

CIVIL AVIATION DEPARTMENT, GOVERNMENT OF HARYANA

Selection of Project Management Unit (PMU) for Process Improvement and Advisory Services to Civil Aviation Department, Haryana

RESPONSE TO PRE-BID QUERIES

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply
1	Section 3/Pages 4-5 and Section 4.1/ Pages 9-10	The ToR states that during the initial 2-month strategy phase, two Senior Consultants shall be deployed full-time at HADC/CAD. However, Section 4.1 states that the team shall comprise 06 resources, while the table actually lists Principal Consultant + 5 Senior Consultants, mentored by a Project Advisor	Kindly clarify the exact number of deployable resources required under the assignment, resource+ mix during the initial 2-month phase, and the minimum team composition applicable for commercial quoting and contract execution.	Section 4.1 stands corrected to 06 (six) resources, mentored by a Project Advisor, the all resources shall be deployed within 90 days from the date of approval of the CVs of (approved firm after issuing of LoA) by the Department, failing which penalty as per Section 7.3(I) shall apply. The full team of 6 resources shall be deployed within 90 days from the date of approval of the CVs. The Project Advisor shall be from the aviation and aerospace sector and shall be required in client office for all important presentation and meetings, as and when required by the Department.
2	Section 3/Pages 5 and 8	The ToR states that the overall scope is divided into four tracks, but also separately includes Task 5: Transaction Advisory for Aviation Ancillary Infrastructure (cargo, catering, flight training, MRO).	Kindly confirm whether Task 5 forms part of the regular PMU retainership scope or whether it will be treated as a separate project-specific assignment to be triggered independently and paid separately as per the transaction fee schedule.	Task 5 is part of overall scope mentioned under section 3
3	Section 5.1, Serial	The bidder should have undertaken at least 1	Kindly confirm whether the following	The 05 years aviation and aerospace

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	No.5/Page 14 and Section 6.7/Page 21	consulting project with an international airport in India or a project in aviation sector in India. Evaluation also awards marks for experience in aviation/international airport projects.	shall be considered under this criterion: airport advisory, heliport/airstrip advisory, aviation policy assignments, aerospace/defence ecosystem projects, cargo/MRO/flight training related advisory, and whether ongoing projects with substantial completion shall also be considered.	sector experience of the firm categories listed (like airport advisory, heliport/airstrip advisory, aviation policy assignments, aerospace projects, and cargo/MRO/flight training related advisory) with State/Central Government departments, PSUs, statutory bodies, or government-owned companies shall be acceptable under this criterion. Each project claimed shall be supported by either Certificate from a Chartered Accountant/Statutory Auditor indicating the full payment received or Completion Certificate
4	Section 5.1, Serial No.6/Page 14	The bidder should have experience in 1 large PMU with consultancy fee of at least INR 3 crore.	Kindly clarify whether this criterion refers only to completed PMU assignments or whether ongoing PMUS will also be accepted. Further, kindly confirm whether PMU experience with State/Central Government departments, PSUs, statutory bodies, or government-owned companies would all be considered valid.	Section 5.1. Serial No.6 is hereby reframed as The bidder should have experience in 1 large PMU in aviation and aerospace sector with consultancy fee of at least INR 3 crore. Mandatory documents to be submitted Completed PMU assignments shall be considered, subject to submission of either Certificate from a Chartered Accountant/Statutory Auditor indicating the full payment received or Completion Certificate Ongoing PMU assignment shall also be consider after 01 year completed and client provide the performance certificate in favour of PMU.

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5	Section 5.9.1, 5.9.2 and 7.7/Pages 17 and 24	The ToR states that the contract will commence within 07 days from award, should be signed within 30 days from award, PBG is to be furnished within 10 days in one clause and within 15 days in another clause, and deployment is to happen within 30 days after submission of PBG.	Kindly clarify the prevailing timeline for issuance of LoA, submission of PBG, execution of contract, and commencement/mobilization of resources, to avoid any interpretation mismatch during post-award implementation	Sections 5.9.1, 5.9.2 and 7.7 shall be read as under superseding the timelines mentioned therein: (i) The Department shall notify the successful bidder and issue the Letter of Award (LoA) as per Section 7.7(I); (ii) The final bidder shall submit the CVs alongwith qualification and experience certificates of the proposed resources within 15 days of issuance of LoA (CVs are not required to be submitted along with the proposal); (iii) The Department shall finalize/approve the submitted CVs within 15 days of their submission; (iv) The Performance Bank Guarantee shall be furnished within 15 days of receipt of LoA. The reference to "10 days" in Section 5.9.2 stands corrected accordingly; (v) The contract agreement shall be signed within 30 days of issuance of LoA. Section 5.9.1(I) shall be read accordingly; (vi) Only the CVs approved by the Department shall be deployed, and the resources shall be deployed within <u>90</u> days from the date of approval of the CVs, failing which penalty as per Section 7.3(I) shall apply. The reference in Section 7.7(III).
6	Section 6.3 (V), Section 6.6 (III) and Annexure-III/ Pages	The ToR requires a lump sum 24-month retainership quote and also a resource-wise man-month rate quote. It further states that	Kindly clarify the relationship between the lump sum retainership fee and the resource-wise man-month	The lump sum retainership fee shall correspond to the aggregate of the quoted man-month rates for the

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	19,20 and 29-30	the Department may select suitable manpower as per project requirement and open/negotiate man-month rates before finalizing the contract.	rates. Specifically, kindly confirm whether the contract will be awarded on a fixed lump sum retainership basis, and the resource-wise rates are only meant for benchmarking/additional expert deployment/change requests, or whether the awarded retainership is subject to adjustment based on actual resource selection by the Department.	deployed resources over the contract period.
7	Section 6.7 (II)/ Page 22 and Annexure-III/ Page 29	In the financial evaluation formula, Fr = retainership fee for 12 months, whereas the contract period and Annexure III clearly refer to a 24-month retainership fee.	Kindly confirm that the evaluated retainership fee under the financial proposal shall be considered for the full 24-month period, and that the "12 months reference is a typographical error.	The reference to "Financial evaluation formula, Fr = retainership fee for 12 months" in Section 6.7(II) stands corrected to "Financial evaluation formula, Fr = retainership fee for 24 months." Refer revised Section 6.7 (II) at Sr. No. A7, Page 71
8	Section 6.7 (I) Technical Presentation/ Pages 21-22	The ToR allocates marks for technical presentation covering approach and methodology/work plan, but does not specify detailed logistics.	Kindly confirm the duration, presentation format, whether the presentation will be physical or virtual, the maximum number of presenters, and whether the evaluation will focus only on methodology and work plan or also include team interaction / Q&A.	No technical presentation is required to be delivered before the Committee. The presentation covering the Approach & Methodology and Work Plan shall be submitted along with the Technical Proposal and shall be evaluated as part thereof.
9	Section 4.1 and 4.2/Page 9-14	The Project Advisor is stated to not be deployed on the project, while the team is to be mentored by the Project Advisor and evaluated separately.	Kindly confirm whether the Project Advisor's CV is mandatory, whether the Advisor is required to provide any minimum number of review days/meetings, and whether the	The CVs (including that of the Project Advisor) shall not be evaluated and shall carry no marks under the technical evaluation. CVs shall be submitted within 15 days of issuance of

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			Advisor's time is deemed included within the retainership fee. And also clarify if we need to include man-made rates for Project advisor as well.	LoA and shall be finalized/approved by the Department within 15 days of their submission. Refer revised Section 6.7 evaluation matrix at Sr. No. A6, Page 69.
10	Section 3/ Pages 4-5 and Section 6.6/ Page 20	The assignment starts with a 2-month strategy and institutional review phase with only two Senior Consultants deployed full-time; however, monthly retainership is payable in equal monthly instalments for the project duration.	Kindly confirm from which date the retainership billing shall commence, and whether the first two months shall be billed as full retainership or based on the resource deployment pattern prescribed for that phase.	Refer Section 4.1 reply above (Refer Sr. No. 1, Page No. 1)
11	Section 6.5 (II) and (III)/Page-20	The bidder is required to provide laptop/computer, mobile internet connectivity and mobile phone to each deployed resource. Approved official tour expenses shall be borne by the Department as per Government procedures.	Kindly confirm whether the Department shall provide office seating/workspace and basic office infrastructure at CAD/HADC offices, and whether local travel within the State/project locations is included in the quoted fee or reimbursable separately when officially approved.	The Department will provide seating arrangement. Any travel, accommodation, boarding, and local travel required for the purpose of the assignment shall be undertaken only with prior written approval of the Department. All the travel and bookings required for the purpose of the assignment shall be arranged by the Department.
12	Section 3.5 / Section 6.6(IV) – Transaction fee applicability per project	The ToR includes transaction advisory for cargo, in-flight catering, flight training and MRO, and the fee schedule provides milestone-based payment per transaction project.	Kindly confirm whether the quoted transaction fee for cargo and MRO and for catering and flight training shall be payable separately for each individual project/work order as per the payment schedule defined in the TOR, including in cases where multiple transaction projects are undertaken simultaneously during the contract period.	Refer to Section 6.6 (IV) of the RFP

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13	Section 7.1 (II)/Page 23	The scope of work mentioned in the ToR is stated to be subject to revision and changes as and when required.	Considering the broad and evolving nature of PMU assignments, kindly confirm that any material expansion/change in scope beyond the presently defined ToR shall be accompanied by a corresponding revision in timelines, deployment requirement and commercial terms, as mutually agreed.	Section 7.1 (II) read as “The scope of work mentioned in the ToR is stated to be subject to revision and changes as mutually agreed between the client and selected bidder”.
14	Section 7.3/Page 23	The replacement clause refers to "45 working calendared days of deployment (as in 7.4. II above)", whereas there does not appear to be a corresponding Clause 7.4. II in the ToR.	Kindly clarify the intended provision and confirm the exact applicability of replacement-related penalties, including the reference date from which the 45-day period is to be counted.	Section 7.3 shall be substituted in its entirety and read as under: 7.3 Replacement of Resources I. Post issuance of LoA, only the CVs approved by the Department shall be deployed. The selected bidder shall deploy the resources within <u>90</u> days from the date of approval of the CVs by the Department. In case of failure, a penalty of 5% of the quoted man-month fee of the concerned non-deployed resource shall be levied on a pro-rata basis for the period of delay. II. If at any point of time the Department finds that a deployed resource is not satisfactory, a replacement shall be demanded in writing, and the selected bidder shall provide the replacement within 60 days of such demand. Failure

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				to provide the replacement within 60 days shall attract a penalty of 5% of the quoted man-month fee of the concerned resource, levied on a pro-rata basis for the period of delay. III. No penalty shall be levied where the replacement resource is at par or above par with the resource being replaced (i.e., of equal or higher qualification and experience) and is approved by the Department.
15	Section 7.9 and Section 7.10/ pages 24-25	The ToR provides for limitation of liability and termination provisions, but no explicit deliverable acceptance/review turnaround timeline is defined for monthly PMU services and transaction deliverables.	We request clarification on the timeline for review/acceptance of submitted We request clarification on the timeline deliverables and whether, in case of delays in review/comments attributable to the Department or external authorities, the corresponding timelines and milestones shall stand extended without adverse impact on the Consultant.	No change
16	Section 6.7/Pages 21-22	The ToR states that the final score shall be calculated as Final Score (S) = Technical Score (TS) x 80% + Financial Score (FS) x 20%. However, below that, the ToR again defines Technical Score (TS) = absolute technical score × 80% and Financial Score (FS) = (lowest financial bid/ evaluated financial bid) x 20% x 100.	Kindly clarify the exact formula that will be used for final QCBS computation, as the current wording appears to apply the 80:20 weightage twice. We request the Department to confirm the intended methodology and, if possible, provide one illustrative sample calculation for clarity.	The QCBS (80:20) evaluation methodology stands withdrawn. Selection shall be on L1 basis: financial proposals of only those bidders scoring <u>75</u> marks or above in the technical evaluation shall be opened, and the bidder with the lowest Evaluated Financial Bid (EFB) shall be awarded the contract. Refer revised Section 6.7 (II) at Sr. No. A7.

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17	Section 6.7 (I), bidder's competence- criteria 1/Page 21	For "Experience of working in the aviation sector", the scoring states: 1 project - 0 marks; 2-4 projects-10 marks; >4 projects - 15 marks, with additional marks for project size and Ministry of Civil Aviation experience. At the same time, the bidder must meet minimum eligibility of at least one aviation/international airport project.	Kindly clarify whether a bidder meeting the minimum eligibility criterion of one relevant aviation project will indeed receive zero technical marks under this head, or whether a minimum base score is intended for the qualifying project. This clarification will help bidders understand the distinction between eligibility qualification and technical scoring.	CVs shall not be evaluated and the marks assigned thereto stand redistributed with enhanced weightage for transaction experience. Section 6.7 shall be read as per the revised evaluation matrix at Sr. No. A6, Page 69
18	Section 6.6 (IV) / Page 20	Transaction project timelines are defined from "T", being the date when the Authority officially communicates the project for which the transaction is to be undertaken.	Kindly clarify whether, for transaction advisory assignments, the timeline and payment milestones shall automatically stand extended in case of delays attributable to the Department, approval authorities, or stakeholders (for example, delay in comments, approvals, or data sharing), without any adverse implication on the consultant.	No change
19	Section 6.6 (I)/Page 20	The ToR states that in case of extension of the PMU contract up to 12 months, the same shall be subject to an escalation of 7%, and the financial implication will be calculated on a pro-rata basis.	Kindly clarify whether the 7% escalation is applicable only on the monthly retainership fee, or also on the resource-wise man-month rates and transaction-specific fees quoted by the selected bidder.	Section 6.6 (I) shall be read as: in case of extension of the PMU contract up to 12 months, the same shall be subject to an escalation of 5%, and the financial implication shall be calculated on a pro-rata basis.
20	Section 6.5 (III)/ Page 20	The charges quoted shall be inclusive of all charges except GST. Tours approved by the	Kindly clarify whether local travel within Haryana / Chandigarh / project	Refer Section 6.5 (III) above (Refer Sr. No. 11, Page No. 4)

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		Department for official purpose shall be borne by the Department as per Government procedures.	sites, stakeholder meetings, and field visits required for the regular PMU scope shall be deemed included in the retainership fee, or reimbursed separately if approved by the Department.	
21	Section 5.6 / Page 16; General ToR	The ToR states that all materials submitted become the property of the Civil Aviation Department. However, the ToR does not contain any explicit clause on ownership of intellectual property, treatment of pre-existing IPR/tools/templates/methodologies, or licensing rights of the Department to use consultant-owned background materials.	We request clarification that the Department shall own the project-specific deliverables prepared under the contract, while the Consultant shall retain ownership of its pre-existing intellectual property, proprietary tools, frameworks, templates, and know-how. To the extent such pre-existing IPR is embedded in the deliverables, the Consultant may grant the Department a non-exclusive, perpetual, royalty-free license for internal governmental use of such deliverables.	An Intellectual Property Rights clause shall be added to the ToR as Section 7.13 vide Corrigendum. Pre-existing intellectual property, tools and methodologies of the Consultant shall remain the property of the Consultant; however, all data used or generated for CAD/HADC shall be the property of the Department (Refer Sr. No. A2, Page No. 66), the consultant will not use any other project of the firm or with third party.
22	Section 6.6/ Page 20; Section 7/ pages 23-25	While the ToR provides for monthly retainership payments and transaction-related milestone payments, it does not define any formal deliverable review/approval/acceptance timeline, nor whether acceptance will be deemed after a specified period if no comments are received.	We request inclusion/clarification of a deliverable acceptance mechanism, such as: the Department shall review and communicate comments/approval within a defined period (for example, 10-15 working days), failing which the submitted deliverable shall be deemed accepted for billing and milestone purposes. Where comments are received, the Consultant shall address reasonable comments and resubmit within a mutually agreed timeline.	No change

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23	General Terms and Conditions/ No specific clause	The ToR does not contain any explicit third-party disclaimer or limitation of use of the Consultant's reports/deliverables by parties other than the Civil Aviation Department/HADC.	We request clarification that the Consultant's services and deliverables are intended solely for the Civil Aviation Department/HADC in connection with this assignment, and that the Consultant shall not owe any duty of care or accept liability to any third party relying on such deliverables, unless separately agreed in writing.	No change
24	General Terms and Conditions/ No specific clause	The ToR does not contain any explicit indemnity clause or process governing indemnity claims, including notice, defence rights, mitigation or exclusions.	We request inclusion/ clarification of an indemnity framework limited to specific claims such as third-party IP infringement, bodily injury /property damage caused by wilful misconduct, or breach of confidentiality, subject to: (i) prior written notice of claim, (ii) Consultant's right to participate in/defend the claim, (iii) client's duty to mitigate losses, and (iv) indemnity being subject to the agreed limitation of liability cap, except for fraud/wilful misconduct.	An Indemnification clause shall be added to the ToR as Section 7.14 vide Corrigendum (Refer Sr. No. A2, Page No. 66).
25	General Terms and Conditions/ No specific clause	The ToR does not contain an explicit confidentiality/data protection clause, despite the PMU likely handling policy documents, commercial information, stakeholder submissions, and project data.	We request inclusion /clarification of mutual confidentiality obligations, allowing the Consultant to use generalized know-how on a non-client-specific basis, while protecting confidential information shared by the Department and any sensitive project data.	A Confidentiality clause and a Data Protection and Data Security clause shall be added to the ToR as Sections 7.12 and 7.16 vide Corrigendum (Refer Sr. No. A2, Page No. 66).

