

**CIVIL AVIATION DEPARTMENT  
GOVERNMENT OF HARYANA**



**Terms of Reference**

for

**Engagement of an Empanelled Company/Agency for Providing Advisory and  
marketing Services to Civil Aviation Department**

(Ref: Deptt. of IT, Elect.& Comm., Haryana vide letter no Admn /265/2SIT/17493 dated 15.06.2022)

**Chapter 1 Issued by  
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## **Table of Contents**

<b>1.</b>	<b>INTRODUCTION.</b>	<b>3</b>
<b>2.</b>	<b>PROJECT OVERVIEW AND OBJECTIVE.</b>	<b>3</b>
<b>3.</b>	<b>TERMS OF REFERENCE.</b>	<b>4</b>
3.1	Pre-Qualificaiton Criteria.....	5
3.2	Pre-bid Queries.....	4
3.3	Proposal.....	5
3.4	Amendment to Terms of Reference .....	5
3.5	Contract Period .....	5
3.6	Proposal's Cost .....	6
3.7	Submission of Proposal .....	6
3.8	Address for Proposal Submission & Correspondence .....	7
3.9	Key Events & Dates.....	7
3.10	Timely Submission. ....	8
3.11	Opening of Proposals. ....	8
3.12	Communication with Civil Aviation Department: .....	9
3.13	Selection of Consultant .....	9
<b>4.</b>	<b>INSTRUCTIONS TO EMPANELLED COMPANIES</b>	<b>10</b>
4.1	PRELIMINARY EXAMINATION OF PROPOSALS:.....	10
4.2	TECHNICAL PROPOSAL: .....	10
4.3	FINANCIAL PROPOSAL: .....	10
4.4	CORRECTION OF ERRORS:.....	11
4.5	PRICE COMPOSITION: .....	11
4.6	DURATION AND PAYMENT OF SERVICES. ....	12
4.7	EVALUATION OF OFFERS. ....	12
<b>5.</b>	<b>SCOPE OF WORK</b>	<b>13</b>
5.1	Capacity Building and Project Management Support .....	13
5.2	Development of a conducive policy ecosystem for Aerospace and Defence policies in Haryana.....	15
5.3	Support in establishing Haryana Airports Development Corp. Ltd.....	17
5.4	Support in Market Development and Digitization. ....	18
5.5	Capacity Key Resources Requirement .....	19
5.6	List of activities for each Resources: .....	21
<b>6.</b>	<b>GENERAL TERMS &amp; CONDITIONS</b>	<b>24</b>
6.1	General Terms .....	24
6.2	Replacement of Resources .....	24
6.3	Signature .....	24
6.4	Language of Proposal.....	25
6.5	Notification of Award.....	25
6.6	Department's right to accept any proposal and to reject any or all proposals. ....	25
6.7	Limitation of Liability.....	25
6.8	Termination .....	25

## **1. Introduction.**

- 1.1 The Civil Aviation Department, Government of Haryana (GoH) is mandated to oversee and manage various aspects of civil aviation in the Haryana State which involves General Aviation, flying training, Air Transportation, Airports, and Aviation related infrastructure/machines which envisages the development of aeronautical infrastructure and aviation-related facilities in the Haryana State.
- 1.2 Moreover, to take advantage of the surge in investments in Aerospace & Defence manufacturing in India, as well as to attract not only the world's largest A&D companies but also to proactively promote the SME sector, the Haryana Aerospace & Defence Policy - 2022 has recently been issued vide Notification No. 2/9/2021-1CA dated 31.10.2022, which is presently under its implementation phase.8
- 1.3 As per the said mandate, to promote aeronautical development and incubation through the Aeronautical Economic Development Program, the Haryana Airports Development Corporation Limited (HADC) has recently been incorporated under the Companies Act of 201, which is wholly owned by the Civil Aviation Department, Haryana and is mandated to improve airports and aviation-related facilities in the state. Its responsibilities include upgrading and activating airports, airstrips, and heliports in Haryana, as well as acting as a driving force behind aeronautical infrastructure projects throughout the state, such as the development of existing airstrips in Karnal, Bhiwani, Narnaul, and Pinjore as well as establishing Heliport and permanent Helipads in each district of Haryana State.

## **2. Project Overview and Objective.**

- 2.1 To facilitate Haryana Government departments in obtaining consultancy services for planning, designing, and technical support to execute and implement their projects, policies, and schemes, the Department of IT, Electronics & Communication, Haryana, has shared a list of empanelled agencies along with the guidelines for collaboration, vide Admn/265/2SIT/17493 dated 15.06.2022. This provision supports smoother execution and management of departmental projects.
- 2.2 Therefore, to foster a conducive ecosystem for the growth and development of the Aerospace and Defence sector in Haryana, the Civil Aviation Department, Haryana intends to engage a HARTRON empanelled consultancy agency to provide advisory support for “Strengthening of Aerospace and Defence Ecosystem in the State of Haryana” (hereinafter to be referred as the “Project”). The consultancy agency shall be hired for a contract period as stated in **Section 3.3** of ToR, which will be extendable as per the provisions of the HARTRON letter No. dated 15.06.2022 for empanelment of

companies/agencies for providing consultancy services to Govt./ Departments/  
Organizations.

- 2.3 The consultant agency so engaged by the department (hereinafter to be referred to as the “Project Management Unit” i.e., PMU) will be responsible for supporting and scaling up the interventions of the Civil Aviation Department and fostering a vibrant Aerospace and Defence ecosystem in the state.
- 2.4 The PMU shall provide the services as per the scope of work defined in the Terms of Reference in Section – 4 of this document.

### **3. Terms of Reference.**

The Civil Aviation Department, Government of Haryana invites sealed tender offers (Technical and Financial Proposal) from empanelled companies/ agencies for providing advisory services for the “Project”. The important points to be noted by empanelled companies/agencies are as follows:

#### **3.1 Pre-Qualification Criteria.**

The companies/agencies empanelled for providing consultancy services to Govt. departments/Organizations by the Department of IT, Electronics & Communications, Haryana vide letter no Admn/265/2SIT/17493 dated 15.06.2022 are qualified for submitting their proposal for this Terms of Reference.

#### **3.2 Pre-bid Queries**

- 3.2.1 Bidders can submit their queries/ seek clarification by sending e-mails to the Department before the date for submission of Pre-Bid queries as stated in Section 3.9 regarding the Key events & dates.
- 3.2.2 The Bidders will have to ensure that their queries should reach the Department by email on or before the last date for sending Prebid queries mentioned above.
- 3.2.3 The queries should necessarily be submitted in the following format through e-mail by the authorized representative of the interested bidder/Company/Agency.

