implementation, with details of the assignments, values, contacts names and numbers of the respective Clients and Client's Certificates of satisfactory performance of the assignment or any other equivalent documentation supporting this criterion shall besubmitted with the Expression of Interest (EOI). Ongoing assignments in criteria project value has been paid by the client may also be considered underthe category. Documentary evidence with CA certificate confirming the receipt of the payment should be submitted.</p> <p>By providing such details, the Consultant will be deemed to have provided no objection to the Client ('Karmayogi Bharat -SPV') for contacting the previous/existing Clients of the Consultant.</p> <p>Note: Bidders are requested to include the most relevant project details and share the projects in the given format as mentioned given in the Annexure-1b along with workorder copies and client completion certificates in case of ongoing projects the bidder may submit 80% payment received certificate duly certified by the company</p>	<p>of INR 50 (Fifty) Million or \$ 625,000 Million. Project value of initial contract as well as extensions to be considered. Lists of successfully completed (go-live certificate or in O&amp;M phase) or substantially completed (at least 50% of payment received) assignments in the last 5 years/under implementation, with details of theassignments, values, contacts names and numbers of the respective Clients and Client's Certificates of satisfactory performance of the assignment or any other equivalent documentation supporting this criterion shall be submitted with the Expression of Interest (EOI). Ongoing assignments in criteriaproject value has been paid by the client may also be considered under the category. Documentaryevidence with CA certificate confirming the receipt ofthe payment should be submitted.</p> <p>By providing such details, the Consultant will be deemed to have provided no objection to the Client ('Karmayogi Bharat - SPV') for contacting the previous/existing Clientsof the Consultant.</p> <p>Note: Bidders are requested to include the most relevantproject details and share the projects in the given format as mentioned</p>	

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			auditor. In case a bidder submits more than the requested number of projects then the first three projects submitted shall be considered for evaluation.	given in the Annexure-1b along with workorder copies and client completion certificates incase of ongoing projects the bidder may submit 50% payment received certificate duly certified by the company auditor. In case a bidder submits more than the requested number of projects then the first three projectssubmitted shall be considered for evaluation.	
29	5. iv	4	Project Experience	<p>a) Many similar assignments with central/state governments have extensions to original agreement signed with the client(s). Hence, we understand that the total value of original agreement along with extension(s), if any, for these projects will be considered towards requirement of INR 50 million. Please let us know if our understanding is correct.</p> <p>b) In case of ongoing assignments, it is mentioned that <i>bidder may submit 80% payment received certificate duly certified by the company auditor</i>. In this context, please let us know if this means % of total contract value for such ongoing project(s) or % of INR 50 million, as per criteria.</p> <p>c) Reference to: <i>Client's Certificates of satisfactory performance of the assignment or any other equivalent</i></p>	<p>a) Similar contract along with extension, if any, shall be considered</p> <p>b) <i>80% payment received certificate duly certified by the company auditor for similar contract submitted for substantiating the similar experience of the Consultant</i></p> <p>c) <b>Refer the Addendum to REOI issued.</b></p> <p>d) No</p>

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				<p><i>documentation supporting this criterion shall besubmitted with the Expression of Interest (EOI), request to please elaborate on other equivalent documentation on completion can be shared as many authorities do not share these certificates. It is requested to consider undertaking on bidders' letter head for confirmation of completion of these projects.</i></p> <p>d) It is requested to clarify whether the credentials of affiliates of the bidding entity will also be eligible as part of evaluation criteria.</p>	
30	Annexure 1c	8	Form III: Debarment/Blacklisting Declaration	We understand an affidavit for the same needs to be submitted along with EOI response. Request to please let us know if the same can be submitted on bidders' letter head towards this requirement.	Affidavit to be submitted in the given format of REOI
31	Misc.	Misc	Limitation of Liability	Limitation of Liability clause is not part of the EoI document. Request if the same may be included with limit up to one times of professional fees quoted by the bidder.	It will be part of the RFP
32	Misc.	Misc	QCBS	We understand the procurement will follow QCBS method of evaluation and the weightages will be defined in the RFP document.	Yes
33	Misc.	Misc	Rate of escalation	As the engagement of the consulting firm is expected for period of three plus two years, we request yearly rate of escalation in man-month rates can be defined in the RFPdocument.	It will be part of the RFP