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26	Section 3/Pages 4-5	"During this phase, the selected Consultant shall deploy and position two (02) Senior Consultants at the office of HADC/CAD on a full-time basis for close coordination with the Department and key stakeholders. The consultants shall support stakeholder consultations, strategic assessments, review of existing initiatives, preparation of vision documents, identification of priority interventions, and formulation of an implementation strategy for the Aerospace and Defence ecosystem in Haryana"	We note that during this phase, the selected Consultant is required to deploy and position two (02) Senior Consultants at the office of HADC/CAD on a full-time basis. In this regard, we understand that the requirement pertains to the strategy and institutional review phase of the assignment. However, it is not clear whether such full-time physical deployment is expected to continue beyond completion of this phase or if a need-based/on-call engagement model would be acceptable in subsequent phases. In view of the above, we request the Authority to kindly clarify whether any resources are required to be physically deployed on a full-time basis at the department post completion of the strategy and institutional review phase.	Refer Section 4.1 reply above (Refer Sr. No. 1, Page No. 1)						
27	Section 5.9 /Page-17	Last Date for Submission of Proposal <table><tr><th>Event Description</th><th>Date/Time</th></tr><tr><td>Pre-Bid Meeting</td><td>D+10 days</td></tr><tr><td>Last Date for Submission of Proposal</td><td>30.06.2026 17:00 (D + 22 days)</td></tr></table>	Event Description	Date/Time	Pre-Bid Meeting	D+10 days	Last Date for Submission of Proposal	30.06.2026 17:00 (D + 22 days)	We understand that the Last date of submission is scheduled ~12 days post the Pre-bid meeting, including the Authority's responses to Pre-bid queries. However, we note that the pre-bid responses may have material implications on scope, team composition, commercial structuring, and payment milestones requiring bidders to reassess and appropriately	Last date for submission of proposal stands extended to 31.08.2026 at 1700 hrs.
Event Description	Date/Time									
Pre-Bid Meeting	D+10 days									
Last Date for Submission of Proposal	30.06.2026 17:00 (D + 22 days)									

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			refine their proposals. Hence, we request the Authority to kindly provide 4 weeks post the issuance of pre-bid responses to ensure well-informed, high- quality proposals.	
28	Section 3.3.1.4, Page-7	Define roles & responsibilities of workforce at all levels along with delegation of decision-making powers and reporting structures of HADC.	We request the client to confirm the level upto which the organization chart and roles and responsibilities will be mapped. We recommend N-3 level.	The deployed resources shall prepare the Bye-laws, Rules and Organization Structure of HADC as per Government norms/rules.
29	Section 3.3.1.7, Page 7	Preparation of administrative manuals, Service rules/Bye-laws for HADC	We request the client to confirm whether these will be limited to the revised organization structure only.	The scope shall be read as: "Preparation/updation of administrative manuals, Service rules/Bye-laws for HADC." The updates shall be made with reference to the existing administrative manuals
30	Section 3.4.2, Page 8	Digitization of CAD and HADC	We request the Client to clarify: The expected depth of digital solutions (strategic recommendations or a detailed implementation. roadmap); and Whether specific standards, platforms, or interoperability frameworks should be considered.	Section 3.4.2 stands deleted
31	Section 4.1, Page 9	The team shall comprise of 06 resources, mentored by a project advisor.	Based on experience with similar projects, we propose the following resource mix be considered to ensure focus on each element of the scope which will either run parallelly or require specialists For 3.1.1 Project management support, 3.1.2 market demand assessment, 3.2 Development	Refer Section 4.1 reply above (Refer Sr. No. 1, Page No. 1) Responsibilities/duties shall be assigned by the CAD/HADC and Section 3.3.2 stands deleted

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			of a conducive policy ecosystem and 3.3.1 Support in establishing and project management -1 Principal Consultant (10+ years of experience) -1 Senior Consultant (3-6 years of experience) -2 Consultant (0-3 years of experience) -1 Subject Matter Expert (Organization planning) -1 Subject Matter Expert (Asset management) For 3.1.3 Bid Process Management and 3.5 Transaction Advisory -1 Senior Consultant (PPP expert) -1 Senior consultant (Financial expert) For 3.3.2 Support in Development and Promotion of IMC 3.4 Market development and digitization of CAD and HADC -1 Senior Consultant (Marketing) -1 Principal Consultant (IT) -1 Senior Consultant (IT) In addition, the following may be considered overall: -1 Project Advisor (Not to be deployed on the project) -1 Legal service provider for vetting the tender documents during	

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			transaction advisory and for Preparation of administrative manuals, Service rules/Bye-laws for HADC.	
32	Section 4.1, Page 9 Section 6.7, Page 21	The team shall comprise of 04 resources, mentored by a project advisor.	There seems to be discrepancy in the team size with Section 4.1 indicating that the team shall comprise of 04 resources mentored by Project Advisor and Section 6.7 CV requirement indicates 6+1 resources. We request clarification on the same.	Refer Section 4.1 reply above (Refer Sr. No. 1, Page No. 1)
33	Section 3.3.2, Page 7 Section 4.2, Page 11	3.3.2 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. Role of #1. Senior Consultant (Marketing expert) 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 Parks.	We request client to confirm that consultant's role will be limited to support in development of Aerospace and Defence sector in IMC and not the other sectors .	Clause 3.3.2 stands deleted. The corresponding activity under Section 4.2 stands deleted accordingly.
34	Section 4.2, Page 11	Role of #1. Senior Consultant (Marketing expert) Develop training modules and conduct training programs for the officers/ staff of the department.	We request client to clarify areas of trailing and expected depth of the modules and training programs.	Under Section 4.2, from the role of Senior Consultant #1 (Marketing Expert), the activity "Develop training modules and conduct training programs for the officers/staff of the department" stands deleted. All other

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				roles and responsibilities of the Marketing Expert shall remain unchanged. He will liaise with air operator and other stakeholder for revenue generation.
35	Section 6.6, Page 20	IV. Payment Schedule for transaction projects	We request the client to confirm the terms in case of re-tendering of a given project.	No change
36	Section 6.7, Page 21	Technical Proposal Evaluation Bidder's Competence 3. Experience of closing successful transactions (in which concessionaires have been onboarded by giving an LOA) in infrastructure sector (transport and logistics only) in the last 5 years	Given the focus on aviation, request the following change be considered: 3. Experience of closing successful transactions (in which concessionaires have been on boarded by signing a CA) in aviation sector in the last 10 years	Section 6.7 criterion 3 shall be read as: Experience of closing successful transactions (in which concessionaires have been on boarded) in the aviation and aerospace sector in the last 5 years. Each project claimed shall be supported by either Certificate from a Chartered Accountant/Statutory Auditor indicating the full payment received or Completion Certificate Refer revised Section 6.7 evaluation matrix at Sr. No. A6, Page 69
37	Section 6.7, Page 21	Supporting documents work order	Request that either Completion Letter or Engagement Letter/Work Order be considered to accurately reflect the transactions related projects.	The acceptable supporting documents shall be either Certificate from a Chartered Accountant/Statutory Auditor indicating the full payment received or Completion Certificate
38	Section 4.1 and 4.2/Pages 9-14	Resource Requirements and List of Activities for Resources	We understand that specific activities have been assigned to different resource categories. However, the ToR does not clarify whether all resource categories are required to be deployed simultaneously throughout the contract period or whether deployment shall be need-based	Refer Section 4.1 reply above (Refer Sr. No. 1, Page No. 1).

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			depending on task requirements. Since this has a direct bearing on commercial estimation, we request the Authority to clarify the minimum deployment period and utilization expectations for each resource category	
39	Section 6.6 iii/Page 20	“The monthly retainership as quoted by the bidder shall be payable in equal monthly instalments.”	We note that the ToR states that the monthly retainership fee as quoted by the bidder shall be payable in equal monthly instalments However, the ToR does not specify the process and timelines for review, acceptance, certification, and release of payments against invoices submitted by the Consultant. Further, given that the engagement comprises advisory and PMU support activities involving preparation of reports, strategies, manuals, policy documents, presentations, training materials, transaction advisory outputs, and other recommendations, the mechanism for review and acceptance of such deliverables has not been defined. In view of the above, we request the Authority to kindly clarify: 1.The timeline for review, certification, and release of payments following submission of invoices by the Consultant. 2.The authority responsible for	No change

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			reviewing and approving invoices and deliverables. 3.The deliverable review and acceptance process, including turnaround timelines for comments and approvals. 4.Whether any deemed approval/deemed acceptance mechanism shall apply in the event that comments or approvals are not provided within the prescribed timeline. This clarification is important for understanding the contract administration process and for accurately assessing project cash flows and commercial considerations under the assignment.									
40	Section 6.6 /Page 20	The monthly retainership as quoted by the bidder shall be payable in equal monthly instalments.” “Payment schedule for transaction projects shall be as follows: ‘T’ here is the date when the Authority officially (in writing) communicates to the selected bidder the project for which the transaction is to be undertaken” <table border="1"> <thead> <tr> <th>SNo.</th> <th>Deliverable</th> <th>Timeline</th> <th>Fee (%)</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Feasibility report</td> <td>T+8W</td> <td>50%</td> </tr> </tbody> </table>	SNo.	Deliverable	Timeline	Fee (%)	1	Feasibility report	T+8W	50%	We note that the payment schedule for transaction advisory assignments is linked to achievement of specific milestones, namely submission of feasibility report, draft tender documents, final tender documents, and bid process management up to evaluation and submission of evaluation report. In this regard, we request the Authority to kindly clarify the payment mechanism in cases where a transaction advisory assignment is deferred, put on hold, modified, or discontinued by the Authority after	No change
SNo.	Deliverable	Timeline	Fee (%)									
1	Feasibility report	T+8W	50%									

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		2	Draft tender documents	T+14W	25%	completion of one or more stages of work. Specifically, bidders request clarification on: 1.Whether fees for completed and accepted activities/deliverables up to the point of discontinuation shall be payable on a pro-rata basis. 2.In the event a transaction does not proceed to tendering or bid evaluation due to reasons beyond the Consultant's control, how the Consultant's effort undertaken towards partially completed stages shall be assessed and compensated. 3.Whether the Authority will define a mechanism for certification and payment of interim work products, stakeholder consultations, market assessments, draft analyses, and other efforts undertaken prior to achievement of the prescribed milestone. 4.Whether any termination/hold scenario specific to transaction advisory assignments shall entitle the Consultant to payment for work completed and accepted up to the date of such suspension or termination.	
		3	Final tender document	T+16W	15%		
		4	Bid process management	T+24W	10%		
41	Section 6.7 II a /Page 22	The Financial Proposal shall comprise: A lump sum fee for the 24-month retainership, and Transaction-specific fees, quoted				We note that the Financial Proposal comprises (i) a lump-sum retainership fee for 24 months with a weightage of 50%, and (ii) transaction-specific fees for Cargo & MRO projects and	Refer revised Section 6.7 (II) at Sr. No. A7, Page 71

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply
		separately for: i.) Cargo and MRO projects (on a per-project basis) ii.) Catering and Flight Training projects (on a per-project basis) Weightages to each: i.) Retainership (Wr)= 50% ii.)Cargo and MRO (W1) = 25% iii.)Catering and flight training (W2) = 25%”	Catering & Flight Training projects with weightages of 25% each. However, the ToR does not indicate the indicative number of transaction advisory assignments expected under each category during the contract period. As the proposed financial evaluation methodology assigns 50% weightage to transaction-based fees, the absence of an estimated transaction volume may result in varying commercial assumptions among bidders and affect comparability of financial proposals. In view of the above, we request the Authority to kindly clarify: 1.The indicative number of Cargo, MRO, Catering, and Flight Training transaction advisory assignments envisaged during the contract period. 2.Whether the Authority intends to undertake at least one transaction under each category during the engagement period. 3.In the event that one or more transaction assignments are not taken up by the Authority during the contract period, how the related transaction fee component and corresponding financial evaluation assumptions should be interpreted.	