<b>Section/Page No</b>	<b>Content of ToR requiring clarifications</b>	<b>Change/Clarification Requested</b>	<b>Remarks</b>

3.2.4 The Civil Aviation Department reserves the right to respond to queries received, as deemed appropriate.

### 3.3 **Proposal**

3.3.1 The Proposal shall include the company profile, resumes of all proposed resources, and a compliance table indicating compliance against all the ToR requirements in terms of resource profile.

3.3.2 The resources proposed as part of the proposal shall possess the requisite educational qualification and experience as per this ToR. CV of every proposed resource shall be provided in World Bank format.

3.3.3 The financial bid of only the highest technical scorer will be opened. Man-month rates per resource category so received from the top scorer will be opened and discussed with the company by the Department before finalizing the agency. The company obtaining the maximum technical score will be awarded the work post the discussion.

3.3.4 The proposals shall be signed on each page by the authorized representative of the empanelled company. The letter of authorization shall be indicated by a written power-of-attorney/ Board Resolution accompanying the proposal.

3.3.5 The proposal validity period should be for 03 months from the date of submission of proposals by the empanelled companies.

### 3.4 **Amendment to Terms of Reference**

At any time prior to the deadline for submission of proposals, the Civil Aviation Department, for any reason, whether on its own initiative or with response to the clarification requested by a prospective empanelled company, may modify, change, incorporate or delete any condition in the Terms of Reference by amendment, which will be notified on the official website of the department i.e. [www.haraviation.gov.in](http://www.haraviation.gov.in) or to the consultancy agencies. Such amendment shall be binding on them. The Civil Aviation Department may, at its discretion, extend the deadline for the submission of proposals which will be notified on the official website of the Department.

### 3.5 **Contract Period**

The contract shall be valid for a period of three years starting from the date of signing of the contract which may be further extended on mutual agreement and subject to satisfactory performance of the empanelled company during the contract period.

### 3.6 **Proposal's Cost**

The empanelled company shall bear all costs associated with the preparation and submission of the proposal, including the cost of presentation for clarification of the proposal, the preparation or execution of any benchmark demonstrations or any work performed before the execution of a formal contract if so desired by the Civil Aviation Department. For any reason or in any case, the Civil Aviation Department will not take responsibility or liability for these costs. All materials submitted become the property of the Civil Aviation Department and may be returned at its sole discretion.

### 3.7 **Submission of Proposal**

- 3.7.1 Empanelled companies are advised to study the Terms of Reference carefully and the submission of the proposal is to be done after careful study and examination of the Terms of Reference with a full understanding of its implications.
- 3.7.2 The empanelled companies are expected to submit their offers sealed in two parts namely a "Technical Proposal" and a "Financial Proposal" in a prescribed format as per the requirements of the Terms of Reference.
- 3.7.3 The empanelled company shall prepare the proposal marked as "Envelope One" for "**Technical Proposal**" and "Envelope Two" for "**Financial proposal**", which shall include the following: -
- I. Technical Proposal: Original - One Hard Copy along with its soft copy.
  - II. Financial Proposal: Original - One Hard Copy.
- 3.7.4 An electronic copy of the qualification criteria and technical proposal should also be given on CD. However, the duly signed hard copy version shall be final for evaluation purposes.
- 3.7.5 The Proposal shall be typed and signed by the empanelled company, or a person or persons duly authorized by such empanelled Company/Agency.
- 3.7.6 The proposal shall contain no interlineations, erasures or overwriting except as necessary to correct errors made by the empanelled company, in such case, corrections shall be initialled and stamped by the person or persons signing the proposal in original.

### 3.8 Address for Proposal Submission & Correspondence

The address for proposal Submission and Correspondence is as under.

**The Advisor, Civil Aviation Department Haryana,  
3rd Floor, 30 Bays Building, Sector 17-B, Chandigarh.  
Pin- 160017.  
E-mail: – [cavation@hry.nic.in](mailto:cavation@hry.nic.in)**

Contact Person: Mr. Pawan Kumar Sharma, Account Officer CAD (Mob- 9416866955)  
Mr. Sandeep Kumar, Assistant Est. Branch CAD (Mob- 9780493979)

### 3.9 Key Events & Dates

Event	Date/Time
Issue of Terms of Reference (ToR)	<.....> (D day)
Submission of Pre-bid Queries	<.....> (D + 07 days)
Pre-bid Meeting	<.....> (D + 10days) (Time and meeting link will be confirmed)
Last Date for Submission of Proposal	<.....> (D + 14days)
Opening of Technical Proposal	<.....> (D + 15days)
Presentation by Empanelled Companies (Online)	Individual time slots of the empanelled companies will be notified by the department
Declaration of Name of Empanelled Company which is selected as T1	Empanelled company will be informed about the date & time later.
Opening of Financial Proposal of selected Empanelled Company (T1)	The selected Empanelled company will be informed about the date and time later
The place for the opening of Financial Bid	O/o Civil Aviation Department, Haryana.

#### 3.9.1 Commencement and Signing of Contract.

The contract will commence within 07 days from the date of award of the work order and should be signed within 30 days from the date of award of the work order.

3.9.2 In the event, the date specified in Section 3.8 is declared as a holiday for the Civil Aviation Department or will be a government holiday, the due date will be the following working day.

### 3.9.3 Timelines and Validity periods.

Items	Description/Validity Period
Proposal Validity Period	06 months from the date of submission of proposals by the empanelled companies.
Period for furnishing Performance Bank Guarantee.	As per the performance bank guarantee clause given in the Terms of Reference i.e., within 10 days of receipt of Award of Contract.
Performance Bank Guarantee	As per the performance bank guarantee clause given in the Terms of Reference i.e., 2% of the total contract value.
Performance Bank Guarantee	06 months beyond Contract Period.

### 3.10 Timely Submission.

3.10.1 Empanelled companies are solely responsible for the timely submission of the proposal physically at the location as mentioned above in “Key Events and Dates”. Proposals received after the last date and time of submission will not be considered.

3.10.2 The response to Terms of Reference/proposal submitted by the empanelled companies through courier/fax/ only through email without hard copy will not be considered. No further correspondence will be entertained in this matter.

### 3.11 Opening of Proposals.

3.11.1 Proposals will be opened in the presence of empanelled company representatives (if they are present, else it will be opened in the presence of the other representatives, or officials present).