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34	Misc.	Misc	Power of Attorney	We understand Power of Attorney/letter of authorization is not required as a part of EOI response.	Not required at this stage
35	5(i)	3	<p><b>General experience of the Consultant:</b> The Consultant should be in the core business of providing program / project management services. The minimum number of years in program / project management services as on March 31, 2023, should not be less than 10 (Ten) years in India. Relevant documents shall be furnished duly certified by the Company Secretary or the equivalent official by applicants.</p> <p>The bidder needs to submit the below documents for the fulfilment of the criteria.</p> <p>i. Company Incorporation Certificate issued by Registrar of Companies</p> <p>ii. One Work Order with a Central or State Government with similar scope of work with an order value of not less than INR 50 million or \$ 625,000 with client completion certificate.</p> <p>iii. Company Profile not more than 10 pages on a A4 size sheet.</p>	<p>We believe that the current requirement for the client credential is a bit restrictive in nature. Also, we request you to include ongoing assignments as part of the criteria.</p> <p><b>We request you to amend this clause as per the following suggestion:</b></p> <p><b>General experience of the Consultant:</b> The Consultant should be in the core business of providing program / project management services. The minimum number of years in program / project management services as on March 31, 2023, should not be less than 10 (Ten) years in India. Relevant documents shall be furnished duly certified by the Company Secretary or the equivalent official by applicants.</p> <p>The bidder needs to submit the below documents for the fulfilment of the criteria.</p> <p>Company Incorporation Certificate issued by Registrar of Companies One Work Order with a Central or State Government or PSU or any other government organization with similar scope of work with an order value of not</p>	<b>Refer the Addendum to REOI issued.</b>



S.No.	REOI Section / Clause No.	Page No.	Reference clause of REOI	Clarifications sought by Bidders	Clarifications by Karmayogi Bharat
				less than INR 20 million or \$ 250,000. Company Profile not more than 10 pages on a A4 size sheet.	
36	5(iv)	3	<p><b>Project Experience</b> in 3 Digital / IT Transformation projects of large scale and national importance preferably in capacity building, talent management and human resource management in the last 5 (Five) years (ending on the last date for submission of the response), fulfilling the following criteria:</p> <p>a. Project / program management of large-scale Digital / IT Transformation projects with minimum user base of 10,00,000 users</p> <p>b. The projects should be meeting the above criteria and with a minimum value of INR 50 (Fifty) Million or \$ 625,000 Million. Lists of successfully completed or substantially completed assignments in the last 5 years/under implementation, with details of the assignments, values, contacts names and numbers of the respective Clients and Client's Certificates of satisfactory performance of the assignment or any other equivalent documentation supporting this criterion shall be submitted with the Expression of Interest (EOI). Ongoing assignments in criteria project value has been paid by</p>	<p>We believe that the current requirement for the client credentials is a bit restrictive in nature.</p> <p>We request you to amend this clause as per the following suggestion:</p> <p>Project Experience in 3 Digital / IT Transformation projects of large scale and national importance preferably in capacity building, talent management and human resource management in the last 5 (Five) years (ending on the last date for submission of the response), fulfilling the following criteria:</p> <p>a. Project / program management of large-scale Digital / IT Transformation projects with minimum user base of 1,00,000 users. b. The projects should be meeting the above criteria and with a minimum value of INR 20 (Twenty) Million or \$ 250,000. Lists of successfully completed or substantially completed assignments in the last 5 years/under implementation, with details of the assignments, values, contacts names and numbers of the respective Clients and Client's Certificates of satisfactory performance of the assignment or any other equivalent documentation supporting this criterion</p>	<b>Refer the Addendum to REOI issued.</b>