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply						
42	Section 6.7.I.a/Page 21	“Experience of closing successful transactions (in which concessionaires have been onboarded by giving an LOA) in infrastructure sector (Transport and logistics)	We note that the RFP requires experience of closing successful transactions (where concessionaires have been on boarded through issuance of Letter of Award) in the infrastructure sector (transport and logistics only) within the last 5 years. In this regard, while we appreciate the Authority’s intent to ensure recent and relevant experience, restricting the time horizon to 5 years may limit participation from experienced firms that have successfully delivered similar transactions over a longer period, particularly considering the long gestation period of infrastructure projects. In view of the above, we request the Authority to kindly consider extending the eligible experience period to the last 10 years, to enable wider participation from qualified and experienced bidders	Refer Section 6.7 reply above (Refer Sr. No. 36, Page No. 14)						
43	Section 5.1.7/Page 14	<table border="1"> <tr> <th>Sr. No.</th> <th>Description</th> <th>Mandatory requirement</th> </tr> <tr> <td>1.</td> <td>The Bidder should have more than 100 employees working full time</td> <td>Certificate from HR head of bidder along with the list of all employees</td> </tr> </table>	Sr. No.	Description	Mandatory requirement	1.	The Bidder should have more than 100 employees working full time	Certificate from HR head of bidder along with the list of all employees	We understand that the RFP requires submission of a certificate from the HR Head along with a list of all employees to demonstrate that the bidder has more than 100 full-time employees. We respectfully request the Authority to relax the requirement of submitting the complete employee list, as it contains confidential and personally identifiable employee information	An undertaking/certificate from the HR Head of the bidder, confirming that the bidder has more than 100 full-time employees, shall suffice. Submission of the complete employee list is not mandatory.
Sr. No.	Description	Mandatory requirement								
1.	The Bidder should have more than 100 employees working full time	Certificate from HR head of bidder along with the list of all employees								

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply
44	Section 2/Page 4	“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 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).”	Kindly confirm the official project name for this assignment. Further, request clarification on whether the project is primarily intended for 1.Strengthening of Aeros13pace &Defence Ecosystem in Haryana 2.PMU for Process Improvement and Advisory Services to Civil Aviation Department and HADC 3.Engagement for Providing Advisory and marketing Services to Civil Aviation Department Kindly confirm the project title and objective statement to ensure alignment with the scope of work and avoid ambiguity during proposal preparation	The project title remains unchanged. The selected Consultant shall be required to undertake all five tasks as amended vide this corrigendum. Further, Section 2 (Project Overview and Objective) stands amended to include feasibility assessment and execution/implementation support related details.
45	Section 3 /Page 4	“During this phase, the selected Consultant shall deploy and position two (02) Senior Consultants at the office of HADC/CAD on a full-time basis for close coordination with the Department and key stakeholders. The consultants shall support stakeholder consultations, strategic assessments, review of existing initiatives, preparation of vision documents, identification of priority interventions, and formulation of an implementation strategy for the Aerospace and Defence ecosystem in Haryana.”	We understand that the ToR states that, during the initial two-month strategy and institutional review phase, two (02) Senior Consultants shall be deployed full-time to support stakeholder consultations, strategic assessments, review of existing initiatives, preparation of vision documents, identification of priority interventions, and formulation of an implementation strategy. Kindly clarify: (i) whether the activities listed above constitute the complete scope to be undertaken during the initial two-month phase, and (ii) whether the balance scope of	No change

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply
			work under all five tracks is expected to be executed during the remaining 22 months of the contract period. Additionally, bidders request confirmation on whether any deliverables, milestones, or outputs under the broader scope of work are also expected during this initial phase apart from the strategy and institutional review activities	
46	Section 3.1.2.2/Page 5	“Assist in preparation of documents for obtaining necessary approvals and NOCs from concerned government authorities and municipal corporations/local authorities for project development.”	We note that the scope requires the Consultant to “assist in preparation of documents for obtaining necessary approvals and NOCs from concerned government authorities and municipal corporations/local authorities for project development.” In this regard, we request the Authority to kindly clarify: Whether there is any limit on the number of approvals/NOCs or authorities that the Consultant may be required to support during the contract period. Whether the Department shall designate a nodal officer for coordination with the Consultant and facilitation of interactions with relevant government departments and external stakeholders for obtaining such approvals/NOCs. This clarification will help bidders accurately assess the stakeholder	Consultant is only required to facilitate through preparation of relevant documents.

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply
			engagement requirements, level of effort, and resource deployment envisaged under the assignment	
47	Section 3.1.3.4/Page 6	“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.”	We note that the scope requires the Consultant to “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.” In this regard, we request the Authority to kindly clarify: 1.The indicative number of tenders, contracts, agreements, MoUs, procurements, engagements and transaction processes envisaged during the contract period for which the Consultant is expected to prepare bid process and approval-related documentation 2.Whether the Consultant is expected to support all such transactions undertaken by the Department during the contract period, irrespective of volume and complexity, or whether an estimated number of transactions may be considered for planning purposes 3.Whether there is any cap on the number of bid processes, procurement exercises, or transaction assignments	Consultant is only required to facilitate through preparation of relevant documents

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply
			that may be undertaken under the retainership scope 4.In case the Department initiates transactions or procurements beyond the estimated volume, whether such additional assignments shall be treated as change requests and compensated separately This clarification will assist bidders in accurately assessing the level of effort, resource requirements, and commercial implications associated with bid process management and transaction support activities under the assignment	
48	Section 3.2.2.2/Page 7	“Support in guiding beneficiaries for filling up and submission of application forms to avail the benefits under respective policies.”	We note that the scope requires the Consultant to “support in guiding beneficiaries for filling up and submission of application forms to avail the benefits under respective policies.” In this regard, we request the Authority to kindly clarify: 1.The indicative number of beneficiaries/applicants expected to be supported during the contract period under the Haryana Aerospace &Defence Policy and related schemes. 2.Whether the Consultant shall be required to provide handholding support to all applicants seeking benefits under the policy/schemes during the contract period,	Section 3.2.2.2 stands deleted

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply
			irrespective of volume. 3.In case the number of beneficiary applications significantly exceeds the estimated volume, whether such additional support shall be considered within the existing scope or compensated separately. This clarification will assist bidders in accurately assessing the extent of beneficiary support, resource deployment requirements, and associated level of effort under the assignment	
49	Section 3.1.3.2, 3.1.3.3, 3.1.3.4 & 3.1.3.5/Page 6	“3.1.3.2 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. 3.1.3.3 Support in tendering process, including devising qualification criteria, organizing prebid meetings, evaluating bids, conducting negotiations, and assistance in the selection of subject matter experts, contractors, and agencies. 3.1.3.4 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. 3.1.3.5 Manage the bid process by holding pre-bid conferences, preparing responses and	We understand that the consultant is expected to provide procurement and bid process support to the Authority. However, several activities specified under these clauses may involve legal drafting, contractual documentation and legal review. It is unclear whether the consultant is expected to provide legal opinions, undertake legal due diligence, draft legally enforceable agreements and assume responsibility for legal adequacy of procurement documentation We request the Authority to clarify whether legal advisory support is expected within the present scope and whether legal vetting and legal responsibility shall rest with the Authority and its designated legal	No change

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply
		undertaking evaluation for procurement and engagement of agencies for various services required for airport operations and stakeholder consultation papers.”	advisors	
50	Section 3.3.1.7/Page 7	“Preparation of administrative manuals, Service rules/Bye-laws for HADC.”	We understand that the selected Consultant is expected to support the establishment and operationalization of Haryana Airports Development Corporation Limited (HADC), including preparation of administrative manuals, service rules, bye-laws, organizational governance frameworks, and related institutional documentation. However, the scope does not clearly define the extent of support envisaged under this activity. In particular, it is not clear whether the Consultant is expected to undertake end-to-end drafting of such documents, conduct benchmarking with comparable airport development corporations and state-owned entities, undertake stakeholder consultations, incorporate comments from the Department and other stakeholders, support statutory and regulatory compliance reviews, facilitate legal vetting, and assist during reviews/approvals by the Board of Directors, State Government, or any other competent authority. In view of the above, we request the Authority to kindly:	Refer Section 3.3.1.7 reply above (Refer Sr. No. 29, Page No. 11)

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply
			1.Specify the complete list of manuals, service rules, bye-laws, policies, governance frameworks, delegation of powers, HR frameworks, and other institutional documents envisaged under this scope; and 2. Clarify the expected deliverables and level of support required from the Consultant, including whether legal advisory, legal drafting, statutory compliance review, legal vetting, and support during approval and notification processes form part of the Consultant's responsibilities. This clarification will enable bidders to accurately assess the specialist inputs, level of effort, and resource requirements associated with this activity	
51	Section 3.3.1.8 /Page 7	"Assist in the conduct of Spaces audit to establish an asset management system for HADC under the Civil Aviation department."	We understand that the assignment involves conducting a Space Audit for establishing an asset management framework for assets under CAD and HADC. However, the scope and boundaries of this exercise have not been defined. It is unclear whether the consultant is expected to undertake physical verification of land parcels, airports, airstrips, heliports, buildings, offices and operational facilities; preparation of GIS-based asset inventory; asset tagging; utilization assessment; space	Section 3.3.1.8 stands deleted

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply
			optimization studies; asset valuation; asset condition assessment; development of asset registers; formulation of asset management policies; and implementation of digital asset management systems. Furthermore, the ToR does not specify the number, location, area and nature of assets proposed to be covered. In view of the above, we request the Authority to kindly provide details of the assets to be covered and clarify the expected scope, methodology and deliverables under the Space Audit exercise	
52	Section 3.3.2.1/Page 7	“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.”	We understand that the consultant is expected to support development of the proposed IMC at Hisar. However, the scope appears broad and could potentially encompass planning, infrastructure development, investment promotion, transaction advisory and implementation support activities. It is unclear whether the consultant is expected to undertake market assessment, demand assessment, cluster strategy formulation, master planning, DPR preparation, infrastructure planning, utility planning, financial modelling, business case development, investment attraction strategy, investor outreach, PPP structuring,	Section 3.3.2 stands deleted

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply
			concession framework development, bid process management, implementation monitoring and project management support. Further, the current status of the IMC, land availability, approvals obtained, and studies already undertaken have not been specified. Accordingly, we request the Authority to clearly define the scope, project status, available studies and expected deliverables under this activity	
53	Section 3.4.1.3/Page 8	“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.”	We note that the scope requires the Consultant to “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 Facility in the State.” In this regard, we understand that the scope is currently broad and could encompass activities ranging from conceptual planning and feasibility assessment to detailed project development, transaction advisory, investor outreach, bid process management, and implementation support. Accordingly, we request the Authority to kindly clarify: 1.The specific projects/sites currently	The activities envisaged under Section 3.4.1.3 (Aero Village/Aerospace Development Parks, Aviation Training Facility, and Flight Simulation Training Facilities) shall be at Hisar and such other locations as may be finalized by the State Government.

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply
			envisaged under this activity, including the number and location of Aero Villages, Aerospace Development Parks, Aviation Training Facilities, and Flight Simulation Training Facilities proposed during the contract period 2.The expected scope of support from the Consultant, including whether the assignment is limited to strategic planning and concept development, or extends to feasibility studies, master planning, business case preparation, PPP structuring, transaction advisory, investor engagement, bid process management, and implementation support. 3.The expected deliverables, milestones, and timelines associated with this workstream. This clarification will assist bidders in accurately assessing the level of effort, specialist expertise, and resource deployment requirements envisaged under this activity.	
54	Section 3.4.2.1/Page 8	“Support in development of a program management framework, including the deployment of necessary software tools for implementing, monitoring, and recording project developments.”	We understand that the consultant is expected to assist in strengthening project governance and monitoring through a program management framework and supporting technology tools. However, the scope does not clarify whether the consultant is expected	Section 3.4.2 stands deleted

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply
			only to design and recommend the framework or additionally procure, develop, configure, customize, license, host, implement and maintain the software platform. Further, the expected modules, dashboards, workflow automation requirements, project portfolio management functionalities, document management requirements, reporting requirements, user volumes and integration requirements have not been specified. It is also unclear whether software licensing, implementation, cloud hosting and maintenance costs are to be included in the consultant's financial proposal. We therefore request the Authority to clarify the detailed scope, expected technology architecture, implementation responsibilities and treatment of software-related costs	
55	Section 3.4.2.2 /Page 8	“Assist in the augmentation of Enterprise Resource Planning and its integration with IT systems by engaging system integrators.”	We understand that CAD/HADC intends to strengthen its ERP environment through engagement of a System Integrator. However, the existing ERP architecture, modules deployed, level of digitization and integration landscape have not been described in the ToR. It is therefore unclear whether the consultant's role is limited to	Section 3.4.2.2 stands deleted

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply
			requirement gathering, preparation of RFP documents and procurement support or extends to business process re-engineering, ERP strategy development, solution architecture design, integration planning, project management, implementation oversight, user acceptance testing, change management and post-go-live support. We request the Authority to clarify the current ERP landscape, desired end-state architecture, scope of consultant support and whether ERP software procurement and implementation costs are outside the scope of this assignment	
56	Section 3.4.2.3 /Page 8	“Support in the uptake/integration of the SRIJAN Portal and the Innovation for Defence Excellence (iDEX) Ecosystem.”	We understand that the Authority intends to strengthen participation of the State's aerospace and defence ecosystem through integration with SRIJAN and iDEX initiatives. However, the scope of consultant support has not been clearly defined. It is unclear whether the consultant is expected to undertake policy advisory, ecosystem development, startup onboarding, industry engagement, innovation outreach, process integration, portal integration, technical integration through APIs, awareness campaigns, capacity building programmes, challenge identification, investor connect	Section 3.4.2.3 stands deleted

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply
			initiatives or operational support. We therefore request the Authority to specify the intended outcomes, measurable deliverables, implementation responsibilities and expected role of the consultant under this activity	
57	Section 3.4.2.4/Page 8	“Support in preparation of ToR for hiring of System Integrator (SI) for implementation of IT related services.”	We note that the scope requires the Consultant to “support in preparation of ToR for hiring of System Integrator (SI) for implementation of IT related services.” In this regard, we understand that preparation of the ToR for selection of a System Integrator typically requires detailed assessment of business requirements, current-state process review, solution architecture definition, functional and technical specifications, implementation roadmap, bid process support, vendor evaluation criteria, SLAs, governance mechanisms, and project management arrangements. In many instances, such activities constitute a distinct IT consulting/PMU assignment. Accordingly, we request the Authority to kindly clarify: 1.The specific IT initiatives, systems, modules, or digitization programs currently envisaged for implementation through the proposed System Integrator.	Section 3.4.2.4 stands deleted

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply
			2. Whether the Consultant's role is limited to preparation of the ToR and procurement support, or whether the Consultant is also expected to undertake business process assessment, requirement gathering, preparation of functional and technical specifications, bid process management, vendor evaluation, implementation oversight, and post-award project monitoring. 3. Whether a dedicated IT PMU or separate consultant is proposed to support the digitization programme, or whether all such responsibilities are expected to be undertaken under the present assignment. This clarification will enable bidders to accurately assess the scope, specialist expertise, level of effort, and resource commitment required for this work stream	
58	Section 3.5/Page 8	“The engagement shall cover transaction advisory support for the development of cargo, in-flight catering, flight training, and MRO (Maintenance, Repair & Overhaul) facilities in Haryana, encompassing feasibility assessment, PPP structuring, and bid process management.”	We understand that transaction-specific fees are proposed separately for aviation ancillary infrastructure projects. However, the likely number, size, complexity and timing of these assignments have not been specified. Further, it is not clear whether detailed feasibility studies, market studies, demand forecasting, traffic assessments, technical studies, environmental studies, engineering assessments, legal due diligence,	No change

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply
			financial due diligence and investor outreach activities are expected to be undertaken within the transaction fee. In view of the above, we request the Authority to indicate the expected number of transaction mandates during the contract period and clarify the level of advisory support envisaged under each transaction assignment	
59	Section 3.5.1/Page 8	“Undertake a high-level feasibility assessment for cargo, in-flight catering, flight training, and MRO facilities in Haryana, covering demand outlook, broad market positioning, and key operational considerations. This will be supported by a preliminary financial and commercial assessment to establish overall project viability”	We understand that feasibility assessments are envisaged as part of transaction advisory assignments. However, the scope does not clearly define the level of analysis expected. It is unclear whether the assessment is intended to be a high-level financial advisory exercise or a detailed technical, financial and commercial feasibility study requiring extensive primary surveys, technical investigations, financial modelling and market assessment. We request the Authority to clarify the level of analysis expected and the specific deliverables envisaged	No change
60	Section 5.7.iv /Page 16	“The bidders shall submit their technical proposal in prescribed format as per requirement of ToR on cavation@hry.nic.in. III. The bidder shall prepare the proposal marked as “Envelope One” for “Technical Proposal” and "Envelope Two" for “Financial	Authority to kindly confirm if bidders shall submit the proposal in below formats- Technical Proposal 1.Soft copy by email on cavation@hry.nic.in	The Technical and Financial Proposal must be submitted on e-Tenders (Haryana Govt. e-Procurement portal) only. No hardcopy submission is required of the Technical or Financial proposal

