

**CORRIGENDUM**  
**REPLY OF PRE-BID QUERIES**  
**AS ON 11.07.2024**

**Terms of Reference (TOR) for Selection of PMU for Process Improvement and Advisory Services to Civil Aviation Department, Haryana.**

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The pre-bid queries received from agencies and its responses by the Civil Aviation Department are given as under:-

Query No.	Query Description	Civil Aviation Department Response
<b>Query 1</b>	We request the department to consider providing time extension of minimum 04 weeks from date of issuance of the response to pre-bid queries and corrigendum. This will allow the us to have a detailed review of the responses as well corrigendum, basis which we will be able to participate with a technically responsive and competent proposal. Also, time extension will help us ensure to secure all the requisite internal approvals with respect to the project.	The Civil Aviation Department Haryana is undertaking many project deliverables and therefore is keen to set up the PMU as immediately as possible. The last date for submission of bid documents remain 12th July 2024. No changes will be incorporated.
<b>Query 2</b>	<ol style="list-style-type: none"> <li>1. Given our extensive experience in working on multiple such engagements, we believe that many scope elements, which are mentioned in the ToR, may be best undertaken through a deliverable based project, wherein the project team(s) with the relevant cross functional experts jointly deliver the output with an adequate oversight from senior leadership (at partner / director level) with usually more than 15 years of relevant work experience.</li> <li>2. Such scope elements may not be adequately undertaken by the individuals as required in the ToR because the respective outputs require experience and expertise in multiple functions and domains. So, it would be onerous and overwhelming for the individuals to fulfill multiple cross-functional expectations with their specific</li> </ol>	<ol style="list-style-type: none"> <li>1. The Civil Aviation Department Haryana is looking to hire specific experts for specific tasks as outlined in para 3. These experts must have specific and sector focused knowledge, skill and experience to justify the work undertaken. It is understood that such experts that form the PMU will be jointly working together to deliver the outputs and goals of the department stationed at the Department. Therefore, the overall delivery of output is placed on the PMU and it's experts instead of the consulting firm which is ideal and necessary.</li> <li>2. Additionally, the Civil Aviation Department Haryana undertakes multiple projects that have various timelines most often operating parallelly. Therefore, to have a larger timeline of 2+1 years</li> </ol>