S.No.	REOI Section / Clause No.	Page No.	Reference clause of REOI	Clarifications sought by Bidders	Clarifications by Karmayogi Bharat
			theclient may also be considered under the category. Documentary evidence with CA certificate confirming the receipt of the payment should be submitted.	shall be submitted with the Expression of Interest (EOI). Ongoing assignments which have total value equal to criteria project value and at least 50% of that value has been paid by the client may also be considered under the category. Documentary evidence with CA certificate confirming the receipt of the payment should be submitted.	
37	6	4	While evaluating Expression of Interest (EOI), Client will assign higher weightage for larger number of years in core business, experience of similar role in implementing larger number of Projects or high value Projects of similar nature and comparable complexity, high turnover/revenues from consulting assignments, financial soundness, and larger number of full-time experts on the Consultant's permanent payroll.	We request you to apprise us about the marking scheme for the evaluation criteria.	As per the criteria specified in the REOI along with Addendum issued
38	8	5	Consultants can associate with other firms to enhance their qualifications for this consultancy and should indicate clearly whether the association is as Joint Venture (in which case all the partners are jointly and severally responsible); or Sub-consultancy (in which case main Consultant will only be responsible).	Since teaming up with an entity(which might enable the consultant to deliver the scope in a better manner) is a diligentand time-consuming exercise, hence request you to allow the consultant to declare such a partnership (JV or sub-consultancy) at the RFP stage.	No change
39	Team Composition (1)	20	<b>Program Management Lead</b> <ul style="list-style-type: none"> <li>• Post-graduate or equivalent inManagement</li> <li>• 12+ years of experience with at least</li> </ul>	We request you to consider our suggestions to amend the qualification and experience criteria to enable us to positionthe best available people for this engagement	Changes in the ToR will be done at RFP stage (if any)

S.No.	REOI Section / Clause No.	Page No.	Reference clause of REOI	Clarifications sought by Bidders	Clarifications by Karmayogi Bharat
			<p>5 years in IT consulting/ IT Advisory services</p> <ul style="list-style-type: none"> <li>• Experience in leading a team of more than 15 consultants, meeting timelines, and ensuring quality of the deliverables.</li> <li>• Experience in leading large (having at least 10 lacs user base) citizen centric digital transformational project</li> <li>• Demonstrated track record of leading high-performance teams to successful attainment of challenging goals.</li> </ul>	<p><b>Program Management Lead</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Post-graduate or equivalent in Management</li> <li><input type="checkbox"/> 10+ years of experience with at least 5 years in IT consulting/ IT Advisory services</li> <li><input type="checkbox"/> Experience in leading a team of more than 15 consultants, meeting timelines, and ensuring quality of the deliverables.</li> <li><input type="checkbox"/> Experience in leading large citizen centric digital transformational project</li> <li><input type="checkbox"/> Demonstrated track record of leading high-performance teams to successful attainment of challenging goals.</li> </ul>	
40	Team Composition (3)	20	<p><b>Contract and Procurement Management</b></p> <ul style="list-style-type: none"> <li>• Post-Graduate or equivalent in management /procurement and supply chain management or related discipline</li> <li>• 6-10 years of experience as an experienced Contract and Procurement Manager with vast experience in govt. procurement management but not limited to, sourcing, contract negotiation, monitoring, and reporting contract performance in a large-scale IT Transformational project in Govt. sector.</li> </ul>	<p>We request you to consider our suggestions to amend the qualification and experience criteria to enable us to position the best available people for this engagement</p> <p><b>Contract and Procurement Management</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Post-Graduate or equivalent in management</li> <li><input type="checkbox"/> 6-10 years of experience as an experienced Contract and Procurement Manager with vast experience in govt. procurement management but not limited to, sourcing, contract negotiation, monitoring, and reporting contract performance in a large-scale IT Transformational project in Govt. sector.</li> </ul>	Changes in the ToR will be done at RFP stage (if any)