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply				
		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. IV. 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.”	2.One Hard Copy 3.An electronic copy on CD Financial Proposal 1.One Hard Copy Kindly confirm if the hard copies should also reach by 15th July 2026 to the mentioned address					
61	Section 4 Team Composition/ Key Resource Requirement Clause 4.1 (The team shall comprise of 04 resources, mentored by a project advisor) Page 09	The team shall comprise of 04 resources, Mentored by a Project Advisor	There appears to be an inconsistency between Clause 4.1 and the detailed Resource Category table. While Clause 4.1 states that the team shall comprise of 04 resources, the Resource Category table lists one Project Advisor, one Principal Consultant and five Senior Consultants. Suggested Modification: The team shall comprise of 06 full-time deployable resources, mentored by a Project Advisor.	Refer Section 4.1 reply above (Refer Sr. No. 1, Page No. 1)				
62	SECTION-5 Terms of Reference Clause 5.1 (Pre-Qualification Criteria) Sr. No 09 (of the	<table><tr><th>Description</th><th>Mandatory document to be submitted</th></tr><tr><td>The Bidder should not have been blacklisted by Central Government or</td><td>Declaration by the Bidder as per format given in</td></tr></table>	Description	Mandatory document to be submitted	The Bidder should not have been blacklisted by Central Government or	Declaration by the Bidder as per format given in	It is respectfully submitted that the tender requires submission of a non-blacklisting declaration as per the format given in the bid document. However, the said declaration format does not appear to be provided in the tender document. It is requested that	The non-blacklisting declaration shall be as per the Annexure - IV given below.
Description	Mandatory document to be submitted							
The Bidder should not have been blacklisted by Central Government or	Declaration by the Bidder as per format given in							

Sr. No.	Clause No. / Page No.	Existing Clause		Query / Consideration Requested	Department Reply
	table) Page 14	any State Government Organization/Department in India at the time of submission of the bid.	document	the Authority may kindly provide the prescribed format for the non-blacklisting declaration. Alternatively, bidders may kindly be permitted to submit a self-declaration on their letterhead, duly signed by the authorised signatory, confirming that the bidder has not been blacklisted by any Central Government or State Government organization / department in India as on the date of bid submission.	
63	Section 5 Terms of Reference Clause 5.9 (Events and dates) Page:17	Submission of pre- Query – (D + 07 Days) Pre – bid meeting -(D+ 10 Days)		As per the Events and Dates mentioned in the ToR, the submission of pre-bid queries is indicated as D + 07 days and the pre-bid meeting is indicated as D + 10 days. It is requested that the Authority may kindly clarify the reference date to be considered as “D” for computing the above timelines. Based on our understanding, if "D" is considered as the date of publication / issuance of the tender, the last date for submission of pre-bid queries would fall on 16th June 2026 and the pre-bid meeting would be proposed on 19th June 2026. The Authority may kindly confirm the same to avoid any ambiguity in submission timelines.	Last date for submission of proposal stands extended to 31.08.2026 at 1700 hrs.
64	SECTION -6 Instruction to Bidder	f. Section VI – Description of the approach and methodology		The bid document mentions that the Technical Proposal shall include "Section VI Description of the	The Approach and Methodology shall be included within the Technical Proposal as Section VI, as stated in

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply
	Clause 6.2 Sub Clause III (The technical proposal should comprise of following) Page 19		Approach and Methodology". It is requested that the Authority may kindly clarify whether the Approach and Methodology is to be included as a section within the Technical Proposal itself or whether it is required to be submitted separately as an independent document.	Clause 6.2(III). No separate technical presentation shall be delivered; the presentation shall only be submitted along with the Technical Proposal.
65	E-Tenders Tenders Haryana Haryana Government e-Procurement System Tender Details Section: Tender Fee Details (Tender Processing Fee)	Section: Tender Fee details: Tender Processing Fees of INR 1,000	It is respectfully submitted that while the tender document does not expressly mention any tender fee, tender processing fee or EMD requirement, the Haryana Government e-Procurement portal indicates a tender processing fee of INR 1,000. It is requested that the Authority may kindly clarify whether the said tender processing fee is required to be paid by the bidder. If applicable, the Authority may also kindly clarify the mode of payment gateway to be used.	Tender processing fee of INR 1,000 is payable on e-Tenders (Haryana Govt. e-Procurement portal).
66	Clause 6.7 Evaluation of offers	Experience of working in the aviation sector. Bidder should have experience of working on an international airport in India or a project in aviation sector in India (20 marks)	It is respectfully submitted that the evaluation criterion mentions a maximum score of 20 marks for experience of working in the aviation sector. However, as per the detailed marking scheme, a bidder may score up to 15 marks for number of projects, with an additional 5 marks for a project of more than INR 2 Cr and a further additional 5 marks for a project with the Ministry of Civil Aviation. Accordingly, the total marks under this criterion may add up to 25	Refer revised Section 6.7 evaluation matrix at Sr. No. A6, Page 69

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply
			marks. It is requested that the Authority may kindly clarify whether the maximum marks under this criterion Suggested Modification: Experience of working in the aviation sector. Bidder should have experience of working on an international airport in India or a project in aviation sector in India (25 marks)	
67	—	Charges quoted shall be on man-month rates for each category resource. The lump sum fee for 24-month retainership must be quoted.	Please clarify how the lump-sum retainership fee should be derived? Should it be based on the sum of man-month rates for all 6 resources for 24 months, or is it a separate consolidated figure? Please provide the Financial Proposal for count of consultants required on monthly retainership <i>Bidder's Remarks: There appears to be an inconsistency between quoting man-month rates (Annexure III table) and a lump-sum 24-month retainership in the cover letter.</i> Kindly clarify	The lump sum retainership fee shall correspond to the aggregate of the quoted man-month rates for the deployed resources over the contract period. Refer revised Section 6.7 (II) at Sr. No. A7, Page 71
68	—	This initial phase shall be undertaken over a period of two (02) months and shall focus on reviewing the existing policy framework, ongoing initiatives etc by 2 Sr Consultants	This initial phase shall be undertaken over a period of two (02) months and shall focus on reviewing the existing policy framework, ongoing initiatives etc by 2 Sr Consultants and later these consultants may be used for another works till completion of contract (i.e	Refer Section 4.1 reply above (Refer Sr. No. 1, Page No. 1)

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply
			24 months) Bidder's Remarks: <i>Kindly clarify if pricing for these 2 senior resources be taken only for 2 months</i> if these Sr consultants are to be used for another 22 man-months for the project as per Lumpsum Fin Bid document	
69	—	Additional Query	Bidder's Remarks: <i>Kindly clarify if the resources billing will start for each consultant as per their deployment schedule with initiation of the contract.</i>	Refer Section 4.1 reply above (Refer Sr. No. 1, Page No. 1)
70	—	The team shall comprise of 04 resources, mentored by a project advisor	There are 7 resource list in list of activities of each resources and in Fin Bid doc. Should we read this as - The team shall comprise of 06 resources, mentored by a project advisor Kindly clarify Bidder's Remarks: <i>Kindly clarify if bidder should include man-month rate for Project advisor as it is mentioned - not to be deployed on the project.</i>	Refer Section 4.1 reply above (Refer Sr. No. 1, Page No. 1)
71	—	Forming of consortium or Joint venture is not allowed	Forming of consortium or Joint venture is allowed with lead bidder and maximum 1 additional partner Bidder's Remarks: <i>The scope of the assignment requires multidisciplinary expertise spanning diverse domains such as strategy, domain consulting, project management, transaction advisory services allowing an</i>	No change

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply
			<i>additional consortium partner would enable bidders to combine complementary capabilities and bring best-in-class expertise across all required areas of work. Lead Bidder would continue to retain overall responsibility for project delivery.</i>	
72	—	Transaction advisory for a). In-flight catering, flight training, and b). Cargo and MRO facilities covering feasibility, PPP structuring, and bid process management.	Please clarify: (a) How many transactions are anticipated under each category during the contract period. (b) Whether the feasibility assessment is expected to be a full independent study or a high-level desk review. (c) Whether the bidder is expected to have prior experience in all four transaction types (cargo, catering, flight training, MRO) or if experience in any 2-3 categories is acceptable. <i>Bidder's Remarks:</i> <i>Understanding the volume and depth of expected transactions is critical for accurate costing.</i> Or Kindly exclude scope of transaction advisory services for this RFP.	No change
73	—	Technical Proposal to be submitted on cavation@hry.nic.in. Financial Proposal to be submitted as a sealed hard copy.	Please confirm: (a) Whether the technical proposal hard copy must also be submitted physically in addition to the email submission. (b) Whether the CD submission (clause 5.7.IV) is mandatory. (C) whether technical and financial	Refer Section 5.7 reply above (Refer Sr. No. 60, Page No. 35)

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			proposal need to be submitted through Haryana Govt e-Procurement portal. <i>Bidder's Remarks: Kindly confirm if technical & Financial proposal need to be submitted as hard copy or via eProcsportal of Haryana State Govt.</i>	
74	—	EFB = (0.50 * Fr) + (0.25 * F1) + (0.25* F2), where Fr = retainership fee for 12 months.	The EFB formula uses Fr = 'retainership fee for 12 months' but the contract is for 24 months. Please confirm whether Fr should be the 12-month fee or the total 24-month lump sum as quoted in Annexure III. Also, please review the formula notation: '(W1 + F1)' appears to use addition instead of multiplication (W1 * F1). <i>Bidder's Remarks: Possible typographical error in the formula; clarity needed to avoid incorrect financial scoring.</i>	Refer revised Section 6.7 (II) at Sr. No. A7, Page 71
75	—	Experience of closing successful transactions (in which concessionaires have been onboarded by giving an LOA) in infrastructure sector (transport and logistics only) in the last 5 years.	3 projects -5 marks >3 projects-10 marks Successful transaction in aviation with a project cost of more than INR 10 Cr- additional 5 marks <i>Bidder's Remarks: Request you to kindly accept changes as this will allow other bidder to participate and provide equal opportunity and competitive price for the dept</i>	Refer revised Section 6.7 evaluation matrix at Sr. No. A6, Page 69.
76	—	Working Days	We assume that Consultants/resources deployed will follow Govt of Haryana working hours and follow Working	The Consultants/resources deployed will follow Govt of Haryana working hours and follow Working calendar

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			calendar issued by Govt of Haryana. And additionally two paid/casual leaves per month shall be permitted, subject to prior approval by Dept/ Authority <i>Bidder's Remarks: Request kind clarification for the same</i>	issued by Govt of Haryana. The leaves will be permitted as per the norms of Govt of Haryana. Additionally, the deployed resources may be in required in Chandigarh/ Haryana/NCR office as and when required by the Department.
77	—	Infrastructure	We assume that the Dept will provide adequate seating space/basic infrastructure to all the respective deployed consultants/resources deployed for this engagement, as required <i>Bidder's Remarks: Request kind clarification for the same</i>	Refer section 6.5 (II) and (III) reply above (Refer Sr. No. 11, Page No. 4)
78	—	Travel cost	We assume that for all travel outside Chandigarh (if required during contract duration) for project related purposes - Dept will arrange suitable travels, accommodation as per standard or reimburse at actuals to bidder. Kindly confirm. <i>Bidder's Remarks: Request kind clarification for the same</i>	Refer Section 6.5 reply above (Refer Sr. No. 11, Page No. 4)
79	—	Work location	We assume that all resources deployed for this RFP will be primarily stationed in Chandigarh for the entire duration of contract. <i>Bidder's Remarks: Request kind clarification for the same</i>	The resources deployed shall ordinarily be stationed at Chandigarh; however, the Department may, at its discretion, require the resources to be stationed at/operate from the Hisar, NCR and Haryana, as per project requirements.
80	RFP Page 14 of 30;	The bidder should have an average annual	We request the Authority to amend	No Change. Provisional certificate for

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	Clause 5.1 Point 3	turnover from consulting service of Rs. 75 Cr in India over the last three financial years (2023-24, 2024-25, 2025-26) from consulting services only. The annual turnover for FY26 should be at least INR 100 Cr from consulting services only.	the criteria as follows: The bidder should have an average annual turnover from consulting services of Rs. 75 Cr in India over the last three financial years (2022-23, 2023-24, 2024-25). The annual turnover for FY25 should be at least INR 100 Cr from consulting services only. <i>Bidder's Remarks: As the audit for FY 2025-26 is ongoing for most prospective bidders, this may restrict participation of otherwise qualified and experienced consulting firms. Therefore, relaxation in the average annual turnover criteria is requested.</i>	FY27 will be accepted
81	RFP Page 14 of 30; Clause 5.1 Point 4	The bidder should have a net worth of Rs. 10 Cr as on 31st March 2026.	We request the Authority to amend the criteria to: The bidder should have a net worth of Rs. 10 Cr as on 31st March 2025. <i>Bidder's Remarks: As the audit for FY 2025-26 is ongoing for most prospective bidders, this may restrict participation of qualified and experienced consulting firms. Therefore, relaxation in the net worth criteria is requested.</i>	No Change. Provisional certificate for FY27 will be accepted
82	RFP Page 14 of 30; Clause 5.1 Point 6	The bidder should have experience in 1 large PMU with consultancy fee of at least INR 3 crore.	We request the Authority to amend the criteria as follows: The bidder should have experience in 1 large PMU/PMC with consultancy fee of at least INR 1 crore. <i>Bidder's Remarks: The relaxation will broaden participation, enhance</i>	No change

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply
			<i>competition and attract a wider range of qualified and experienced consultants while ensuring bidders possess relevant ToR-related experience.</i>	
83	RFP Page 21 of 30; Clause 6.7 Table Point 2	Experience of undertaking large PMUs of more than INR 3 Cr in India (20 marks): 1 project – 0 marks; 2–3 projects – 5 marks; >3 projects – 10 marks; Additional 5 marks for a project of more than INR 5 Cr.	We request the Authority to amend the criteria to: Experience of undertaking large PMUs/PMCs of more than INR 1 Cr in India (20 marks): 1 project – 5 marks; 2–3 projects – 7.5 marks; >3 projects – 10 marks; Additional 5 marks for a project of more than INR 5 Cr.	No change
84	RFP Page 17 of 30; Clause 5.9	Last Date for Submission of Proposal: 30.06.2026, 1700 Hrs (D + 22 days).	We request the Authority to extend the bid submission due date by two weeks after publication of the pre-bid query responses on the e-procurement portal. <i>Bidder's Remarks:</i> <i>An extension will enable bidders to prepare a comprehensive and high-quality proposal, undertake detailed analysis, ensure key expert availability, and compile supporting documents.</i>	Last date for submission of proposal stands extended to 31.08.2026 at 1700 hrs.
85	Submission deadline	Last Date for Submission of Proposal 30.06.2026 1700 (D + 22days)	Request to the authority to amend as: Last Date for Submission of Proposal 15.07.2026 1700	Last date for submission of proposal stands extended to 31.08.2026 at 1700 hrs.
86	Technical Proposal Evaluation, Page 21	Experience of undertaking large PMUs of more than INR 3 Cr in India (20 marks)	Request to the authority to amend as: A project of more than INR 3 Cr under this criteria – additional 5 marks	No change

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87	Technical Proposal Evaluation, Page 21	Successful transaction in aviation with a project cost of more than INR 1000 Cr – additional 5 marks	Request to the authority to amend as: Successful transaction in aviation with a project cost of more than INR 200Cr additional 5 marks	No change
88	New Clause: Reports and Materials	---	Request to the authority to consider new clause: The Consultant may use data, software, designs, utilities, tools, models, systems and other methodologies and know-how (“Materials”) that it owns in performing the Services. Notwithstanding the delivery of any Reports, the Consultant retains all intellectual property rights in the Materials (including any improvements or knowledge developed while performing the Services), and in any working papers that the Consultant compiles and retains in connection with the Services (but not information provided by the Department reflected in them). Any information, advice, recommendations or other content of any reports, presentations or other communications the Consultant provides under this Agreement (“Reports”),	An Intellectual Property Rights clause shall be added to the ToR as Section 7.13 vide Corrigendum (refer reply at Sr. No. 21) (Refer Sr. No. A2, Page No. 66).