	<p>individual expertise and experience.</p> <p>3. Hence, we request that the current tender may be reissued as a deliverable based RFP on a Quality-cum-cost based selection (QCBS) basis, wherein responsibility to deliver the desired project objectives and output will lie on a consulting firm instead of individuals in a PMU setup. This will ensure better quality outputs and will also require less oversight by the department officials for such intricate and complex scope of work.</p> <p>4. In addition, the ToR may be staggered in phased manner with defined timelines to ensure the timely completion of the activities, which could be much sooner than the 2+1 year duration mentioned in the current tender.</p> <p>5. Select examples of such scope elements are quoted hereunder:</p> <p>a. While Aviation and Defence Industry Expert shall be able to provide project management support and carry out review of market research, aeronautical / non-aeronautical charges, he/she may not be able to develop and implement capability building strategy on his/her own. The Expert would also need support from experts in training and related infrastructure in the aviation domain or provide support in aero parks/clusters. The Expert would also need support from experts in industrial development or formulate strategy and vision for HADC or design operational processes, services, procedures, etc. While marketing expert may be able to support in market research, development and implementation of marketing and communication plans, it will be unreasonable to expect him/her to support in the following activities:</p> <ul style="list-style-type: none"> <li>- Review of current manufacturing ecosystem including current technology levels : This activity would need a team of technical and industry experts</li> <li>- Preparation of plan for enhancing entrepreneurship in A&amp;D manufacturing : This activity would need a cross-functional</li> </ul>	<p>ensures that the team is stationed for a steady and long time that understand the depth of the projects and can successfully implement those projects in their whole instead of in a staggered or phased manner.</p> <p>3. The Civil Aviation Department Haryana assumes that the experts in the PMU have an all-round expertise in other management aspects considering the minimum years of experience is 06 years for Senior Consultant and 10 years for Team Lead. While the onus to have sector specific experience is very high, it is desirable and assumed that the experts are able to navigate management, strategy, research and other ancillary aspects of project too. Additionally, the PMU set-up will be as a whole be responsible for meeting the deliverables.</p> <p>4. No changes will be incorporated.</p>
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<b>Query 3</b>	<p>1. As this is a process improvement project, it is suggested that the scope of work (SoW) incorporates key activities related to process improvement and organization strengthening of CAD, Haryana.</p> <p>2. Thus, it is requested that the additional SoW relating to process improvement and organization strengthening may be incorporated.</p>	<p>Process Improvement scope of services has already been included under various heads of Clause 3 in the ToR. No changes will be incorporated.</p>
<b>Query 4</b>	<p>1. The second track of the Terms of Reference (ToR) on Page 5 mentions “Development of a Conducive Policy Ecosystem for the growth of Aviation, Aerospace and Defence oriented MSME units in Haryana”. However, the clause detailing the activities to be undertaken as part of the track doesn’t seem to have MSME focus.</p> <p>2. Similarly, several points in the SoW does not clearly highlight the focus on promotion of MSMEs within the aviation ecosystem, thus diverging from the directive of the second track as mentioned in the ToR.</p> <p>3. It is imperative to be mentioned here that over 95% of the industrial units in Haryana and across India are MSME units and MSMEs play a key role within the supply chain of the aerospace and defence ecosystem. This importance of MSMEs has also been highlighted by Hindustan Aeronautics Limited (HAL) which has released multiple production indigenisation policies with a focus on promotion of MSMEs.</p> <p>4. Thus, it is requested that the current clauses may be modified accordingly to include and</p>	<p>The existing clause mentions Aviation and Defense related schemes and policy which invariably include MSME sector. While the overhead sector is Aviation and Defense, it is assumed that all related and ancillary sectors that fall into the said category or play a vital/key role in the development of Aviation and Defense industry are pivotal to the project and are automatically included in the Scope of Work. No changes will be incorporated.</p>

	validate the contribution of MSMEs within the space.	
<b>Query 5</b>	<p>1. As highlighted earlier, a large section of the key players within the aerospace and defence ecosystem of the state are MSMEs and any effective implementation of a conducive policy ecosystem will entail keeping MSMEs as a focus of the policymaking and review procedures.</p> <p>2. It is also to be noted that MSMEs struggle with establishing effective communication and outreach strategies due to their small scale and they will be the largest beneficiaries of any integrated communication strategies within the sector.</p> <p>3. Thus, it is requested that the clause is modified as requested to include MSMEs within the SoW to of this clause to incorporate them within the policy ecosystem.</p>	Same as above. No changes will be incorporated.
<b>Query 6</b>	As highlighted earlier, MSMEs will play a key role and will be a significant chunk of stakeholders within the IMC. Thus, it is requested that the clause may be modified to include MSMEs within the clause to allow MSMEs to take benefit of the promotional activities within the state.	Same as above. No changes will be incorporated.
<b>Query 7</b>	As this project will involve management and overhaul of multiple aerospace and defence facilities, it is important that the team leader is well versed in Airport Development planning, operations management, Airside Maintenance, and Inspection etc., has had prior hands-on experience of working with airport authorities and is able to pivot projects with civil aviation authorities. Thus, it is requested that the current clause may be modified to reflect the requirement	The Civil Aviation Department Haryana requires the Team Leader cum Aviation & Defense Industry Expert to predominantly have strategy, management and leadership attributes that can steer the PMU to effectively and timely delivery short term and long term goals. As highlights in Clause 4.2 as well, a background in aviation and defense industry is a must along with planning, management, strategy and ancillary attributes to lead the PMU. A prior hands-on experience in airside maintenance, inspections, operations etc. is desirable but not mandatory. No changes will be incorporated.