S.No.	REOI Section / Clause No.	Page No.	Reference clause of REOI	Clarifications sought by Bidders	Clarifications by Karmayogi Bharat
41	Team Composition (4)	21	<b>Change Management</b> <ul style="list-style-type: none"> <li>• Post-graduate or equivalent in Human Resource Management or any other related field</li> <li>• 6-10 years of relevant work experience</li> <li>• Experience of developing the overall Organizational Change Management strategy and detailed plan for the full lifecycle of the technology implementation</li> <li>• Ability to lead change management, organizational alignment, communications, and training</li> <li>• Minimum two experiences in executing organizational change management initiatives (communications, training, change readiness assessment, impact analysis, stakeholder management,</li> <li>• leadership alignment, etc.)</li> </ul>	<p>We request you to consider our suggestions to amend the qualification and experience criteria to enable us to position the best available people for this engagement</p> <p><b>Change Management</b></p> <ul style="list-style-type: none"> <li>• Post-graduate or equivalent in Human Resource Management or any other related field including journalism, mass communication etc.</li> <li>• 3-6 years of relevant work experience</li> <li>• Experience of developing the overall Organizational Change Management strategy and detailed plan for the full lifecycle of the technology implementation</li> <li>• Ability to lead change management, organizational alignment, communications, and training</li> <li>• Minimum two experiences in executing organizational change management initiatives (communications, training, change readiness assessment, impact analysis, stakeholder management, leadership alignment, etc.)</li> </ul>	Changes in the ToR will be done at RFP stage (if any)
42	Team Composition (8)	23	<b>Content Lead</b> <ul style="list-style-type: none"> <li>• Post-graduate or equivalent in Management or related discipline</li> <li>• 6-10 years of relevant experience as lead learning and content design</li> </ul>	<p>We request you to consider our suggestions to amend the qualification and experience criteria to enable us to position the best available people for this engagement</p> <p><b>Content Lead</b></p>	Changes in the ToR will be done at RFP stage (if any)

S.No.	REOI Section / Clause No.	Page No.	Reference clause of REOI	Clarifications sought by Bidders	Clarifications by Karmayogi Bharat
			<ul style="list-style-type: none"> <li>• Experience in Develop, revise, and manage eLearning, instructor-led, blended learning, and virtual trainingcurricula</li> <li>• Experience in Design, develop and conduct assessments and evaluationsfor global audiences</li> <li>• Experience in Project management ofall phases of a learning project - analysis, design, development, implementation &amp; evaluation</li> <li>• Should be proficient in developmentof storyboards and should be proficient in at least one of the technology tools such as Articulate 360, Captivate, Adobe Creative suite etc.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Post-graduate or equivalent in Management or related discipline</li> <li><input type="checkbox"/> 6-10 years of relevant experience as lead learning and content design</li> <li><input type="checkbox"/> Experience in Develop, revise, and manage eLearning, instructor-led, blended learning, and virtual training curricula</li> <li><input type="checkbox"/> Experience in Design, develop and conduct assessments and evaluations</li> <li><input type="checkbox"/> Experience in Project management of all phases of a learning project - analysis, design, development, implementation &amp; evaluation</li> <li><input type="checkbox"/> Should be proficient in development of storyboards and should be proficient in atleast one of the technology tools such as Articulate 360, Captivate, Adobe Creative suite etc.</li> </ul>	
43	Team Composition (11)	25	<p><b>Data Analyst</b></p> <ul style="list-style-type: none"> <li>• B. Tech/BE/MCA from recognisedinstitute</li> <li>• Certification on Data analytics and hands-on experience in open-sourcedata analytics tools.</li> <li>• 6-10 years of experience</li> <li>• Experience in visualizing data /outcome dashboards to support project monitoring and data-basedaction</li> </ul> <p>Experience of at least 3 years in configuring and implementing bigdata analytics solutions</p>	<p>We request you to consider oursuggestions to amend the qualification and experience criteria to enable us to positionthe best available people for this engagement</p> <p><b>Also, is there any specific certification that the persons should have?</b></p> <p><b>Data Analyst</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> B. Tech/BE/MCA from recognized institute</li> <li><input type="checkbox"/> Certification on Data analytics and hands-on experience in open-source data analytics tools.</li> </ul>	Changes in the ToR will be done at RFP stage (if any)