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			other than information provided by the Department, are for Department's internal use only (consistent with the purpose of the particular Services) including Department's board of directors, its audit committee, or its statutory auditors and not for disclosure externally outside Department's organization.	
89	New Clause: Immediate Termination	---	Request to the authority to consider new clause: The Consultant may terminate this Agreement, or any particular Services, immediately upon written notice to the Department if the Consultant reasonably determines that it can no longer provide the Services in accordance with applicable law or professional obligations.	No change
90	New Clause: Confidentiality	---	Request to the authority to consider new clause: Except as otherwise permitted by this Agreement, neither of the parties may disclose to third parties the contents of this Agreement or any information provided by or on behalf of the other that ought reasonably to be treated as confidential and/or proprietary. Parties may, however, disclose such confidential information	A Confidentiality clause shall be added to the ToR as Section 7.12 vide Corrigendum (refer reply at Sr. No. 25) (Refer Sr. No. A2, Page No. 66).

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply
			to the extent that it: (a) is or becomes public other than through a breach of this Agreement, (b) is subsequently received by the receiving party from a third party who, to the receiving party's knowledge, owes no obligation of confidentiality to the disclosing party with respect to that information, (c) was known to the receiving party at the time of disclosure or is thereafter created independently, (d) is disclosed as necessary to enforce the receiving party's rights under this Agreement, or (e) must be disclosed under applicable law, legal process or professional regulations. These obligations shall be valid for a period of 3 years from the date of termination of this Agreement	
91	Technical Proposal Evaluation, Page 21	Bidder's competence Experience of working in the aviation sector. Bidder should have experience of working on an international airport in India or a project in aviation sector in India (20 marks) Scoring: 1 project – 0 marks 2-4 projects – 10 marks	We request the Authority to extend the eligibility criterion to include projects undertaken with the Ministry of Civil Aviation, Airports Authority of India (AAI), State Civil Aviation Departments, and other comparable aviation sector authorities. Proposed Amendment: "A project with the Ministry of Civil Aviation / Airports Authority of India	Refer revised Section 6.7 evaluation matrix at Sr. No. A6, Page 69

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		>4 projects – 15 marks A project of more than INR 2 Cr under this criteria – additional 5 marks A project with the Ministry of Civil Aviation – additional 5 marks	(AAI) / State Civil Aviation Departments / airport operators / airport SPVs / similar aviation sector authorities – additional 5 marks.”	
92	Technical Proposal Evaluation, Page 21	The Technical Proposal Evaluation Criteria (Page 21) mentions a Technical Presentation on Approach, Methodology, and Work Plan for 20 marks.	We request the Authority to kindly clarify whether the presentation is required to be submitted along with the technical proposal at the bid submission stage, or whether it is to be delivered separately by shortlisted bidders during the evaluation process.	Refer 6.2, Sub Clause III reply above (Refer Sr. No. 64, Page No. 37)
93	Section 5.7 – Submission of Proposal, Page 16	The RfP mentions submission of the technical proposal by email, hard copy submission of technical and financial proposals, electronic copy on CD, and sealed envelope submission for the financial proposal.	We request the Authority to kindly clarify the exact mode of submission of proposals, i.e., whether the proposal is required to be submitted: (i) physically in sealed envelopes only, (ii) by email only, (iii) both physically and by email, or (iv) through an e-procurement portal. Further, kindly clarify whether the Financial Proposal is to be submitted only in physical sealed envelope and should not be submitted through email/e-procurement portal unless specifically instructed.	Refer Section 5.7 reply above (Refer Sr. No. 60, Page No. 35)
94	Section 3, Project Overview / Scope of Work, Page 4; and Section 4.1 – Team Composition / Key Resource	RfP states that during the initial two-month strategy and institutional review phase, two Senior Consultants shall be deployed at the office of HADC/CAD on a full-time basis. Separately, the team composition states that	We request the Authority to kindly clarify the exact number of resources to be proposed and deployed under the assignment. Further, kindly clarify which two	Refer Section 4.1 reply above (Refer Sr. No. 1, Page No. 1). The initial two-month phase is included within the overall 24-month contract period.

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	Requirement, Page 9–10	the team shall comprise 04 resources, mentored by a Project Advisor; however, the resource requirement table lists Project Advisor, Principal Consultant, and five Senior Consultant roles.	Senior Consultants are expected to be deployed during the initial two-month strategy review phase, and whether the Principal Consultant / Team Leader is also required to be deployed during this initial phase. Additionally, kindly clarify whether the initial two-month phase is included within the overall 24-month contract period, or whether the assignment duration should be considered as 2 months + 24 months, for the purpose of deployment planning and costing.	
95	Section 4.1 – Team Composition / Key Resource Requirement, Page 9	The RfP mentions that the Project Advisor is not to be deployed on the project, while also stating that the team shall be mentored by a Project Advisor.	Since the Project Advisor is stated as “not to be deployed on the project”, we request the Authority to kindly clarify the Project Advisor’s role, responsibilities, expected time commitment, interaction frequency, deliverables oversight role, and whether any physical presence would be required during the assignment. Further, kindly clarify whether the Project Advisor should be considered for costing purposes and, if so, the indicative man-months / man-hours or level of effort to be considered by bidders while preparing the financial proposal.	Refer Section 4.1 reply above (Refer Sr. No. 1, Page No. 1). The Project Advisor shall be from the aviation sector and shall be required in client office for all important presentation and meetings, as and when required by the Department. The Project Advisor shall be considered for costing purposes; the man-month rate shall be quoted in Annexure-III
96	Section 6.6 – Duration and Payment of	The RfP states that the project duration will be 24 months, and the Financial Proposal shall comprise a lump sum fee for the 24-	We request the Authority to kindly clarify whether bidders should quote the retainership fee for 24 months or	Refer Section 6.7(II) reply above (Refer Sr. No. 7, Page No. 3).

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	Services, Page 20; and Section 6.7 – Financial Proposal Evaluation, Page 22	month retainership. However, in the financial evaluation formula, Fr is defined as retainership fee for 12 months. The formula also appears to mention “W1 + F1” and “W2 + F2” instead of multiplying the respective weightages with financial quote components.	12 months for the purpose of financial evaluation. Further, we request the Authority to provide the correct formula to be used for the financial evaluation of bids.	
97	Section 3 – Scope of Work, Page 4–8; Section 6.6 – Duration and Payment of Services, Page 20	The RfP sets out a broad scope of work across multiple tracks including capacity building, policy ecosystem, HADC support, market development, digitization, and transaction advisory. The overall project duration is 24 months.	We request the Authority to kindly specify the priority work streams and indicative deliverables expected from the Consultant for the first 6 months, 12 months and 24 months of the engagement. This will enable bidders to appropriately structure the methodology, work plan, deployment plan, and commercial proposal.	No change
98	Section 3.1.2 – Assist in Market Demand Assessment, Page 5	The RfP states that the Consultant shall provide assistance to the concerned survey agency on behalf of the Department in conducting surveys to collect data, traffic data, and real estate market information for suggesting commercial development opportunities.	We request the Authority to kindly clarify the exact nature and extent of support expected from the Consultant in relation to market demand assessment. Further, kindly clarify whether the Consultant is expected to assist the Department in the selection / appointment of the market assessment or survey agency, or whether the Consultant is expected to support the already appointed survey agency in validation, analysis and assessment of survey data. Additionally, kindly confirm that primary data collection / survey execution is outside the Consultant's	The Consultant's role shall be limited to collection and assessment of data available from the concerned Government Departments. Primary/technical surveys are not included in the Consultant's scope of work.

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			scope and will be undertaken by a separately appointed survey agency.	
99	Section 3.4.2 – Digitization of CAD and HADC, Page 8	The RfP requires the PMU to support program management frameworks, ERP augmentation, IT integration, SRIJAN / iDEX uptake, and preparation of ToR for hiring a System Integrator.	We request the Authority to kindly confirm that the PMU's role with respect to digitization will be advisory, program management and coordination-oriented, and that actual software development, ERP implementation, system integration, application development, infrastructure deployment, and related IT implementation activities will be undertaken by separately appointed IT agencies / System Integrators.	Section 3.4.2 stands deleted
100	Section 7.3 – Replacement of Resources, Page 23	The RfP provides for penalty in case a selected resource is retracted / removed from the project before the specified deployment period, including a 1% penalty per resource on the monthly bill until replacement is provided and selected.	We request the Authority to kindly amend the resource substitution penalty provision to allow replacement without penalty in genuine and unavoidable circumstances such as resignation, medical exigency, long-term illness, maternity / paternity leave, death, force majeure, conflict of interest, or other circumstances beyond the bidder's reasonable control, provided the replacement resource meets or exceeds the prescribed qualifications and experience and is approved by the Authority.	Refer Section 7.3 reply as above (Refer Sr. No. 14, Page No. 5)
101	Section 5.1 – Pre-Qualification Criteria, Page 14	The RfP requires the Bidder to have more than 100 full-time employees and requires a certificate from the HR Head along with the list of all employees	We request the Authority to kindly allow bidders to submit an HR Head certificate confirming that the bidder has more than 100 full-time	Refer Section 5.1 reply as above (Refer Sr. No. 43, Page No. 19)

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			employees, instead of submitting the complete list of all employees, considering confidentiality, data privacy, and employee information sensitivity.	
102	Section 3.1.3.4, Page 6	Preparation of 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 work audit agencies.	We request the Authority to kindly clarify the extent and level of effort expected from the Consultant under this clause. Specifically, kindly clarify whether the Consultant's role is limited to preparation of draft documents, notes, approval files and coordination support, or whether technical, legal, procurement, commercial evaluation and approval-related responsibilities are also expected to be undertaken by the Consultant	Consultant is only required to facilitate through preparation of relevant documents.
103	Clause 3.3.1.8, Page 7	Assistance in conduct of Spaces audit to establish an asset management system for HADC under the Civil Aviation Department.	We request the Authority to kindly clarify the scope and level of effort expected from the Consultant for the proposed "Spaces audit". Specifically, kindly clarify whether the Consultant is expected to undertake physical verification / site-level audit of assets, or whether the role is limited to review of existing records, preparation of asset inventory formats, process framework and advisory support for establishing an asset management system.	Clause 3.3.1.8 stands deleted
104	Clause 3.4.1.3, Page 8	Support in planning for setting up Aero Village / Aerospace Development Parks at	We request the Authority to kindly clarify the extent and level of effort	Refer Section 3.4.1.3 reply of above

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		airports / airstrips / heliports under CAD and Aviation Training Facility, including Flight Simulation Training Facilities in the State.	expected from the Consultant under this clause. Specifically, kindly clarify whether the Consultant's role is limited to concept planning, market assessment, business case preparation and implementation model advisory, or whether detailed feasibility studies, master planning, technical studies, design inputs, approval support and bid process management are also expected.	
105	Clause 3.5, Page 8; Clause 6.6, Page 20; Clause 6.7, Page 22	Transaction Advisory for Aviation Ancillary Infrastructure covering cargo, in-flight catering, flight training and MRO facilities; transaction-specific fees to be quoted separately for Cargo & MRO projects and Catering & Flight Training projects.	We request the Authority to kindly clarify the indicative number of transaction advisory assignments / projects proposed to be undertaken during the contract period across Cargo, MRO, Catering and Flight Training facilities. This clarification is requested to enable bidders to appropriately estimate the level of effort, resource deployment, timelines and transaction-specific costing for the assignment.	No change
106	5.9 Events & Dates, Page-17	Last date for submission of Proposal 30.06.2026 1700	We request the Department to extend the Proposal submission End date till 17 July 2026, which will allow participants some time to prepare for the modification proposed in the corrigendum.	Last date for submission of proposal stands extended to 31.08.2026 at 1700 hrs.
107	4. team composition/Key resource requirement, page-9	Senior Consultant#4-IT Expert MBA/PGDM/PGDBM/Masters of Equivalent	We request the Department to kindly consider BTech (Computer Science) also as a relevant education qualification for this position	The qualification for Senior Consultant #4 (IT Expert) under Section 4.1 shall be read as: "B.Tech/BE / MBA / PGDM / PGDBM / Masters or Equivalent, with

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply
				minimum overall experience of 4 years, including at least 2 years' experience in IT advisory or technology consulting.
108	4. team composition/Key resource requirement, page-9	4.1 The team shall comprise of 04 resources, mentored by a project advisor.	We believe it is typing error, in the ToR, as there are 6 other positions specified apart from Project Advisor. Please confirm	Refer Section 4.1 reply above (Refer Sr. No. 1, Page No. 1).
109	4. team composition/Key resource requirement, page-9	4. Team composition/key Resource requirement	As per our assessment of the scope of the work, we believe one more resource with experience in Capacity Building, Institutional Strengthening and Organisation Structuring shall be required for the successful delivery of the Project. Accordingly, we request the Department to kindly add position of "Capacity Building & Institutional Strengthening Consultant" having minimum 10 years of relevant experience along with Master's degree.	No change
110	5.1 Pre-Qualification Criteria, Page 14	3. The bidder should have an average annual turnover from consulting service should be Rs. 75 Cr in India over the last three financial years (2023-24, 2024-25, 2025-26) from consulting Services Only. The annual turnover for FY26 should be at least INR 100 Cr from consulting services only. Mandatory documents to be submitted Copy of the audited Profit and Loss Statement of the company / Certificate from the Statutory auditor clearly stating the turnover from specified areas of business. Provisional certificate for FY26 shall be	We request the Department to kindly consider audited statements instead of provisional certificate and statement, and consider last three financial years as 2022-23, 2023-24 & 2024-25. The criteria requirement of INR 100 Cr from consulting services shall be evaluated for FY 25.	No Change. Provisional certificate for FY27 will be accepted.

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply
		considered.		
111	5.1 Pre-Qualification Criteria, Page 14	The bidder should have a net worth of Rs. 10 Cras on 31st March 2026. Mandatory documents to be submitted Certificate from the Statutory auditor clearly stating the turnover from specified areas of business, stating the net worth as on 31st March 2026.	We request the net worth criteria shall be considered for evaluation as on 31st March 2025, as the same can be substantiated by the audited financials of the Bidder.	No Change. Provisional certificate for FY27 will be accepted.
112	5.1 Pre-Qualification Criteria, Page 14	5. The bidder shall have undertaken at least 1 consulting projects with an international airport in India or a project in aviation sector in India	We request the Department to consider the experience with the government client in India. Please confirm.	No change
113	5.1 Pre-Qualification Criteria, Page 14	6. The bidder should have experience in 1 large PMUs with consultancy fee of at least INR 3 crore	We request the Department to consider the experience with the government client in India. Please confirm.	No change
114	5.1 Pre-Qualification Criteria, Page 14	The Bidder should not have been blacklisted by Central Government or any State Government Organization/ Department in India at the time of submission of the bid. Declaration by the Bidder as per format given in the bid document	The declaration format is not given in the Bid Document; we request the Authority to consider the following declaration on firm letterhead: - We, (firm name), hereby declare that we are not blacklisted by Central Government or any State Government Organization/Department in India at the time of submission of the bid.	The non-blacklisting declaration shall be as per Annexure-IV.
115	6.7, I Technical Proposal Evaluation, Page 21	1. Technical Proposal Evaluation: Supporting Documents - Work order	We request the Department to kindly consider the agreement/ LOA wherever work order is not available. Please confirm.	The acceptable supporting documents shall be either Certificate from a Chartered Accountant/Statutory Auditor indicating the full payment received or Completion Certificate.