<p><b>Query 8</b></p>	<p>1. The ToR has a specific mandate for Digitization of CAD and HADC where the PMU will be required to support the Department in development and augmentation of software tools and framework along with supporting the procurement of System Integrator (SI).</p> <p>2. The current resource requirement highlighted does not cater to this requirement and it is imperative that the PMU has an IT expert who would be qualified to support the Department in supporting the IT related activities highlighted in the SoW.</p> <p>3. Thus, it is requested that the requirement for an IT expert may be added to holistically cater to the requirements of the SoW.</p>	<p>The requirement for digitization does not require a full - time resource. The department may requisition an IT Expert as and when the need arises on ad-hoc/pro-rata basis. No changes will be incorporated.</p>
<p><b>Query 9</b></p>	<p>It is requested that soft copy submission of the technical proposal via email may be considered for the evaluation.</p>	<p>No changes will be incorporated.</p>
<p><b>Query 10</b></p>	<p>As per this clause, the Technical Proposal should contain Company Project Experience and Approach &amp; Methodology.</p>	<p>1. Clause 6.2 of the ToR is to be taken as the final technical proposal.</p> <p>2. While the marking is only on CV's and interviews of the experts, it is preferable and mandatory for the company to include all points under Clause 6.2 to present a holistic understanding of the consulting firm's experience and past projects undertaken. No changes will be incorporated.</p>
<p><b>Query 11</b></p>	<p>As per this clause of the Bid Invitation Letter, a presentation is required to be submitted along with the proposal. However, as highlighted in Query No. 8, there are some ambiguities around the contents of the proposal It is our understanding that this is a typo, and the Proposal will not contain the presentation as no clear criteria basis which the presentation should be prepared has been indicated in the ToR. Thus, it is requested that this clause of the Bid Invitation letter may be modified to only proposal and allied documents, in coherence with the ToR. Please confirm.</p>	<p>A presentation will help in understanding the consulting firm's experience, past projects undertaken along with the approach and methodology to evaluate how the PMU shall function across the given deliverables. No changes will be incorporated.</p>
<p><b>Query 12</b></p>	<p>Request you to kindly modify the clause as suggested, since technically the work on the engagement can only commence from the “Effective Date” the contract comes into force as indicated in the signed contract.</p>	<p>No change to the ToR.</p>

<b>Query 13</b>	We humbly request an extension of 5 working days for submission of PBG after the award of contract, in line with contracts of similar nature and bank timelines for furnishing such documents.	No change to the ToR.
<b>Query 14</b>	In line with contracts of similar nature and legal compliances, we request that the payment schedule may be set out in a quarterly basis, upon agreed financial terms during the contract signing. It is requested that the clause may be modified accordingly.	No change to the ToR.
<b>Query 15</b>	It is requested that the suggested modification may be made to the limitation of liability clause for legal compliance reasons.	No change to the ToR.
<b>Query 16</b>	It is requested that the proposed clause around confidentiality may be incorporated for legal compliance reasons.	No change to the ToR.
<b>Query 17</b>	It is requested that the proposed clause around IPR may be incorporated for legal compliance reasons.	No change to the ToR.
<b>Query 18</b>	It is requested that the proposed clause around Force Majeure may be incorporated for legal compliance reasons.	No change to the ToR.
<b>Query 19</b>	Since, the project requires resources with industry specific skill sets and work experience and the scope of the project also being quite vast, it may require more time to put together a team of suitable resources and prepare a comprehensive proposal document. Hence, it is our humble request to kindly extend the bid submission date by three weeks so that the responses to the pre-bid queries can be suitably incorporated in the proposal.	No change in ToR. The last date for submission remains 12th July 2024.

The last date for submission of bid is 12.07.2024.

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