3.11.2 Civil Aviation Department will open all proposals as per the schedule mentioned in “Key Events & Dates”. If all documents mentioned in the proposal are not found, then the proposal will be summarily rejected.

3.11.3 The empanelled company’s representative willing to attend the opening of the proposals shall bring an authorization letter duly signed by an authorized signatory and counter-signed by the representative who is willing to attend the opening of proposals. The empanelled company’s representative shall sign the attendance register during the opening of proposals.



3.11.4 The empanelled company's name, technical solutions given by them, proposal prices and the presence or absence of requisite proposal security and such other details, as the Civil Aviation Department at its discretion may consider appropriate, will be announced at the time of the corresponding opening of proposals.

3.11.5 The proposals submitted after the due date and time shall not be considered for further evaluation, irrespective of the circumstances. The Civil Aviation Department reserves the right to postpone or cancel a schedule mentioned under the "Key Events and Dates" clause at any time without assigning any reason.

### **3.12 Communication with Civil Aviation Department:**

3.12.1 No empanelled company shall contact Civil Aviation Department on any matter relating to its proposal, after opening the Financial proposal till the contract is awarded.

3.12.2 If the empanelled company wishes to bring additional information to the notice of the Civil Aviation Department, it can communicate in writing at the address given for correspondence as stated in Section 3.7 above.

3.12.3 Civil Aviation Department reserves the right to consider such information/ Communication and any effort by the empanelled company to influence Civil Aviation Department in its decision on proposal evaluation, proposal comparison or contract award may result in disqualification of their proposal and forfeiture of the proposal security amount.

### **3.13 Selection of Consultant**

3.13.1 An Internal Committee of the Department shall evaluate the proposals and resumes received from the bidders.

3.13.2 Selection of resources shall be done based on CVs along with interviews of the proposed resources by the Internal/delegated Committee of the Department in this regard.

3.13.3 The decision of the Internal Committee in the evaluation of responses shall be final. No correspondence will be entertained outside the process of negotiation/discussion.

3.13.4 The Internal Committee of the department shall reserve the right to reject any or all proposals without assigning any reason.

## **4. Instructions to Empanelled Companies**

### **4.1 PRELIMINARY EXAMINATION OF PROPOSALS:**

The Civil Aviation Department will examine the proposals to determine whether it is complete in all the respects, including checking of computational errors, furnishing of required sureties, properly signing of the documents, and generally the proposals are in order. A proposal determined as non-responsive will be rejected by Civil Aviation Department and may not subsequently be made responsive by the empaneled company by correcting of the non-conformity.

### **4.2 TECHNICAL PROPOSAL:**

4.2.1 The Technical proposal (comprising of qualification criteria and technical proposal) shall be submitted in a separate sealed envelope stating as “Envelope – one” super scribing “*Technical proposal for Engagement of an Empanelled Company/Agency for Providing Advisory and marketing Services to Civil Aviation Department*”.

4.2.2 The technical proposal should be complete in all respects and contain all information asked for in this Terms of Reference. It is mandatory to submit all the details in the prescribed formats duly filled in, along with the proposal.

4.2.3 The Civil Aviation Department, at its discretion, may not evaluate a technical proposal in case of non- submission or partial submission of technical details. The Technical proposal must be submitted by empaneled company in an organized and structured manner. No brochures/leaflets etc. should be submitted in loose form.

4.2.4 The technical proposal should comprise of following:

- (i) Section I – Technical Proposal covering letter (Annexure-I)
- (ii) Section II - Organization profile (Annexure-II)
- (iii) Section III –Compliance Table (Annexure-III)
- (iv) Section IV – CVs of proposed resources (Annexure-IV)
- (v) Section V– Empanelled Company/Agency project experience (Annex-V)
- (vi) Section VI - Description of the approach and methodology (Annexure-VI)
- (vii) Section VII - Any other documents as per evaluation criteria (Annex-VII)

### **4.3 FINANCIAL PROPOSAL:**

4.3.1 The empanelled company must quote the charges for the entire project as per the scope of work defined in this Terms of Reference. The charges, once offered, must remain fixed and will not attract any price variation for any reason during

contractual period. A conditional proposal will be declared as non-responsive and shall be rejected.

- 4.3.2 The charges quoted shall be based on man-month rates for each category resource, subject to upper limit defined in the letter issued by the Department of IT, Electronics & Communications, Haryana vide letter no Admn/265/2SIT/17493 dated 15.06.2022.
- 4.3.3 The Charges quoted must contain the basic charge and shall be inclusive of all charges except GST, as applicable up to the completion of the contract period as per 'Financial proposal' template. GST shall be charged separately for the charges quoted. A proposal submitted with an adjustable price quotation will be deemed as non-responsive and shall be rejected.
- 4.3.4 All taxes, as applicable from time to time, shall be borne by the Department.
- 4.3.5 The Department may select the suitable manpower as per requirement of the project. Man-month rates per resource category so received from the selected empaneled company will be opened and negotiated by the Department before finalizing the contract, to ensure the quality of the individual recommended by the selected consultant.
- 4.3.6 The Financial proposal shall be submitted in a separate envelope as "Envelope–two" super scribing "*Financial proposal for Engagement of an Empanelled Company/Agency for Providing Advisory and marketing Services to Civil Aviation Department*".
- 4.3.7 The complete charges schedule should be submitted only in the 'Financial proposal' template provided in Annexure- VIII – FINFORM-1 (Covering Letter) and FINFORM-2 (Financial proposal for contract) and the charges must be quoted only in Indian Rupees.

#### 4.4 **CORRECTION OF ERRORS:**

The empanelled company is advised to take adequate care in quoting the rate. No requests or excuse for corrections in the quoted rate will be entertained afterwards. The corrections or overwriting in proposal documents should be initialled and stamped by person signing the proposal form.

#### 4.5 **PRICE COMPOSITION:**

- 4.5.1 The Charges shall be on a fixed basis and should not be linked to foreign exchange.
- 4.5.2 No out of the Pocket expenses shall be provided to the empanelled companies/agencies. Each resources shall be provided with the facility of IT Eqpt.

(Laptop/PC), internet connectivity and mobile phone by the concerned company and any expenses on this account shall be borne by the said company.

- 4.5.3 Expenses for tours approved by the Department for official purposes shall be borne by the department as government regulations applicable to the equivalent post.

#### 4.6 DURATION AND PAYMENT OF SERVICES.

- 4.6.1 The duration of Project will be as per the contract period as stated at Section 3.5 of this Terms of Reference and may be extended as per the guidelines of HARTRON in this regard.