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116	6.7, I Technical Proposal Evaluation, Page 21	1. Experience of working in the aviation sector. Bidder should have experience of working on an international airport in India or a project in aviation sector in India (20 marks) 1 project-0 marks 2-4 projects - 10 marks >4 projects - 15 marks A project of more than INR 2 Cr under this criteria - additional 5 marks A project with the Ministry of Civil Aviation additional 5 marks	There are multiple regulatory and statutory bodies like AAI, DGCA, BCAS, AERA etc. under Ministry of Civil Aviation which are responsible for different functional areas like issuing licenses, ensuring Civil Aviation regulations, Safety oversight, formulating security policies, Protection of Airports, managing, Upgrading and maintaining Civil Aviation infrastructure, Air traffic management, Tariff and fee for Aeronautical services at Major Airports to ensure fair prices and monitor quality of services etc. These regulatory and statutory bodies appoint consultant for specific consulting projects around above mentioned functional areas, we understand experience with regulatory and statutory bodies which are under Ministry of Civil Aviation will be considered as experience with Ministry of Civil Aviation and bidder will be awarded additional 5 marks. We request the Department to kindly consider the experience with government clients in india only as they will be relevant project experience in last 5 years from the tender publish date and the total marks should be 25 Marks instead of 20 Marks, accordingly the criteria be modified as below:	Refer revised Section 6.7 evaluation matrix at Sr. No. A6, Page 69

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply
			1. Experience of working in the aviation sector in India. Bidder should have experience of working with government clients on an international airport in India or a government project in aviation sector in India in last 5 years from the tender publish date (25 marks) 1 project-0 marks 2-4 projects-10 marks >4 projects -15 marks A project of more than INR 2 Cr under this criteria additional 5 marks A project with the Ministry of Civil Aviation (including its regulatory and statutory bodies like AAI, DGCA, BCAS, AERA etc.) - additional 5 marks	
117	6.7, I Technical Proposal Evaluation, Page 21	2. Experience of undertaking large PMUs of more than INR 3 Cr in India (20 marks) 1 project-0 marks 2-3 projects - 5 marks >3 projects - 10 marks A project of more than INR 5 Cr under this criteria - additional 5 marks	We request the Department to kindly consider the experience with government client in India in last 5 years only, and also the total marks should be 15 Marks instead of 20 Marks accordingly the criteria be modified as below: 2. Experience of undertaking large PMUs of more than INR 3 Cr with government clients in India in last 5 years from the ToR published date (15 marks) 1 project-0 marks 2-3 projects-5 marks	Refer revised Section 6.7 evaluation matrix at Sr. No. A6, Page 69

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			>3 projects-10 marks A project of more than INR 5 Cr under this criteria - additional 5 marks	
118	6.7, I Technical Proposal Evaluation, Page 21	3. Experience of closing successful transactions (in which concessionaires have been onboarded by giving an LOA) in infrastructure sector (transport and logistics only) in the last 5 year 3 projects -5 marks >3 projects - 10 marks Successful transaction in aviation with a project cost of more than INR 1000 Cr - additional 5 marks	Request the Department to kindly evaluate transaction advisory projects experience for overall infrastructure sector instead of limiting it to Transport and Sector. Logistics Further additional 5 Marks shall be awarded for successful transactions in Transport Sector instead of restricting it to Aviation Sector. Allocating 15 Marks for Transaction Advisory in specific domain restricts the competition as the scope and the team requirement doesn't require such competency of the organisation. Accordingly, we request to modify the clause as mentioned below 3. Experience of closing successful transactions (in which concessionaires have been on boarded by giving an LOA) in infrastructure sector in the last 10 years 3 projects -5 marks >3 projects - 10 marks Successful transaction in transport Sector with a project cost of more than INR 1000 Cr - additional 5 marks	Refer revised Section 6.7 evaluation matrix at Sr. No. A6, Page 69
119	3.1.3 Sport in bid process management, Page	3.1.3.2 Preparation of contracts, Request for Proposals (RFPs), Terms of Reference (ToR), MoUs, and providing comments/inputs w.r.t	The scope requires preparation/review of contracts, RFPs, ToRs, MoUs and bid process documentation. Please	No change

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply
	5-6	Agreements/MoUs received from external stakeholders for signing with the department. 3.1.3.5 Manage the bid process by holding pre-bid conferences, preparing responses and undertaking evaluation for procurement and engagement of agencies for various services required for airport operations and stakeholder consultation papers.	confirm whether the assignment includes legal advisory / legal drafting responsibilities limited role is or whether consultant's the to commercial/transaction/process support with final legal vetting to be undertaken separately by the Department/legal counsel.	
120	7.1 General Terms, Page No. 23	Forming of consortium or Joint venture is not allowed	If there is legal Advisory required in the scope of work, we request to allow onboarding Legal firm as sub consultant, because as Management consulting firm we are not allowed to take any legal advisory work.	No change
121	7.9 Limitation of Liability, Page 24	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.	We request inclusion of an express exclusion of indirect, consequential, incidental, special, punitive and exemplary damages, including loss of profit, loss of opportunity, loss of business, and loss of reputation, for both parties.	No change
122	7.10, page 24-25	7.10 Termination	Termination rights are broadly available to the Department for default, while consultant termination rights are limited. We request inclusion of a mutual termination for convenience clause on prior written notice, with payment of all fees for services performed and committed costs incurred up to the effective termination date	No change
123	Entire ToR/General Terms Page 1-30	Additional Clause - Confidentiality and Compelled Disclosure	If confidentiality obligations are to apply, we request the Department to	A Confidentiality clause shall be added to the ToR as Section 7.12 vide

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply
			include an express carve-out for compelled disclosure, permitting disclosure where required by law, court order, regulatory Department, audit requirement, or professional standards, subject to prior notice where legally permissible.	Corrigendum. The confidentiality obligation shall not apply to information required to be disclosed by law or by order of a court or government authority (Refer Sr. No. A2, Page No. 66).
124	Entire ToR/General Terms Page 1-30	Additional Clause - Retention Rights	We request the Department for inclusion of standard retention rights allowing _____ copies documents/information for internal record-keeping, legal/regulatory compliance, professional indemnity requirements, audit, conflict checks, and document retention policies, subject to confidentiality obligation	No change
125	Entire ToR, Page 24-25/ Entire Document	Additional Clause - Dispute resolution /Governing law clause	No dispute resolution / governing law clause appears to be expressly set out in the extracted ToR. We request the Department for inclusion of a clear dispute resolution mechanism providing for amicable resolution followed by arbitration, with seat/venue specified, rather than unilateral departmental determination.	The Governing Law and Dispute Resolution clause shall be added as Section 7.11 vide Corrigendum. For the complete set of new clauses added (Sections 7.12 to 7.20), refer Sr. No. A2, Page No. 66.
126	Payment terms Clause 6.6, Page 20	6.6 Duration and Payment of Services	We request the Department for inclusion of a deemed acceptance provision, whereby deliverables shall be considered accepted if no comments are received within 15 days of submission. Additionally the invoice to payment cycle should be proposed at 30 days.	No change

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply
127	3. Scope of work, Page No.4	The selected Consultant shall deploy and position two (02) Senior Consultants at the office of HADC/CAD on a full-time basis for close coordination with the Department and key stakeholders. The consultants shall support stakeholder consultations, strategic assessments, review existing initiatives, preparation of vision documents, identification of priority interventions, and formulation of an implementation strategy for the Aerospace and Defence ecosystem in Haryana. Engagement of an Agency by Civil Aviation Department for Providing Advisory Services Upon completion of this strategy and institutional review phase, the Consultant shall initiate and operationalize the complete scope of services envisaged under this Terms of Reference (ToR), for which the full team composition as prescribed in this RFP shall be deployed.	We believe initially for 2 months, the selected bidder needs to of deploy 2 resources out of the 6-member team and from 3rd month all 6 resources need to be deployed on full time basis in the department office. In the initial 2 Months, 2 resources will work from of client location, and 4 resources will work from selected bidder's office. The selected bidder will raise the billing for all the 6 resources. Please confirm.	Refer work location reply above (Refer Sr. No. 79, Page No. 43)
128	3.2.1 Page No. 6	3.2.1 Formulate/ update Aerospace and Defence Aviation Policy to develop a strong ecosystem for aviation and defence sector in Haryana	We understand the team needs to work on this track and activities of the scope of the work in initial 2 months, please confirm.	Section 3.2 stands deleted
129	5.7 submission of proposal and 5.10 timely submission page 16,18	The bidders shall submit their technical proposal in prescribed format as per requirement of ToR on cavation@hry.nic.in. The response to Terms of Reference/Technical proposal submitted by the bidders through courier/fax/or any other mode except email will not be considered. No further correspondence will be entertained in	As per the tender document, Bidder need to submit the technical proposal in hard copy along with soft copy in CD. We request the Department to kindly remove the requirement Email submission of the technical Proposal	The Technical and Financial Proposal must be submitted on e-Tenders (Haryana Govt. e-Procurement portal) only. No hardcopy submission is required of the Technical or Financial proposal

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply			
		this matter.					
130	5.9 events and dates	Pre-Bid Meeting ◇(D + 10days) (Time and meeting link will be confirmed)	We request the Department to kindly confirm the date and time c the pre bid meeting. Also, requesting to kindly share the Pre Bi meeting Virtual Conference link.	The Pre-Bid Meeting was held on 02.07.2026.			
131	7.3 Replacenment of Resources Page No. 23	Post Award of Contract, if the selected firm fails to mobilize a team within 30 days after submission of Performance Bank Guarantee, the department shall impose a 1% penalty on the firm for every week of delay, the same will be deduced/recovered from the Performance Bank Guarantee furnished by the Agency subject to 10% of the value of the PBG. 30 P II. 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 selected bidder shall provide the replacement within 1 month as per the ToR.	We request the department that the selected bidder shall be given 30-90 days for the mobilization of the team from the submission of PBG and Signing of agreement. Additionally, We request 2 months time shall be provided for the deployment of replacement resource from the date of the approval of the replacement resource.	Refer Section 7.3 reply as above (Refer Sr. No. 14, Page No. 5)			
132	7.7 Notification of award, Page 24	Subsequently, the contract agreement will be shared with the successful bidder and it will be required to enter into a contract agreement with the Department and deploy the resources within 30 days after submission of Performance Bank Guarantee.	We request the department that the selected bidder shall be given 30-90 days for the mobilization of the team from the submission of PBG and Signing of agreement.	No change			
133	Resources wise financial quote (Annexure-III)Page 30	Resource Wise Financial Quote(Annexure-III) Amount in Rs. <table><tr><th>Sr. No.</th><th>Name of the</th><th>Proposed</th></tr></table>	Sr. No.	Name of the	Proposed	We request the Department to kindly confirm whether we need to put the man month rate for the Project Advisor Position	The man-month rate for the Project Advisor shall also be quoted in Annexure-III, as the Project Advisor shall be required in client office for all important presentation and meetings,
Sr. No.	Name of the	Proposed					

Sr. No.	Clause No. / Page No.	Existing Clause			Query / Consideration Requested	Department Reply
			resource	Man-month rate (Excluding taxes)		as and when required by the Department
		1				
		2				
		3				
		4				
		5				
		6				
		7				
134	6.2 Technical Proposal page 19	—			We believe this is a typing error and the project name is "Selection of Project Management Unit (PMU) for Process Improvement and Advisory Services to Civil Aviation Department Haryana” please confirm.	The assignment name shall be as per the cover page of the ToR: 'Selection of Project Management Unit (PMU) for Process Improvement and Advisory Services to Civil Aviation Department, Haryana'. The selected Consultant shall undertake all five tasks as per Section 3.
135	7.3 (I) and 7.3 (III), page 23	1. Post Award of Contract, if the selected firm fails to mobilize a team within 30 days after submission of Performance Bank Guarantee, the department shall impose a 1% penalty on the firm for every week of delay, the same will be deduced/recovered from the Performance Bank Guarantee furnished by the Agency subject to 10% of the value of the PBG. III. Additionally, if any selected resource/s is retracted/removed from the project by the selected bidder before the said 45 working calendared days of deployment (as in 7.4.11			In case of Replacement of resource either on the request of client or due to unforeseen situation like death, critical medical condition, resignation, any situation beyond the control of bidder etc. The decision on the submitted replacement CV whether selected or new CV need to be submitted shall be taken within 5 days else it should be deemed approved as a replacement resource. The ToR imposes penalties for delay in team mobilization and resource	Refer Section 7.3 reply as above (Refer Sr. No. 14, Page No. 5)

Sr. No.	Clause No. / Page No.	Existing Clause	Query / Consideration Requested	Department Reply
		above), a. A penalty of 1% per resource for the removal shall be levied on the total monthly bill as payable to the selected bidder until a replacement resource/s is provided within 01 months and officially selected by the Department through due process. b. Penalty will be levied every month until the resource/s is officially selected by the Department through due process. c. If no resource/s is provided or appropriately selected within 03 months, the Department reserves the right to either levy higher penalty up to 5% of total monthly bill.	replacement, but no overall penalty cap is specified. We request that cumulative penalties under the contract to be capped at a 5%.	

ADDITIONAL AMENDMENTS PROPOSED BY THE DEPARTMENT				
A1	Section 2/Page 4	Project Overview and Objective	Amendment proposed by the Department	Section 2 – Project Overview and Objective (Amended) 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 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 of 24 months, which will be extendable for 12 months. The consultancy 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. The engagement shall include advisory support to include undertaking feasibility assessments of projects and initiatives identified under the assignment covering demand assessment, financial and commercial viability, and implementation structuring and providing end-to-end execution and implementation support, including project development, bid process management, stakeholder coordination and letter of award. The PMU shall provide the services as per the scope of work defined in the Terms of Reference of this document. The objective of the engagement is not limited to preparation of

				strategies, reports and recommendations, but includes ensuring the feasibility-backed execution of the identified interventions.
A2	Section 7/General Terms & Conditions/Pages 23-25	New clauses - not presently provided in the ToR	Amendment proposed by the Department	The following clauses shall be added to the ToR vide Corrigendum, to be read as under: Section 7.12 - Confidentiality 7.12.1 The Consultant shall treat as strictly confidential all data, documents, reports, and information of any kind furnished by or on behalf of the Department, or obtained by the Consultant in the course of performing the Services, and shall not disclose the same to any third party without the prior written consent of the Department. 7.12.2 The obligation of confidentiality shall not apply to information that is already in the public domain, is required to be disclosed by law or by order of a court or government authority, or was already lawfully in the possession of the Consultant prior to disclosure by the Department. 7.12.3 The Consultant shall ensure that its employees, personnel, and any permitted sub-consultants are bound by confidentiality obligations no less stringent than those set out in this clause. 7.12.4 The obligations under this clause shall survive the expiry or termination of the contract for a period of three (3) years, or such longer period as may be required under applicable law. Section 7.13 - Intellectual Property Rights 7.13.1 All reports, documents, data, designs, software, tools, manuals, and other materials prepared or developed by the Consultant specifically for the Department in the course of performing the Services (“Deliverables”) shall be the sole and exclusive property of the Department upon payment of the corresponding fees. 7.13.2 The Consultant shall not use, reproduce, or disclose the Deliverables for any purpose other than the performance of the Services, without the prior written consent of the Department. 7.13.3 Any pre-existing intellectual property, tools, methodologies, or proprietary materials owned by the Consultant prior to the commencement of the Services, and incorporated into the Deliverables, shall remain the property of the Consultant. The Consultant hereby grants the Department a perpetual, royalty-free, non-exclusive licence to use such pre-existing intellectual property solely to the extent necessary to use the Deliverables for their intended purpose. 7.13.4 The Consultant warrants that the Deliverables shall not infringe the intellectual property rights of any third party. 7.13.5 Notwithstanding the above, the tools and software used by the Consultant in the course of performing the Services may remain the intellectual property of the Consultant.