S.No.	REOI Section / Clause No.	Page No.	Reference clause of REOI	Clarifications sought by Bidders	Clarifications by Karmayogi Bharat
				<input type="checkbox"/> 3-6 years of experience Experience in visualizing data /outcome dashboards to support project monitoring and data-based action <input type="checkbox"/> Experience of at least 3 years in configuring and implementing big data analytics solutions	
44	Team Composition (12)	25	<b>Outreach Lead</b> <ul style="list-style-type: none"> <li>• Post-Graduate or equivalent in management, marketing, or related discipline</li> <li>• 6-10 years of work experience in Marketing/Business Development</li> <li>• Excellent communication skills</li> </ul>	We request you to consider our suggestions to amend the qualification and experience criteria to enable us to position the best available people for this engagement  <b>Outreach Lead</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Post-Graduate or equivalent in management, marketing, or related discipline</li> <li><input type="checkbox"/> 3-6 years of work experience in Marketing/Business Development</li> <li><input type="checkbox"/> Excellent communication skills</li> </ul>	Changes in the ToR will be done at RFP stage (if any)
45	Point 5 (iv) (b),	4	<b>Project Experience:</b>  Note: Bidders are requested to include the most relevant project details and share the projects in the given format as mentioned given in the Annexure-1b along with work order copies and client completion certificates in case of ongoing projects the bidder may submit 80% payment received certificate duly certified by the company auditor. In case a bidder submits more than the requested number of projects then the	For some of our large-scale ongoing program management assignments in the relevant area of work the completion %age might be less than 80%. However, owing to the size and scale of the assignments, the payment received might exceed INR 5 Cr.  Could you please clarify whether it is permissible to include ongoing assignments, for which more than INR 5 Cr of payment has already been received, as part of the Project Experience where collection might be less than	No change

S.No.	REOI Section / Clause No.	Page No.	Reference clause of REOI	Clarifications sought by Bidders	Clarifications by Karmayogi Bharat
			first three projects submitted shall be considered for evaluation.	80% but more than INR 5 Cr?	
46	Annexure 2, Clause 4 (sub-clause 3)	16	Conduct capacity building workshops at Centre and States for extending handholding support and enable onboarding of ministries / departments / organizations on the platform, registration of users, upload of content, consumption of courses etc.	Are there any specific ministries / cluster of ministries and / or coverage around state government and central government which are being considered, given that the manpower indicated for outreach may need to be commensurate according to the expected coverage.	Changes in the ToR will be done at RFP stage (if any)
47	Clause 5	18	Karmayogi Bharat intends to engage technical & managerial consultants (up to 12 professionals) with specific domain experience to provide requisite support for effective implementation and monitoring of the project.	What is the %age of on-site / off-site deployment expected for each of the experts throughout the duration of the exercise?	Will be informed at RFP stage
48	Clause 5	20	<p><b>Qualifications and Experience of Program Management Lead</b></p> <ul style="list-style-type: none"> <li>• Post-graduate or equivalent in Management</li> <li>• 12+ years of experience with at least 5 years in IT consulting/ IT Advisory services</li> <li>• Experience in leading a team of more than 15 consultants, meeting timelines, and ensuring quality of the deliverables.</li> <li>• Experience in leading large (having at least 10 lacs user base) citizen centric digital transformational project</li> </ul> <p>Demonstrated track record of leading high-</p>	We believe that defining the program's short-and long-term strategy and driving program management for Karmayogi Bharat is the one of the most critical elements of the exercise. This will involve driving adoption of iGOT Karmayogi platform (a first of its kind learning platform for the civil service officers across the country) and any other digital assets pertaining to the Programme. Therefore, we believe that having the relevant skills in a team lead position must be central to the overall experience of the Team lead - <u>Program Management Lead</u> . Furthermore, the existing list of experts already include a Technology	Changes in the ToR will be done at RFP stage (if any)