- 4.6.2 The duration of the project and any further extension will be communicated in writing with the selected consulting firm. The financial implication for the extension will be calculated on a pro-rata basis.

- 4.6.3 The schedule of the payment will be finalized after the selection of appropriate company/firm (T1) and communicated in the Work Order for the Project.

#### 4.7 EVALUATION OF OFFERS.

Scrutiny of Proposals will be done as mentioned below:

##### 4.7.1 Technical Proposal Evaluation:

- 4.7.1.1 The Civil Aviation Department will determine whether the technical details along with documents furnished and the services are quoted as per the requirements/schedules/annexures given in this Terms of Reference. The empaneled company with the highest technical score will be selected as T1.

- 4.7.1.2 The technical evaluation will be done on basis of the Information provided by empaneled company against the detailed evaluation criteria as mentioned in table below.

Sr.	Resource Category	Proposed Role	Maximum Marks	
			Qualification	Interview
1.	Principal Consultant	Team Leader cum Aviation & Defence Industry Expert	20 marks	20 marks
2.	Senior Consultant # 1	Marketing Expert	10 marks	10 marks
3.	Senior Consultant # 2	Public Policy Expert	10 marks	10 marks
4.	Senior Consultant # 3	Public Procurement Expert	05 marks	05 marks
5.	Consultant # 1	IT Expert	05 marks	05 marks
<b>Total Score in Qualification &amp; Interview</b>			50 marks	50 marks
<b>Total Score for Criterion</b>			<b>100 marks</b>	

- 4.7.1.3 The empaneled companies are required to give a technical presentation on their offer and the Civil Aviation Department will not bear any extra cost.

#### 4.7.2 **Financial Proposal Evaluation:**

The Financial proposal of selected empaneled company **T1** shall be opened on the date & time specified in the Key events and date schedule. The Selected empaneled company (**T1**) will be invited for negotiations and finalization of financial rates.

## 5. **Scope of Work**

The overall scope of work for the consultant is divided into four tracks:

- Track 1:** Support in Capacity Building and Project Management for Civil Aviation Department, Haryana.
- Track 2:** Development of a conducive policy ecosystem for the growth of aviation, aerospace and defence entrepreneurship in Haryana.
- Track 3:** Support for setting up of Haryana Airport Development Corporation Limited. Under Civil Aviation Department, Haryana.
- Track 4:** Support in Market Development and Digitization of Civil Aviation Department, Haryana and HADC.
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### 5.1 **Capacity Building and Project Management Support**

#### 5.1.1 **Project Management Support**

- 5.1.1.1 Support in documentation for project related activities i.e., drafting of minutes of the meeting, preparation of agendas, presentation etc.
- 5.1.1.2 Drafting concept notes, responses for facilitating state's participation in Government of India's initiatives/schemes.
- 5.1.1.3 Coordination with various agencies/ departments of centre/state governments as and when required for the project related activities.
- 5.1.1.4 Assist in preparation of progress reports, presentations, and review reports for status update by Project Monitoring Committee/Government Officer.

5.1.1.5 Assist in engagement of third parties/domain expert agencies required for implementation of aviation development projects.

5.1.1.6 Any other tasks and activities assigned by the department from time to time.

**5.1.2 Assist in Market demand assessment.**

5.1.2.1 Assist in conducting market research and feasibility studies to determine the potential demand for airport and aviation services in Haryana.

5.1.2.2 Providing assistance to the concerned survey agency on behalf of department in conducting surveys to collect data and verify land records, traffic data and real estate market information for suggesting commercial development opportunities.

5.1.2.3 Assist in preparation of documents for obtaining necessary approvals and NOCs from concerned government authorities and municipal corporations/local authorities for project development.

**5.1.3 Support in Bid Process Management**

5.1.3.1 Assist in preparation of plan to manage the bid processes until the Lease/License Agreements are signed and support in executing revenue-earning contracts based on the department's specifications.

5.1.3.2 Preparation of contracts, Request for Proposals (RFPs), Terms of Reference (ToR), MoUs, and providing comments/inputs w.r.t Agreements/MoUs received from external stakeholders for signing with the department.

5.1.3.3 Support in tendering process, including devising qualification criteria, organizing pre-bid meetings, evaluating bids, conducting negotiations, and assistance in the selection of subject matter experts, contractors, and agencies.

5.1.3.4 Prepare documents for obtaining state government approvals related to tenders, contracts, agreements, MoUs, engagement of aviation service providers, procurement of aircraft, aircraft components, aircraft maintenance agencies, and engagement of work audit agencies.

- 5.1.3.5 Manage the bid process by preparing draft tender documents such as RFQ, RFP, EOI for procurements and engagement of agencies for various services required for airport operations and stakeholder consultation papers.

#### **5.1.4 Training & Capacity Building**

- 5.1.4.1 Prepare a capacity building plan based on the assessment and key vision objectives envisaged by the department.
- 5.1.4.2 Develop training modules and conduct training programs for the officers/ staff of the department.

### **5.2 Development of a conducive policy ecosystem for the growth of Aviation, Aerospace and Defence Entrepreneurship in Haryana**

#### **5.2.1 Formulate/ update aerospace and defence aviation policy to develop a strong ecosystem for aviation and defence sector in Haryana**

- 5.2.1.1 A comprehensive review of the existing Aerospace and Defence manufacturing ecosystem in the state including the current level of technology, ancillarization, stakeholders etc.
- 5.2.1.2 Review of existing Haryana Aerospace and Defence Policy 2022 and its related schemes to recommend improvements.
- 5.2.1.3 Drafting new policy(s) and schemes for Aerospace and Defence entrepreneurship acceleration of the State in line with the Defence Production & Export Promotion Policy (DPEPP) 2020, Defence Acquisition Policy (DAP) 2020, Policy for Indigenisation of Components and Spares used in Defence Platforms 2019.
- 5.2.1.4 Conduct policy benchmarking with leading states & countries in Aerospace and Defence industrial ecosystem.
- 5.2.1.5 Support in devising a Civil Aviation Policy for the State in line with the guidelines of National Civil Aviation Policy issued by Ministry of Civil Aviation (GoI) and as per inputs to be provided by CAD experts.

- 5.2.1.6 Consultation with key internal and external stakeholders for the formation of a conducive policy framework and drafting of appropriate schemes for implementing such policies.