				However, any data collected, generated, processed or used for CAD/HADC under this assignment shall be the sole and exclusive property of the Department and shall be handed over to the Department upon expiry or termination of the contract and not use with any other project or with third party. Section 7.14 - Indemnification 7.14.1 The Consultant shall indemnify, defend, and hold harmless the Department, its officers, employees, and agents from and against any and all claims, losses, damages, costs, and expenses (including reasonable legal fees) arising out of or in connection with: (a) any negligence, wilful misconduct, or breach of contract by the Consultant or its personnel; (b) any claim that the Deliverables or the Services infringe the intellectual property rights of a third party; and (c) any breach of the confidentiality obligations set out in this contract. 7.14.2 The Department shall promptly notify the Consultant of any claim for which indemnification is sought and shall provide reasonable cooperation, at the Consultant's expense, in the defence of such claim. 7.14.3 The indemnification obligations under this clause shall survive the expiry or termination of the contract. Section 7.15 - Force Majeure 7.15.1 Neither party shall be liable for any delay or failure in the performance of its obligations under this contract if such delay or failure results from an event of Force Majeure, being an event beyond the reasonable control of the affected party, including but not limited to acts of God, war, riot, civil commotion, epidemic, pandemic, fire, flood, earthquake, or any order or restriction imposed by a government authority. 7.15.2 The party affected by an event of Force Majeure shall notify the other party in writing within seven (7) days of the occurrence of such event, specifying the nature and expected duration of the event, and shall use reasonable efforts to mitigate its effects. 7.15.3 If an event of Force Majeure continues for a period exceeding sixty (60) days, either party may terminate the contract by written notice to the other party, without either party being liable to the other except for payment for Services satisfactorily performed prior to such termination. Section 7.16 - Data Protection and Data Security 7.16.1 The Consultant shall handle all data belonging to the Department, including personal data of citizens or officials, in accordance with applicable law and shall implement reasonable technical and organisational measures to protect such data against unauthorised access, loss, or disclosure. 7.16.2 The Consultant shall not transfer or store any Department data outside India without the prior written consent of the Department. 7.16.3 Upon expiry or termination of the contract, the Consultant shall, at the Department's
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				option, return or securely destroy all Department data in its possession and shall provide written confirmation of such return or destruction. Section 7.17 - Anti-Corruption and Conflict of Interest 7.17.1 The Consultant shall not offer, give, or agree to give, directly or indirectly, any gift, gratification, or benefit to any officer or employee of the Department in connection with this contract. 7.17.2 The Consultant shall disclose, prior to award of the contract and at any time thereafter, any actual or potential conflict of interest arising from its engagement, including any relationship with officials of the Department or other bidders. 7.17.3 Any breach of this clause shall entitle the Department to terminate the contract forthwith, forfeit the Performance Bank Guarantee, and take such other action as may be permissible under applicable law. Section 7.18 - Notices 7.18.1 Any notice, request, or approval required or permitted to be given under this contract shall be in writing and shall be sent by registered post, speed post, or email to the address of the recipient party as specified in the contract. 7.18.2 A notice shall be deemed to have been duly served on the date of delivery, in the case of hand delivery or registered post, or on confirmation of transmission, in the case of email. Section 7.19 - Entire Agreement, Amendment and Severability 7.19.1 This contract, together with its annexures and any documents incorporated by reference, constitutes the entire agreement between the parties and supersedes all prior understandings, whether oral or written, relating to its subject matter. 7.19.2 No amendment or modification to this contract shall be valid unless made in writing and signed by the authorised representatives of both parties. 7.19.3 If any provision of this contract is held to be invalid or unenforceable, the remaining provisions shall continue in full force and effect, and the invalid provision shall be replaced by a valid provision that most closely reflects the original intent of the parties. Section 7.20 - Audit Rights 7.20.1 The Department, or its authorised representatives, shall have the right to inspect and audit the Consultant's records, accounts, and documentation directly relating to the Services, upon reasonable prior written notice. 7.20.2 The Consultant shall maintain accurate records relating to the Services and shall retain such records for a minimum period of three (3) years following completion or termination of the contract.
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A3	Section 3 - Scope of Work Page 3	New scope point added under Section 3	Amendment proposed by the Department	The Project Advisor shall set six-monthly Key Performance Indicators (KPIs) for all deployed resources, which shall be approved by the Department. The performance of the deployed resources shall be reviewed against the approved KPIs.			
A4	Section 3 - Scope of Work Page 5	-	Amendment proposed by the Department	The following provisions shall stand deleted from the Scope of Work vide Corrigendum: (i) Section 3.2 (Development of a Conducive Policy Ecosystem for the growth of Aviation, Aerospace and Defence Entrepreneurship in Haryana), in its entirety, along with all sub-clauses there under; (ii) Section 3.3.2 (Support in Development and Promotion of Integrated Manufacturing Cluster (IMC) at Hisar), along with all sub-clauses there under; and (iii) Section 3.4.2 (Digitization of CAD and HADC), along with all sub-clauses there under.			
A5	Section 5.1 – Pre-Qualification Criteria / Page 14	New criterion added to the Pre-Qualification Criteria table under Section 5.1.	Amendment proposed by the Department	The following shall stand added to Section 5.1 – Pre-Qualification Criteria vide Corrigendum: <i>Sr. No. 11:</i> The bidder should have at least <u>5</u> years' experience in the aviation and aerospace sector, including consulting projects with State/Central Government(s) and major airports in India. Mandatory documents to be submitted Certificate from a Chartered Accountant/Statutory Auditor indicating the full payment received or Completion Certificate			
A6	Section 6.7 (I)/Pages 21-22	Section 6.7 (I) – Technical Evaluation Matrix shall be read as under. CVs of resources shall not be evaluated and shall carry no marks; CVs shall be sought only after issuance of LoA. The 25 marks earlier assigned to CV evaluation stand redistributed as follows:	Amendment proposed by the Department	a. The technical evaluation will be done on basis of the information provided by bidder against the detailed evaluation criteria as mentioned in table below			
				Sr. No	Bidder's Competence	Scoring	Supporting Documents
				1	Experience of working in the aviation and aerospace sector. Bidder should have experience of working on an airport in India or a project in aviation and	1 project - 5 marks; 2-3 projects - 10 marks; ≥ 4 projects - 15 marks; A project of more than INR 3 Cr under this criterion - additional 5	Certificate from a Chartered Accountant/Statutory Auditor indicating the full payment received or Completion Certificate

					aerospace sector in India (25 marks)	marks; A project with the Ministry of Civil Aviation/AAl/experience in one of the defined areas in the RFP (Cargo/MRO/Flight training projects/In-flight Kitchen) - additional 5 marks.	
				2	Experience of undertaking large PMUs of more than INR 3 Cr in India (25 marks)	1 project - 0 marks; 2 projects - 10 marks; ≥3 projects - 15 marks; A PMU of more than INR 5 Cr under this criterion - additional 5 marks; A PMU in the aviation sector of more than INR 3 Cr – additional 5 marks.	Certificate from a Chartered Accountant/Statutory Auditor indicating the full payment received or Completion Certificate
				3	Experience of closing successful transactions (in which concessionaires have been on boarded) in the aviation and aerospace sector in the last 5 years. (35 marks)	3 projects – 15 marks ≥4 projects – 20 marks Successful transaction in aviation and aerospace with a project cost of more than INR 1000 Cr – additional 15 marks	Certificate from a Chartered Accountant/Statutory Auditor indicating the full payment received or Completion Certificate.

				Technical presentation • Approach and methodology • Work plan	15 marks	-	
				b. Total – 100 marks. The bidder should score at least 75 marks to get qualified for financial bid opening.			
A7	Section 6.7 (II) Pages 21–22		Amendment proposed by the Department	Section 6.7 (II) shall be substituted in its entirety and read as under: The QCBS (80:20) methodology stands withdrawn. The financial proposals of only those bidders who score 85 marks or above in the technical evaluation shall be opened, on the date & time specified in the Key Events and Dates schedule. The Financial Proposal shall comprise: a lump sum fee for the 24-month retainership, and transaction-specific fees quoted separately for (i) Cargo and MRO projects (per project) and (ii) Catering and Flight Training projects (per project). Weightages: Retainership (Wr) = 50%; Cargo and MRO (W1) = 25%; Catering and Flight Training (W2) = 25%. Evaluated Financial Bid (EFB) = (Wr × Fr) + (W1 × F1) + (W2 × F2) = (0.50 × Fr) + (0.25 × F1) + (0.25 × F2), where Fr = retainership fee for 24 months, F1 = transaction fee for Cargo and MRO, and F2 = transaction fee for Catering and Flight Training. The technically qualified bidder with the lowest Evaluated Financial Bid (EFB) shall be declared L1 and shall be awarded the contract. In case of a tie in the EFB, the bidder with the higher technical score shall be declared L1.			

				For the avoidance of doubt, all provisions of Section 6.7 relating to the QCBS (80:20) methodology including Final Score (S) = Technical Score (TS) × 80% + Financial Score (FS) × 20%, the Technical Score and Financial Score computation, the declaration and award to H-1, the Final Combined Score (QCBS – 80:20), and the tie-break based on techno-financial score stand deleted.
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Non – Blacklisting Declaration (Annexure – IV)

(To be provided on Bidder's letterhead)

To Whom It May Concern

1. I/we undersigned, do here by certify that all the statements made in the required attachments are true and correct.
2. The undersigned also hereby certifies that neither our firm/agency _____ nor any of its constituent partners have abandoned any work or any contract awarded to us for such works have been rescinded or neither Black listed nor Debarred from any Government, Semi-Government, any institutional firm or private companies, during last Three years prior to the date of this application.
3. The undersigned here by authorized(s) and request(s) any bank, person, firm or Authority to furnish pertinent information deemed necessary and request by the Department to verify this statement or regarding my(our) competence and general reputation.
4. The under signed understands and agrees that, further qualifying information may be requested, and agrees to furnish any such information at the request of the client.

Signature and Seal: _____

Name and Designation: _____

Address: _____

Contact Number: _____

Email: _____

**CIVIL AVIATION DEPARTMENT
GOVERNMENT OF HARYANA**



Terms of Reference (ToR)

for

**Selection of Project Management Unit (PMU) for Process Improvement and Advisory Services
to Civil Aviation Department, Haryana**

May, 2026

Issued By

**CIVIL AVIATION DEPARTMENT, HARYANA
3rd FLOOR, 30 BAYS BUILDING, SECTOR 17 B, CHANDIGARH**

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1. Introduction

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 etc.

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.

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 2013, 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

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 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 of 24 months which will be extendable for 12 months.

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. **The engagement shall include advisory support to include undertaking feasibility assessments of projects and initiatives identified under the assignment covering demand assessment, financial and commercial viability, and implementation structuring and providing end-to-end execution and implementation support, including project development, bid process management, stakeholder coordination and letter of award.**

The PMU shall provide the services as per the scope of work defined in the Terms of Reference of this document. **The objective of the engagement is not limited to preparation of strategies, reports and recommendations, but includes ensuring the feasibility-backed execution of the identified interventions.**

3. Scope of Work

The Project Advisor shall set six-monthly Key Performance Indicators (KPIs) for all deployed resources, which shall be approved by the Department. The performance of the deployed resources shall be reviewed against the approved KPIs.

At the commencement of the assignment, the Consultant shall undertake a comprehensive review of the overall strategy, roadmap, and implementation approach for the development of the Aerospace and Defence sector in Haryana, including the vision and institutional priorities of the Civil Aviation Department (CAD) and Haryana Airports Development Corporation Limited (HADC).

This initial phase shall be undertaken over a period of two (02) months and shall focus on reviewing the existing policy framework, ongoing initiatives, implementation mechanisms, investment priorities,

institutional structure, and sector development opportunities to develop a strategic direction and actionable implementation roadmap for the State.

During this phase, the selected Consultant shall deploy and position **listed as Principal Consultant + 5 Senior Consultants, mentored by a Project Advisor** at the office of HADC/CAD on a full-time basis for close coordination with the Department and key stakeholders. The consultants shall support stakeholder consultations, strategic assessments, review of existing initiatives, preparation of vision documents, identification of priority interventions, and formulation of an implementation strategy for the Aerospace, **Aviation** and Defence ecosystem in Haryana.

Upon completion of this strategy and institutional review phase, the Consultant shall initiate and operationalize the complete scope of services envisaged under this Terms of Reference (ToR), for which the full team composition as prescribed in this RFP shall be deployed.

The overall scope of work is divided into **following tracks**:

Track 1	:	Support in Capacity Building and Project Management for Civil Aviation Department (CAD), Haryana.
Track 2	:	Deleted vide Corrigendum.
Track 3	:	Support for Establishing and Capacity Building of Haryana Airports Development Corporation Limited (HADC) and Civil Aviation Department (CAD), Haryana
Track 4	:	Support in Market Development of CAD and HADC
Task 5	:	Transaction Advisory for Aviation Ancillary Infrastructure (catering, cargo, flight training, MROetc.) in Haryana

3.1 Capacity Building and Project Management

3.1.1 Project Management Support

3.1.1.1 Support in documentation for project related activities i.e., drafting of minutes of the meeting, preparation of agendas, presentation etc.

3.1.1.2 Drafting concept notes, responses for facilitating state's participation in Government of India's initiatives/schemes.

3.1.1.3 Coordination with various agencies/ departments of centre/state governments as and when required for the project related activities.

3.1.1.4 Assist in preparation of progress reports, presentations, and review reports for status update by Project Monitoring Committee/Government Officer.

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

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

3.1.2 Assist in Market Demand Assessment.

The Consultant's role shall be limited to collection and assessment of data available from the concerned Government Departments. Primary/technical surveys are not included in the Consultant's scope of work.

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

3.1.2.2 Assist in preparation of documents for obtaining necessary approvals and NOCs from concerned government authorities and municipal corporations/local authorities for project development. **The Consultant is only required to facilitate through preparation of relevant documents.**

3.1.3 Support in Bid Process Management

3.1.3.1 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.

3.1.3.2 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.

3.1.3.3 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.

3.1.3.4 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. **The Consultant is only required to facilitate through preparation of relevant documents.**

3.1.3.5 Manage the bid process by holding pre-bid conferences, preparing responses and undertaking evaluation for procurement and engagement of agencies for various services required for airport operations and stakeholder consultation papers.

3.1.4 Training & Capacity Building

3.1.4.1 Prepare a capacity building plan based on the assessment and key vision objectives envisaged by the department.

3.1.4.2 Develop training modules and conduct training programs for the officers/ staff of the department.

3.2 Development of a conducive policy ecosystem for the growth of Aviation, Aerospace and Defence Entrepreneurship in Haryana- stands deleted vide Corrigendum, along with all its sub-clauses.

3.3 Support in establishing and project management for Haryana Airports Development Corp. Ltd.

3.3.1. Organization Planning & setting up of HADC.

3.3.1.1 Study, analyse and formulate the vision and objectives for HADC.

3.3.1.2 Design key operational processes, services, procedures for HADC.

3.3.1.3 Support in preparation of organizational structure and obtaining approval of organization structure, workforce requirement from the State Government.