S.No.	REOI Section / Clause No.	Page No.	Reference clause of REOI	Clarifications sought by Bidders	Clarifications by Karmayogi Bharat
			performance teams to successful attainment of challenging goals.	<p>Lead who will already have extensive experience in IT consulting / IT Advisory services.</p> <p>In view of this it is kindly suggested to amend the following Qualification and Experience of the Program management Lead from</p> <ul style="list-style-type: none"> <li>• Post-graduate or equivalent in Management</li> <li>• 12+ years of experience with at least 5 years in IT consulting/ IT Advisory services to</li> <li>• Post-graduate or equivalent in Human Resource Management or related discipline</li> <li>• 15+ years of experience with at least 5 years in learning strategy and program management</li> </ul> <p>Also, will there be separate deliverable for strategy so that we can build the team and skill sets accordingly?</p>	
49	Clause 5	20	<p><b>Qualifications and Experience of Program Management Consultant</b></p> <ul style="list-style-type: none"> <li>• Post-Graduate or equivalent in management or related discipline</li> </ul> <p>3-6 years of experience of working in planning and management of large scale, National / state level transformation programs in skills / capacity building /</p>	We believe that the Program Management Consultant is expected to have a deep understanding of running program management and monitoring support with a significant experience in planning and management of large scale, National / state	Changes in the ToR will be done at RFP stage (if any)



S.No.	REOI Section / Clause No.	Page No.	Reference clause of REOI	Clarifications sought by Bidders	Clarifications by Karmayogi Bharat
			education / IT advisory	<p>level transformation programs in skills / capacity building / education / IT advisory.</p> <p>a) In view of this, it is requested to amend the overall experience of the Program Management Consultant from 3-6 years to <b>6-10 years</b>.</p> <p>b) Additionally, given the requirement of learning and capacity building skills, it is requested to amend the qualification of the Program Management Consultant to include: "Post-graduate or equivalent in Human Resource Management or related discipline"</p>	
50	Clause 5	22	<p><b>Qualifications and Experience of Technology Lead (Solution Architect)</b></p> <p>6-10 years of relevant work experience</p> <p>Experience as a solution architect for at least 2</p> <p>completed IT projects in a large Government/ Enterprise environment (with a consultancy value of at least INR. 20 million)</p>	<p>We believe that the Technology Lead (Solution Architect) is expected to possess a profound understanding of the overall software architecture and substantial experience of working on large-scale distributed and heterogeneous IT systems.</p> <p>In view of this, it is requested to consider modification of the years of experience to include an expert more suited for the role.</p> <p>Hence, it is requested to kindly amend the overall experience of the Technology Lead (Solution Architect) from 6-10 years to 12+ years</p>	Changes in the ToR will be done at RFP stage (if any)

S.No.	REOI Section / Clause No.	Page No.	Reference clause of REOI	Clarifications sought by Bidders	Clarifications by Karmayogi Bharat
51	Clause 5	22	<p><b>Qualifications and Experience of Technology Consultant</b></p> <p>3-6 years of experience in Technology Design &amp; Architecture, Deployment &amp; Testing</p>	<p>We believe that since Technology Consultant is expected to assist in reviewing the business context for solutions to Karmayogi Bharat challenges as well as help in defining the vision and requirements for the solution and recommend potential options.</p> <p>In view of this, it is requested to consider modification of the years of experience to include an expert more suited for the role. Hence, it is requested to kindly amend the overall experience of the Technology Consultant from 3-6 years to 6-10 years.</p>	Changes in the ToR will be done at RFP stage (if any)
52	Clause 5	23	<p><b>Qualifications and Experience of Content Lead</b></p> <ul style="list-style-type: none"> <li>• Post-graduate or equivalent in Management or related discipline</li> <li>• 6-10 years of relevant experience as lead learning and content design</li> </ul>	<p>We believe that since the content lead is expected to support the SPV in framing the overall e-learning Content Strategy for Mission Karmayogi.</p> <p>a) In view of this, it is requested to kindly amend the overall experience of the Content Lead from 6-10 years to <b>10+ years</b></p> <p>b) Additionally, given the requirement of learning and capacity building skills as part of the Content Support track in Scope of Services, it is requested to amend the qualification of the Program Management Consultant to: “Post-graduate or equivalent in Human Resource Management or related discipline”</p>	Changes in the ToR will be done at RFP stage (if any)