**5.2.2 Support in effective implementation of policy and schemes for growth of Aviation Sector in the State.**

- 5.2.2.1 Devising and develop a communication strategy for sensitizing key stakeholders about the Haryana Aerospace and Defence Manufacturing Policy and its related schemes for promotion of entrepreneurship.
- 5.2.2.2 Support in guiding beneficiaries for filling up and submission of application forms to avail the benefits under respective policies.
- 5.2.2.3 Preparation of marketing material collaterals for the promotion of aerospace and defence entrepreneurship and its ancillaries.
- 5.2.2.4 Assistance in conduct of training programmes for staff related to implementation of department's policy and schemes.
- 5.2.2.5 Support the department in evaluation of the proposals received as per their respective policies and schemes.
- 5.2.2.6 Support Department in conducting the review of technical and financial feasibility of the projects.
- 5.2.2.7 Assistance in conducting evaluation committee meetings.
- 5.2.2.8 Presentation of proposals to evaluation committees for consideration of approval and provide inputs for preparation of the agenda notes and minutes of meetings for evaluation committee meetings.
- 5.2.2.9 Assistance in reviewing the documents submitted by applicants for release of grant-in-aid as per the scheme guidelines.
- 5.2.2.10 Any other support related towards implementation of the Haryana Aerospace and Defence Policy(s) along with its related schemes.
- 5.2.2.11 Assist in developing and implementing the Civil Aviation Policy for the State based on the National Civil Aviation Policy issued by Ministry of Civil Aviation, Govt. of India.



### **5.3 Support in establishing Haryana Airports Development Corp. Ltd.**

#### **5.3.1 Organization Planning & setting up of HADC.**

- 5.3.1.1 Study, analyse and formulate the vision and objectives for HADC.
- 5.3.1.2 Design key operational processes, services, procedures for HADC.
- 5.3.1.3 Support in preparation of organizational structure and obtaining approval of organization structure, workforce requirement from the State Government.
- 5.3.1.4 Define roles & responsibilities of workforce at all levels along with delegation of decision-making powers and reporting structures of HADC.
- 5.3.1.5 Define workforce requirement and design Key Performance Indicators (KPI) for all unique roles for better output of HADC.
- 5.3.1.6 Assist in developing the process for hiring individual/subject-matter experts for HADC.
- 5.3.1.7 Preparation of administrative manuals, Service rules/Bye-laws for HADC.
- 5.3.1.8 Assist in the conduct of Spaces audit to establish an asset management system for HADC under the Civil Aviation department.

#### **5.3.2 Support in development and Promotion of Integrated Manufacturing Cluster (IMC) at Hisar.**

- 5.3.2.1 Support in development of Integrated Manufacturing Cluster (IMC), at Hisar housing sectors like Aerospace and Defence, Food Processing, Engineering and Fabrication, Lithium Ion Battery, Readymade Garments and logistic park
- 5.3.2.2 Prepare strategy for promotion of IMC, Hisar to sensitize prospective and existing entrepreneurs.
- 5.3.2.3 Develop promotional material and toolkits (brochures, flyers, posters, etc.) for promotion of Integrated Manufacturing Cluster.
- 5.3.2.4 Develop and implement a marketing strategy for showcasing the IAH and IMC projects, highlighting growth prospects in these sectors and to attract

investments/funding from local and international entrepreneurs/  
agencies/firms.

## **5.4 Support in Market Development and Digitization.**

### **5.4.1 Market Development.**

- 5.4.1.1 Develop a Business Strategy Program/Plan for the department.
- 5.4.1.2 Create a marketing and branding strategy to promote the airports in the state and to attract airlines, passengers, and cargo operators.
- 5.4.1.3 Review of existing aeronautical and non-aeronautical charges applicable by the department and advice for appropriate revision as applicable from time to time based on the cost benefit analysis.
- 5.4.1.4 Support in planning for setting up Aero Village/Aerospace Development Parks at airports/ airstrips/ Heliports under CAD as well as setting up of an Aviation Training Facility, including a Flight Simulation Training facilities in the State.
- 5.4.1.5 Support in accessing new generation marketing channels i.e., social media marketing, etc.

### **5.4.2 Digitization of CAD and HADC.**

- 5.4.2.1 Support in development of a program management framework, including the deployment of necessary software tools for implementing, monitoring, and recording project developments.
- 5.4.2.2 Assist in the augmentation of Enterprise Resource Planning and its integration with IT systems by engaging system integrators.
- 5.4.2.3 Support in the uptake/integration of the SRIJAN Portal and the Innovation for Defence Excellence (iDEX) Ecosystem.
- 5.4.2.4 Support in preparation of RFP/RFQ/ToR for hiring of System Integrator (SI) for implementation of IT related services.

## 5.5 Capacity Key Resources Requirement

1.	<b>Resource Category</b>	<b>Principal Consultant</b>
	<b>Proposed Role</b>	<ul style="list-style-type: none"> <li>▪ <b>Team Leader cum Aviation &amp; Defence Industry Expert</b></li> </ul>
	Qualification as per HARTON	<ul style="list-style-type: none"> <li>▪ BE/ B.Tech/ Postgraduate with 55% marks and/ Or MBA</li> </ul>
	Preferred Qualification	<ul style="list-style-type: none"> <li>▪ Full-time regular MBA/ PGDM/ PGDBM/ Masters (in Marketing/Finance) <b>or</b> Equivalent with graduation from reputed national or international institutes, with at least 55% aggregate marks or equivalent CGPA.</li> </ul>
	Relevant Experience	<ul style="list-style-type: none"> <li>▪ Minimum experience of 10 years (post qualification) in a leadership role, overseeing multidisciplinary teams and ensuring timely and effective delivery of projects.</li> <li>▪ Proven track record of providing strategic counsel to prominent stakeholders and organisations across diverse industries, including aviation.</li> <li>▪ Background in the aviation and transportation industry, which includes working with airlines, airports, and aviation service providers.</li> <li>▪ Functional experience in strategy and planning, complex and large programme management, digitalization and technology, procurement of services, and policy development.</li> <li>▪ Proficiency in planning and executing substantial greenfield and technology transformation initiatives on a large scale.</li> </ul>
2.	<b>Resource Category</b>	<b>Senior Consultant- # 1</b>
	<b>Proposed Role</b>	<ul style="list-style-type: none"> <li>▪ <b>Marketing Expert</b></li> </ul>
	Qualification as per HARTON	<ul style="list-style-type: none"> <li>▪ BE/ B.Tech/ Postgraduate with 60% marks And/ Or MBA</li> </ul>
	Preferred Qualification	<ul style="list-style-type: none"> <li>▪ Full-time regular MBA/ PGDM/ PGDBM/ Masters (in Marketing) <b>or</b> Equivalent with Graduation from reputed national or international institutes, with at least 60% aggregate marks or equivalent CGPA.</li> </ul>
	Relevant Experience	<ul style="list-style-type: none"> <li>▪ Minimum experience of 6 years (post qualification) with experience in market strategy, market research &amp; analysis, and at least 3 years of working with significant experience in developing and executing comprehensive marketing strategies.</li> <li>▪ Experience of handling projects in planning &amp; implementation of marketing initiatives with State or centre government/ State or central sponsored PSUs</li> <li>▪ Experience of preparation of market development reports for centre and state governments.</li> <li>▪ Experience in creation of marketing collaterals for the promotion of product/ services.</li> <li>▪ Experience in brand development, positioning, and stewardship.</li> <li>▪ Experience conducting market research, audience segmentation, and competitive analysis to understand market trends and customer behaviors.</li> <li>▪ Experience designing and executing integrated marketing</li> </ul>

ToR, for Engagement of an Empanelled Company/Agency  
by Civil Aviation Department for Providing Advisory Services

		campaigns and outreach across various channels – digital, print, events, PR, etc preferably with Sate or Centre Government
3.	<b>Resource Category</b>	<b>Senior Consultant - # 2</b>
	<b>Proposed Role</b>	<b>Public Policy Expert</b>
	Qualification as per HARTRON	▪ BE/ B.Tech/ Postgraduate with 60% marks And/ Or MBA
	Preferred Qualification	▪ Full-time regular MBA/ PGDM/ PGDBM/ Master’s (in Business Management/ Finance/ Economics/ Statistics/ Public Policy)or Equivalent with graduation from reputed national or international institutes, with at least 60% aggregate marks or equivalent CGPA.
	Relevant Experience	<ul style="list-style-type: none"> <li>▪ Minimum experience of 6 years (post qualification) with 3 years in designing industrial/ sectoral policies or programmes for states or centre government.</li> <li>▪ Experience with socio-economic impact assessments and cost-benefit analyses of public policies.</li> </ul>
4.	<b>Resource Category</b>	<b>Senior Consultant - # 3</b>
	<b>Proposed Role</b>	<b>Public Procurement Expert</b>
	Qualification as per HARTRON	▪ BE/ B.Tech/ Postgraduate with 60% marks And/ Or MBA
	Preferred Qualification	▪ Full-time regular MBA/ PGDM/ PGDBM/ Masters/ Diploma or Equivalent (in Business Management/ Finance/ Economics/ Marketing etc.) with graduation from reputed national orinternational institutes, with at least 60% aggregate marks or equivalent CGPA.
	Relevant Experience	<ul style="list-style-type: none"> <li>▪ Minimum experience of 6 years (post qualification) with at least 3 years’ experience in undertaking public procurement through GFR, CVC guidelines for state or centre government/ state or central PSUs sponsored projects.</li> <li>▪ Experience in leading large scale government projects in procurement of Machinery, Civil Works and Services.</li> </ul>
5.	<b>Resource Category</b>	<b>Consultant - # 1</b>
	<b>Proposed Role</b>	<b>IT Expert</b>
	Qualification as per HARTRON	▪ BE/ B.Tech/ Postgraduate with 60% marks And/ Or MBA
	Preferred Qualification	▪ Full-time regular Masters or Equivalent (in Computer Science or IT) with graduation from reputed national or international institutes, with at least 60% aggregate marks or equivalent CGPA.
	Relevant Experience	▪ Minimum experience of 6 years (post qualification) with 3 years of experience in promoting digital initiative (s) preferably within a state or centre government set up.

## 5.6 List of activities for each Resource:

Sr. No.	Resource Category	Proposed Role	Activities to be performed
1.	Principal Consultant	Team Leader cum Aviation & Defence Industry Expert  (One Principal Consultant)	<ul style="list-style-type: none"> <li>▪ Prepare a capacity building plan based on the assessment and key vision objectives envisaged by the department.</li> <li>▪ Assist in conducting market research and feasibility studies to determine the potential demand for airport and aviation services in Haryana.</li> <li>▪ Review of existing aeronautical and non-aeronautical charges applicable by the department and advice for appropriate revision as applicable from time to time based on the cost benefit analysis.</li> <li>▪ Support in planning for setting up Aero Village/Aerospace Development Parks at airports/ airstrips/ Heliports under CAD as well as setting up of an Aviation Training Facility, including a Flight Simulation Training facilities in the State.</li> <li>▪ Coordination with various agencies/ departments of centre/state governments as and when required for the project related activities.</li> <li>▪ Study, analyse and formulate the vision and objectives for HADC.</li> <li>▪ Design key operational processes, services, procedures for HADC</li> <li>▪ Assist in the conduct of Spaces audit to establish an asset management system for HADC under the Civil Aviation department</li> <li>▪ Any other tasks and activities assigned by the department from time to time.</li> </ul>
2.	#1. Senior Consultant	Marketing, Expert  (One Senior Consultant)	<ul style="list-style-type: none"> <li>▪ A comprehensive review of the existing Aerospace and Defence manufacturing ecosystem in the state including the current level of technology, stakeholders etc.</li> <li>▪ Preparation of a plan for enhancing entrepreneurship in Aerospace and Defence Manufacturing to diversify into aerospace and defence.</li> <li>▪ Assist in the development of Aerospace and Defence Manufacturing in the state and to coordinate with other departments for integrating allied projects to achieve the prime objectives.</li> <li>▪ Design and develop a communication strategy for sensitizing key stakeholders about the Haryana Aerospace and Defence Manufacturing Policy and its related schemes for promotion of entrepreneurship.</li> <li>▪ Support in development of Integrated Manufacturing Cluster (IMC), at Hisar housing sectors like Aerospace and Defence, Food Processing, Engineering and Fabrication, Lithium Ion Battery, Readymade Garments and logistic park.</li> </ul>

ToR, for Engagement of an Empanelled Company/Agency  
by Civil Aviation Department for Providing Advisory Services