S.No.	REOI Section / Clause No.	Page No.	Reference clause of REOI	Clarifications sought by Bidders	Clarifications by Karmayogi Bharat
53	Key Dates and Information	2	<b>Key Dates and Information:</b> Last Date and Time for online submission of EOI	We would request you to kindly extend the timeline of submission by 10 days, i.e. 28 <sup>th</sup> August, 2023. This will help us in obtaining necessary administrative approvals internally for successful submission of our proposal.	<b>Refer the Addendum to REOI issued.</b>
54	Clause 6	17	Preparing and publishing toolkits, guidelines, best practices, frameworks, etc.	We believe that toolkits, guidelines and frameworks will include training presentations, guideline documents and other documents to support and facilitate training and handholding of concerned Ministries and Departments.  Kindly confirm if our understanding is correct.	TOR will be discussed at RFP stage
55	Clause 6	17	Preparing and publishing toolkits, guidelines, best practices, frameworks, etc.	We understand that the best practices study will be done based on available data in the public domain. Kindly confirm if our understanding is correct.	TOR will be discussed at RFP stage
56	Clause 6	17	Create and manage a knowledge repository about various processes namely registration, onboarding, uploading courses on the platform etc. which other departments can utilize	We assume that we have to create a repository of documents and not be involved in creation of a platform.	TOR will be discussed at RFP stage
57	Clause 5	25	Track 5: Outreach and Communication	We believe that the exercise will involve extensive activities related to Outreach including development of targeted campaigns, development of content, enabling onboarding of Ministries and Departments across the Central and State Government.  Given the volume of activities, it is proposed to kindly add the following:	Changes in the ToR will be done at RFP stage (if any)

S.No.	REOI Section / Clause No.	Page No.	Reference clause of REOI	Clarifications sought by Bidders	Clarifications by Karmayogi Bharat
				<ul style="list-style-type: none"> <li>• <b>2 Outreach Consultants</b>, in addition to the Lead position, under Track 5: Outreach and Communication, with the following qualifications and experience: <b>Outreach Consultant:</b> <ul style="list-style-type: none"> <li>• Post-Graduate or equivalent in human resource management / related discipline</li> <li>• 3-6 years of work experience in developing and conducting communication and outreach interventions</li> </ul> </li> </ul>	
58	Clause 5	20	List of experts in Track 1: Program Management	<p>The Scope of Services indicates conducting extensive exercises related to training and handholding for multiple stakeholders across Ministries, Departments and Organizations in the ecosystem.</p> <p>We envisage that a Training and Capacity Building Expert can add value to the Track 6: Training and Handholding Support as well as overall Program Management exercise. In view of this, we would like to suggest addition of the following Expert with the associated qualifications and experience.</p> <p><b>Training and Capacity Building Expert</b></p>	Changes in the ToR will be done at RFP stage (if any)

S.No.	REOI Section / Clause No.	Page No.	Reference clause of REOI	Clarifications sought by Bidders	Clarifications by Karmayogi Bharat
				<ul style="list-style-type: none"> <li>• Post-graduate or equivalent in Human Resource Management or related discipline</li> <li>• 6 to 10 years of work experience in driving large scale training and capacity building interventions across Central and State Government Ministries and Departments</li> <li>• Experience in training needs assessment / development of training strategy / driving training and capacity building workshops</li> </ul>	
59	Clause 5	20	List of experts in Track 1: Program Management	<p>We believe that the overall program management exercise will require skills related on competency model development and implementation, especially in government ecosystem.</p> <p>In view of this, we would like to suggest addition of the following Expert with the associated qualifications and experience.</p> <p><b>Competency Development Expert</b></p> <ul style="list-style-type: none"> <li>• Post-graduate or equivalent in Human Resource Management or related discipline</li> <li>• 6 to 10 years of work experience in competency development exercises in</li> </ul>	Changes in the ToR will be done at RFP stage (if any)