Sr. No.	Resource Category	Proposed Role	Activities to be performed
			<ul style="list-style-type: none"> <li>▪ Prepare strategy for promotion of IMC, Hisar to sensitize prospective and existing entrepreneurs.</li> <li>▪ Develop promotional material and toolkits (brochures, flyers, posters, etc.) for promotion of IMC, Hisar and Haryana Aerospace and Defence Policy.</li> <li>▪ Develop and implement a marketing strategy for showcasing the IAH and IMC projects, highlighting growth prospects in these sectors and to attract investments/funding from local and international entrepreneurs/ agencies/firms.</li> <li>▪ Assist in conducting surveys to collect data and verify land records, traffic data and real estate market information for suggesting commercial development opportunities.</li> <li>▪ Develop training modules and conduct training programs for the officers/ staff of the department.</li> <li>▪ Develop a Business Strategy Program/Plan for the department.</li> <li>▪ Create a marketing and branding strategy to promote the airports in the state and to attract airlines, passengers, and cargo operators.</li> <li>▪ Support in accessing new generation marketing channels i.e., social media marketing, etc.</li> <li>▪ Any other tasks and activities assigned by the department from time to time.</li> </ul>
3.	#2. Senior Consultant	Public Policy Expert  (One Senior Consultant)	<ul style="list-style-type: none"> <li>▪ Review of existing Haryana Aerospace and Defence Policy 2022 and its related schemes to recommend improvements.</li> <li>▪ Conduct policy benchmarking with leading states &amp; countries in Aerospace and Defence industrial ecosystem.</li> <li>▪ Drafting new policy(s) and schemes for Aerospace and Defence entrepreneurship acceleration of the State in line with the Defence Production &amp; Export Promotion Policy (DPEPP) 2020, Defence Acquisition Policy (DAP) 2020, Policy for Indigenisation of Components and Spares used in Defence Platforms 2019 and MAKE-I &amp; II of the Govt. of India.</li> <li>▪ Support in designing a Civil Aviation Policy for the State in line with the guidelines of National Civil Aviation Policy issued by Ministry of Civil Aviation (GoI) and as per inputs to be provided by CAD experts.</li> <li>▪ Consultation with key internal and external stakeholders for the formation of a conducive policy framework and drafting of appropriate schemes for implementing such policies.</li> <li>▪ Support in preparation of organizational structure and obtaining approval of organization structure, workforce requirement from the State Government.</li> <li>▪ Define roles and responsibilities of workforce at all levels along with delegation of decision-making powers and the</li> </ul>

ToR, for Engagement of an Empanelled Company/Agency  
by Civil Aviation Department for Providing Advisory Services

Sr. No.	Resource Category	Proposed Role	Activities to be performed
			<p>reporting structures of HADC.</p> <ul style="list-style-type: none"> <li>▪ Define workforce requirement and design Key Performance Indicators (KPI) for all unique roles for better output of HADC.</li> <li>▪ Support in preparation of administrative manuals, Service rules/Bye-laws for HADC.</li> <li>▪ Assistance in conduct of training programmes for staff related to implementation of department's policy and schemes.</li> <li>▪ Any other tasks and activities assigned by the department from time to time.</li> </ul>
4.	#3. Senior Consultant	Public Procurement Expert  (One Senior Consultant)	<ul style="list-style-type: none"> <li>▪ Assist the department in engagement of third parties/ domain expert agencies required for implementation of aviation development projects.</li> <li>▪ Assist in developing the process for hiring individuals/ subject matter experts</li> <li>▪ Assist in preparation of plan to manage the bid processes until the Lease/License Agreements are signed and support in executing revenue-earning contracts based on the department's specifications.</li> <li>▪ Preparation of contracts, Request for Proposals (RFPs), Terms of Reference (ToR), MoUs, and providing comments/inputs w.r.t Agreements/MoUs received from external stakeholders for signing with the department.</li> <li>▪ Support in tendering process, including devising qualification criteria, organizing pre-bid meetings, evaluating bids, conducting negotiations, and assistance in the selection of subject matter experts, contractors, and agencies.</li> <li>▪ Prepare documents for obtaining state government approvals related to tenders, contracts, agreements, MoUs, engagement of aviation service providers, procurement of aircraft, aircraft components, aircraft maintenance agencies, and engagement of work audit agencies.</li> <li>▪ Manage the bid process by preparing draft tender documents such as RFQ, RFP, EOI for procurements and engagement of agencies for various services required for airport operations and stakeholder consultation papers.</li> <li>▪ Any other tasks and activities related to public procurement as assigned by the department from time to time.</li> </ul>
5.	#1. Consultant	IT Expert  (One Senior Consultant)	<ul style="list-style-type: none"> <li>▪ Support in development of a program management framework, including the deployment of necessary software tools for implementing, monitoring, &amp; recording project developments.</li> <li>▪ Assist in the augmentation of Enterprise Resource Planning and its integration with IT systems by engaging system integrators.</li> <li>▪ Support in the uptake/integration of the SRIJAN Portal and the</li> </ul>

Sr. No.	Resource Category	Proposed Role	Activities to be performed
			Innovation for Defence Excellence (iDEX) Ecosystem. <ul style="list-style-type: none"> <li>▪ Support in preparation of RFP/RFQ/ToR for hiring of System Integrator (SI) for implementation of IT related services.</li> <li>▪ Any other tasks and activities related to IT as assigned by the department from time to time.</li> </ul>

## 6. General Terms & Conditions

### 6.1 General Terms

- 6.1.1 The response to the Terms of Reference has to be submitted in accordance with the Terms and Conditions mentioned in this document.
- 6.1.2 The scope of work mentioned in the Terms of Reference is subject to revision and changes as and when required.
- 6.1.3 The Department reserves the right to cancel the Terms of Reference at any stage and can invite fresh Terms of Reference without assigning any reasons.
- 6.1.4 Forming of consortium or Joint venture is not allowed.

### 6.2 Replacement of Resources

- 6.2.1 If, at the time of deployment or during delivery of services, for any reason beyond the reasonable control of the Consultant, such as retirement, death, medical incapacity, among others, it becomes necessary to replace any of the proposed resources, the Consultant shall provide as a replacement a person as per the requirements of the ToR with approval of Department.
- 6.2.2 Also, if at any point of time, Department feels that a resource is not up to mark, a replacement will be demanded in writing and the empanelled agency shall provide the replacement within 2 weeks as per the ToR.

### 6.3 Signature

A representative of the empanelled company, who is authorized to commit the empanelled company to contractual obligations, must sign with the empanelled company's name and seal on all pages of the proposals. All obligations committed by such signatory(ies) must be fulfilled.



#### **6.4 Language of Proposal**

The proposal and all correspondence/ documents shall be written in English.

#### **6.5 Notification of Award**

6.5.1 The Department will notify the successful empanelled company in writing by email and speed post that its proposal has been accepted and issue a Letter of Award (LoA).

6.5.2 The successful empanelled company has to furnish a Performance Bank Guarantee (3% of the contract value) to the Department within 15 days from the receipt of LoA.

6.5.3 Subsequently, the contract agreement will be shared with the successful bidder and the company will be required to enter into a contract agreement with the Department and deploy resources within 30 days after submission of Performance Bank Guarantee.

#### **6.6 Department's right to accept any proposal and to reject any or all proposals.**

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

6.6.1 Suspend and/ or cancel the Selection Process and/ or amend and/ or supplement the Selection Process or modify the dates or other terms and conditions relating thereto;

6.6.2 Consult with any Bidder in order to receive clarification or further information;

6.6.3 Retain any information and/or evidence submitted to the Department by, on behalf of and/or in relation to any Bidder; and/or

6.6.4 Independently verify, disqualify, reject and/or accept any and all submissions.

#### **6.7 Limitation of Liability**

The aggregate liability of the Consultant under this agreement, or otherwise in connection with the services to be performed hereunder, shall not exceed the total fees payable to the Consultant as per the award of work order/contract.

#### **6.8 Termination**

6.8.1 The Department may, without prejudice to any other remedy for breach of contract, by not less than thirty (30) days' written notice to the empanelled company, terminate the contract in whole or in part:

- 6.8.1.1 If the empanelled company fails to provide satisfactory services at the desired level within the time period(s) specified in the contract, or any extension thereof granted by the Department.
  - 6.8.1.2 OR if the empanelled company fails to perform any other obligation(s) under the contract.
  - 6.8.1.3 OR if the empanelled company, in the judgment of the Department has engaged in corrupt or fraudulent practices in competing for or in executing the Contract.
- 6.8.2 Consultant may, without prejudice to any other remedy for breach of contract, by not less than thirty (30) days' written notice to the Department, terminate the contract in whole or in part:
- 6.8.2.1 If the Department fails to pay any money due to the Consultant pursuant to the Contract within forty-five (45) days after receiving written notice from the Consultant that such payment is overdue.
  - 6.8.2.2 OR if as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services
  - 6.8.2.3 OR if the Department fails to perform any other obligation(s) under the contract.
- 6.8.3 The Consultant may terminate this agreement, or any services, immediately upon written notice to the Department if Consultant reasonably determines that it can no longer provide the services in accordance with applicable law or professional obligations.

**Annexure I – Technical Proposal Cover Letter**

(Letter on the bidder's letter head)

To

The Advisor,  
Civil Aviation Department,  
Government of Haryana.

**Subject:** Submission of Technical Proposal for Selection of Project Management Unit (PMU) for providing Advisory and marketing Services to Civil Aviation Department

Dear Sir,

With reference to the Terms of Reference (TOR), having examined and understood the requirements, instructions, terms, and conditions forming part of the TOR, we hereby enclose our Technical Proposal to provide services for the project as detailed in the TOR.

We also confirm that the proposal shall remain valid for a period of 3 months from the date of submission.

We confirm that the proposal is in conformity with the terms and conditions as mentioned in your referred TOR.

We also understand that the Civil Aviation Department is not bound to accept the proposal either in part or in full. If the Civil Aviation Department rejects the proposal in full or in part, the Civil Aviation Department may do so without assigning any reasons thereof.

Yours Sincerely,

Authorized Signatories  
(Name, Designation, Contact No, Email and Seal of the Company)

Place:

Date:

**Annexure II – CV Template**

<b>Picture</b>	<b>1. Name</b>			
	<b>2. Position</b>			
	<b>3. Date of Birth</b>			
<b>4. Education</b>	<b>Name of Institution</b>	<b>Degree/Diploma obtained</b>		<b>Year</b>
	<b>Trainings Attended:</b>			
<b>5. Employment Record</b>	<b>From</b>	<b>To</b>	<b>Company</b>	<b>Position Held</b>
<b>6. Brief Profile</b>				
<b>7. Countries of Work Experience</b>				
<b>8. Languages Known</b>				
<b>9. Work undertaken that best illustrates capability to handle the task assigned</b>				
<b><u>Project 1:</u></b>				
<b>Year:</b>				
<b>Location:</b>				
<b>Client:</b>				
<b>Position held:</b>				
<b>Main Features:</b>				
<b>Activities Performed:</b>				

**Project 2:**

**Year:**

**Location:**

**Client:**

**Position held:**

**Main Features:**

**Activities Performed:**

**Project 3:**

**Year:**

**Location:**

**Client:**

**Position held:**

**Main Features:**

**Activities Performed:**

**10. Certification:**

I the undersigned, certify that to the best of my knowledge and belief that this CV correctly describes myself, my qualifications, and my experience. I undersigned that any wilful misstatement described herein may lead to disqualification or dismissal if engaged.

Name of Proposed Resource:

Full name of authorized representative:

**Annexure III – Financial Proposal Covering Letter**

*(Letter on the firm's letter head)*

To

The Advisor,  
Civil Aviation Department,  
Government of Haryana.

**Subject: Submission of Technical Proposal for Selection of Project Management Unit (PMU) for providing Advisory and marketing Services to Civil Aviation Department**

Dear Sir,

With reference to the Terms of Reference (TOR), having examined and understood the requirements, instructions, terms, and conditions forming part of the TOR, we hereby enclose our Financial Proposal of Rs. \_\_\_\_\_ (In Words \_\_\_\_\_), exclusive of taxes, for a period of 12 months to provide services for the project as detailed in the TOR.

We also confirm that the prices offered shall remain fixed for a period of 3 months from the date of submission of proposal.

We confirm that the proposal is in conformity with the terms and conditions as mentioned in your referred TOR.

We also understand that the Civil Aviation Department is not bound to accept the proposal either in part or in full. If the Civil Aviation Department rejects the proposal in full or in part, the Civil Aviation Department may do so without assigning any reasons thereof.

Yours Sincerely,

Authorized Signatories  
(Name, Designation, Contact No, Email and Seal of the Company)

Place:

Date:

**Resource Wise Financial Quote**

*(Amount in Rs.)*

<b>Sr. No.</b>	<b>Name of the Resource</b>	<b>Resource Type (Managing Consultant/ Principal Consultant/ Senior Consultant/Consultant)</b>	<b>Proposed Man- month rate (Excluding Taxes)</b>
1			
2			
3			
4			
5			
6			
7			
8			