S.No.	REOI Section / Clause No.	Page No.	Reference clause of REOI	Clarifications sought by Bidders	Clarifications by Karmayogi Bharat
				<p>Central and State Government Ministries, Departments, Organizations / Public Sector Undertakings</p> <ul style="list-style-type: none"> <li>• Experience in development of Competency Framework / Competency Dictionaries / Skill Dictionaries / Skill – Competency Mapping</li> </ul>	
60	5. The short-listing criteria	4	Project Experience in 3 Digital / IT Transformation projects of large scale and national importance preferably in capacity building, talent management and human resource management in the last 5 (Five) years (ending on the last date for submission of the response), fulfilling the following criteria	Request for change in the project experience cut off date from last 5 years to last 7 years from the date of submission of the EoI response.	No change
61	5. The short-listing criteria	4	Project / program management of large-scale Digital / IT Transformation projects with minimum user base of 10,00,000 users	Kindly confirm if a self-certificate from the authorized signatory of the bidder is sufficient for validating the number of users.	The minimum beneficiary base should be verifiable through publicly verifiable sources
62	5. The short-listing criteria	4	Project / program management of large-scale Digital / IT Transformation projects with minimum user base of 10,00,000 users	Please clarify whether these 10,00,000 users are inclusive of end beneficiaries of the project and not just limited to those users who have been subjected to capacity building, HR management or talent management.	<b>Refer the Addendum to REOI issued.</b>
63	5. The short-listing criteria	4	Project Experience in 3 Digital / IT Transformation projects of large scale and	Since, this project is primarily in the domain of Project Management, therefore, it is requested	<b>Refer the Addendum to REOI issued.</b>

S.No.	REOI Section / Clause No.	Page No.	Reference clause of REOI	Clarifications sought by Bidders	Clarifications by Karmayogi Bharat
			national importance preferably in capacity building, talent management and human resource management in the last 5 (Five) years (ending on the last date for submission of the response), fulfilling the following criteria	that this statement may be modified to read as following:  "Project Experience in 3 Digital / IT Transformation projects of large scale and national importance preferably in program management, capacity building, talent management and human resource management in the last 5 (Five) years (ending on the last date for submission of the response), fulfilling the following criteria"	
64	5. The short-listing criteria	4	Project Experience in 3 Digital / IT Transformation projects of large scale and national importance preferably in capacity building, talent management and human resource management in the last 5 (Five) years (ending on the last date for submission of the response), fulfilling the following criteria	In this statement, please clarify what does the word "preferably" signifies. Does it mean there are marking weights assigned to shortlisting criteria? If so, may request if the same can be shared and the cut off marks also.	Preference will be given in shortlisting
65	5. The short-listing criteria	4	Project / program management of large-scale Digital / IT Transformation projects with minimum user base of 10,00,000 users	Could you please confirm the minimum user base count is 10,00,000 users or 10,000 users.	<b>Refer the Addendum to REOI issued.</b>
66	5. The short-listing criteria		The projects should be meeting the above criteria and with a minimum value of INR 50 (Fifty) Million or \$ 625,000 Million. Lists of successfully completed or substantially completed assignments in the last 5 years/under implementation, with details of the assignments, values, contacts names and numbers of the respective	Can vendors provide a Company Secretary (CS) signed certificate, instead of a CA signed certificate for projects completed	<b>Refer the Addendum to REOI issued.</b>

S.No.	REOI Section / Clause No.	Page No.	Reference clause of REOI	Clarifications sought by Bidders	Clarifications by Karmayogi Bharat
			<p>Clients and Client's Certificates of satisfactory performance of the assignment or any other equivalent documentation supporting this criterion shall be submitted with the Expression of Interest (EOI). Ongoing assignments in criteria project value has been paid by the client may also be considered under the category. Documentary evidence with CA certificate confirming the receipt of the payment should be submitted.</p>		