3.3.1.4 Define roles & responsibilities of workforce at all levels along with delegation of decision-making powers and reporting structures of HADC. **The deployed resources shall**

prepare the Bye-laws, Rules and Organization Structure of HADC as per Government norms/rules.

3.3.1.5 Define workforce requirement and design Key Performance Indicators (KPI) for all unique roles for better output of HADC.

3.3.1.6 Assist in developing the process for hiring individual/subject-matter experts for HADC.

3.3.1.7 Preparation/updation of administrative manuals, Service rules/Bye-laws for HADC. The updates shall be made with reference to the existing Government norms/rules.

3.3.1.8 - stands deleted vide Corrigendum.

3.3.2 Support in Development and Promotion of Integrated Manufacturing Cluster (IMC) at Hisar - stands deleted vide Corrigendum, along with all its sub-clauses.

3.4 Support in Market Development.

3.4.1 Market Development.

3.4.1.1 Develop a Business Strategy Program/Plan for the department.

3.4.1.2 Create a marketing and branding strategy to promote the airports in the state and to attract airlines, passengers, and cargo operators.

3.4.1.3 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. These activities shall be at Hisar and such other locations as may be finalized by the State Government.

3.4.1.4 Support in accessing new generation marketing channels i.e., social media marketing, etc.

3.4.2 Digitization of CAD and HADC - stands deleted vide Corrigendum, along with all its sub-clauses.

3.5 Transaction Advisory for Aviation Ancillary Infrastructure (catering, cargo, flight training, MRO) in Haryana

The engagement shall cover transaction advisory support for the development of cargo, in-flight catering, flight training, and MRO (Maintenance, Repair & Overhaul) facilities in Haryana, encompassing feasibility assessment, PPP structuring, and bid process management.

3.5.1 Undertake a high-level feasibility assessment for cargo, in-flight catering, flight training, and MRO facilities in Haryana, covering demand outlook, broad market positioning, and key operational considerations. This will be supported by a preliminary financial and commercial assessment to establish overall project viability.

3.5.2 Based on the feasibility findings, develop an appropriate PPP structure including identification of suitable delivery models. This will also include preparation of key bid documents and support in stakeholder consultations, as required.

3.5.3 Provide support during the bid process, including assistance in issuance of bid documents, and support in evaluation and selection of bidders. The scope will extend up to award of the project.

4. Team Composition/ Key Resource Requirement

4.1 The team shall comprise of 06 (six) resources, mentored by a Project Advisor, the all resources shall be deployed within 90 days from the date of approval of the CVs of (approved firm after issuing of LoA) by the Department, failing which penalty as per Section 7.3(I) shall apply. The full team of 6 resources shall be deployed within 90 days from the date of approval of the CVs. The Project Advisor

shall be from the aviation and aerospace sector and shall be required in client office for all important presentation and meetings, as and when required by the Department.

Sr. No	Resource Category	Maximum Manmonth remunerations (INR) per month as per Department of IT, Electronics & Communication, Haryana's letter No. Admn/265/2 SIT/17493 dated 15.06.2026/C P:)	Proposed Role	Preferred Educational Qualification	Relevant Experience
4.1	Project Advisor (not to be deployed on the project)	Rs. 3.50 Lakh	Project Advisor	- More than 12 years experience - Post Graduation (MBA, PGDM, PGDBM, Masters or equivalent) - Graduation (B.E/ B.Tech/ B.Com/ BA/ BBA/ etc.)	- Overall guidance to the project team for effective execution of project scope. - Proven track record of aviation related transaction advocacy for MRO, Airports etc. - Should have undertaken at least 3 consulting projects at Indian airports - Extensive experience of transaction advisory, PPP structuring, financial modelling, policy implementation and execution.
4.2	Principal Consultant	Rs. 3.00 Lakh	Team Leader cum Aviation & Defence Industry Expert (Strategy Expert)	- Minimum overall experience of 10 years in a leadership role, overseeing multidisciplinary teams and ensuring timely and effective delivery of projects. - Post Graduation (MBA, PGDM, PGDBM, Masters or equivalent)	- Proven track record of providing strategic counsel to prominent stakeholders and organisations across diverse industries - Functional experience in strategy and planning, complex and large programme management, procurement of services, and policy development - Proficiency in planning and executing infrastructure initiatives on a large scale - Background in the aviation & transportation /industrial promotion and/or MSME sector desirable

Sr. No	Resource Category	Maximum Manmonth remuneration (INR) per month as per Department of IT, Electronics & Communication, Haryana's letter No. Admn/265/2 SIT/17493 dated 15.06.2026/C P:)	Proposed Role	Preferred Educational Qualification	Relevant Experience
4.3	Senior Consultant #1	Rs. 2.75 Lakh	Public Procurement Expert	▪ MBA/ PGDM/ PGDBM/ Masters/ Diploma or Equivalent	▪ Minimum overall experience of 5 years with at least 3 years' experience in undertaking public procurement
4.4	Senior Consultant #2	Rs. 2.75 Lakh	Public Policy Expert	▪ MBA/ PGDM/ PGDBM/ Masters or Equivalent	▪ Minimum overall experience of 4 years with 2 years' experience in policy formulation / advocacy
4.5	Senior Consultant #3	Rs. 2.75 Lakh	Marketing Expert	▪ MBA/ PGDM/ PGDBM/ Masters or Equivalent	▪ Minimum overall experience of 4 years with experience in market strategy, market research & analysis, media outreach, partnerships & collaborations ▪ Experience of handling projects in planning & implementation of marketing initiatives ▪ Experience of organising marketing and outreach events for central/state government ▪ Experience in creation of marketing collaterals for promotion of product/ services
4.6	Senior Consultant #4	Rs. 2.75 Lakh	IT Expert	▪ B.Tech / BE / MBA / PGDM / PGDBM / Masters or Equivalent	▪ Minimum overall experience of 4 years with at least 2 years' experience in IT advisory, or technology consulting ▪ Experience in planning and implementation of digitization initiatives, MIS platforms, or e-governance solutions ▪ Experience in dashboards, workflow automation, and digital monitoring platforms ▪ Understanding of data management systems, project monitoring tools

Sr. No	Resource Category	Maximum Manmonth remunerations (INR) per month as per Department of IT, Electronics & Communication, Haryana's letter No. Admn/265/2 SIT/17493 dated 15.06.2026/C P:)	Proposed Role	Preferred Educational Qualification	Relevant Experience
4.7	Senior Consultant #5	Rs. 2.75 Lakh	Commercial Expert	MBA/ PGDM/ PGDBM/ Masters or Equivalent	- Minimum overall experience of 4 years with at least 2 years' experience in commercial assessment, financial analysis, business modelling, or transaction advisory - Experience in PPP structuring, bid process support, and project commercialization - Experience in assessing investment opportunities, market potential, project viability, and private sector participation models - Experience in stakeholder consultations, investor outreach

4.2 List of Activities for each Resource

S. No	Resource Category	Proposed Role	Activities to be performed
1	Principal Consultant	Team Leader cum Aviation & Defence Industry Expert (Strategy Expert)	• Prepare a capacity building plan based on the assessment and key vision objectives envisaged by the department. • Assist in conducting market research to determine the potential demand for airport and aviation services in Haryana. • 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. • Coordination with various agencies/ departments of centre/state governments as and when required for the project related activities. • Study, analyse and formulate the vision and objectives for HADC. • Design key operational processes, services, procedures for HADC • Assist in the conduct of Spaces audit to establish an asset management system for HADC under the Civil Aviation department • Any other tasks and activities assigned by the department from time to time.
2	#1. Senior Consultant	Marketing, Expert	• A comprehensive review of the existing Aerospace and Defence manufacturing ecosystem in the state including the current level of technology, stakeholders etc. • Preparation of a plan for enhancing entrepreneurship in Aerospace and Defence Manufacturing to diversify into aerospace and defence. • 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. • 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. • Assist in conducting surveys to collect data and traffic data and real estate market information for suggesting commercial development opportunities. • Develop a Business Strategy Program/Plan for the department. • Create a marketing and branding strategy to promote the airports in the state and to attract airlines, passengers, and cargo operators. • Support in accessing new generation marketing channels i.e., social media marketing, etc. • Any other tasks and activities assigned by the department from time to time. • Coordinate and liaise with air operators and other

			stakeholders for revenue generation opportunities and related activities. (The activities relating to development of training modules and IMC, Hisar stand deleted vide Corrigendum.)
3	#2. Senior Consultant	Public Policy Expert	- Review of existing Haryana Aerospace and Defence Policy 2022 and its related schemes to recommend improvements. - Conduct policy benchmarking with leading states & countries in Aerospace and Defence industrial ecosystem. - 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 and MAKE-I & II of the Govt. of India. - 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. - Consultation with key internal and external stakeholders for the formation of a conducive policy framework and drafting of appropriate schemes for implementing such policies. - Support in preparation of organizational structure and obtaining approval of organization structure, workforce requirement from the State Government. - Define roles and responsibilities of workforce at all levels along with delegation of decision-making powers and the reporting structures of HADC. - Define workforce requirement and design Key Performance Indicators (KPI) for all unique roles for better output of HADC. - Support in preparation of administrative manuals, Service rules/Bye-laws for HADC. - Assistance in conduct of training programmes for staff related to implementation of department's policy and schemes. - Any other tasks and activities assigned by the department from time to time

4	#3. Senior Consultant	Public Procurement Expert	- Assist the department in engagement of third parties/ domain expert agencies required for implementation of aviation development projects. - Assist in developing the process for hiring individuals/ subject matter experts - 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. - Preparation of Terms of Reference (ToR), MoUs, and providing comments/inputs w.r.t Agreements/MoUs received from external stakeholders for signing with the department. - Support in tendering process involving organizing pre-bid meetings, evaluating bids, conducting negotiations, and assistance in the selection of subject matter experts, contractors, and agencies. - 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. - Manage the bid process by holding pre-bid conferences, preparing responses and undertaking evaluation for procurement and engagement of agencies for various services required for airport operations and stakeholder consultation papers. - Any other tasks and activities related to public procurement as assigned by the department from time to time.
5	#4. Senior Consultant	IT Expert	- Assist in development of program management frameworks, MIS systems, dashboards, and digital monitoring tools for tracking projects and departmental initiatives. - Support in development of data management protocols, reporting structures, and digital governance mechanisms. - Coordinate with IT agencies, software vendors, and implementation partners for deployment and stabilization of systems.
6	#5. Senior Consultant	Commercial Expert	- Support in preparation of business plans, financial models, revenue projections, and commercial feasibility assessments - Support in identification of revenue enhancement opportunities and private sector participation models for airport - Assist in evaluation of investment proposals, commercial bids, and financial submissions received from prospective investors - Support in stakeholder consultations with investors, developers, financial institutions, and industry participants - Assist in preparation of investment promotion material for attracting investments into Haryana.

5. Terms of reference

The Civil Aviation Department, Government of Haryana invites sealed tender offers (Technical and Financial Proposal) for providing advisory services for the “Project”.

5.1 Pre-Qualification Criteria

Sr. No.	Description	Mandatory documents to be submitted
1	The bidder should be a company registered under Indian Companies Act, 1956/2013 or a Partnership Firm registered under Indian Partnership Act, 1932 or a Proprietorship firm or Limited Liability Partnership Firm under Limited Liability Partnership Firm Act 2008.	Copy of Certificate of Incorporation for companies and LLP, Certified copy of Registered Partnership Deed for partnership firm
2	The bidder should have the presence in India for Last 10 years as on bid submission date.	Copy of Supporting documents – Incorporation Certificate
3	The bidder should have an average annual turnover from consulting service should be Rs. 75 Cr in India over the last three financial years (2023-24, 2024-25, 2025- 26) from consulting Services Only. The annual turnover for FY26 should be at least INR 100 Cr from consulting services only.	Copy of the audited Profit and Loss Statement of the company / Certificate from the Statutory auditor clearly stating the turnover from specified areas of business. Provisional certificate for FY27 will be accepted.
4	The bidder should have a net worth of Rs. 10 Cr as on 31st March 2025.	Certificate from the Statutory auditor clearly stating the turnover from specified areas of business, stating the net worth as on 31st March 2025. Provisional certificate for FY27 will be accepted.
5	The bidder shall have undertaken at least 1 consulting projects with a major airport in India or a project in aviation and aerospace sector in India. The categories listed (like airport advisory, heliport/airstrip advisory, aviation policy assignments, aerospace projects, and cargo/MRO/flight training related advisory etc.) with State/Central Government departments, PSUs, statutory bodies, or government-owned companies shall be acceptable under this criterion.	Certificate from a Chartered Accountant/Statutory Auditor indicating the full payment received or Completion Certificate
6	The bidder should have experience in 1 large PMU in aviation and aerospace sector with consultancy fee of at least INR 3 crore. Ongoing PMU assignments shall also be considered where 01 (one) year or more stands completed, subject to the client providing a performance certificate in favour of the PMU.	Certificate from a Chartered Accountant/Statutory Auditor indicating the full payment received or Completion Certificate
7	The Bidder should have more than 100 employees working full time	An undertaking/certificate from the HR Head of the bidder, confirming that the bidder has more than 100 full-time employees, shall suffice.
8	The Bidder Should have quality certification for the bidding entity ISO 9001	Copy of valid certificates/ citation of websites
9	The Bidder should not have been blacklisted by Central Government or any State Government	Declaration by the Bidder as per format given in the bid

	Organization / Department in India at the time of submission of the bid.	document
10	The bidder must have GST registration certificate and PAN as on last date of submission.	Copy of GST registration certificate. ▪ Copy of PAN
11	The bidder should have at least 5 years' experience in the aviation and aerospace sector (mandatory), including consulting projects with State/Central Government(s) and major airports in India.	Certificate from a Chartered Accountant/Statutory Auditor indicating the full payment received or Completion Certificate

5.2 Pre-bid Queries

- I. Bidders can submit their queries/ seek clarification by sending e-mails to the Department before the date of submission of pre-bid queries as stated in Section 5.9 regarding the Key events and dates.
- II. The Bidders will have to ensure that their queries should reach to the Department by email on or before last date for sending Pre-bid queries mentioned above.
- III. The queries should necessarily be submitted in the following format through e-mail by authorized representative of the bidder/Company/Agency.

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

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

5.3 Proposal

- I. The Proposal shall include the company profile and a compliance table indicating compliance against all the ToR requirements in terms of resource profile.
- II. The resources proposed shall possess the requisite educational qualification and experience as per this ToR. CVs of the proposed resources are not required to be submitted along with the bid. The selected bidder shall submit the CVs of the proposed resources within 15 days of issuance of LoA, and the Department shall finalize/approve the submitted CVs within 15 days of their submission.
- III. The proposals shall be signed on each page by the authorized representative of the bidder. The letter of authorization shall be indicated by written power-of-attorney/Board Resolution accompanying the proposal.
- IV. The Proposal validity period should be for 03 months from the date of submission of proposals by the bidders.

5.4 Amendments 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 bidder, 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 or to the companies/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.

5.5 Contract Period

The contract shall be valid for a period of 02 years starting from the date of signing of the contract which may be further extended for 01 year on mutual agreement and subject to satisfactory performance of the bidder during the contract period.

5.6 Proposal's Cost

The bidders shall bear all costs associated with the preparation and submission of the proposal, including the cost of presentation for clarification of proposal, the preparation or execution of any benchmark demonstration 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.

5.7 Submission of Proposal

- I. Bidders are advised to study the Terms of Reference carefully. Submission of proposal to be done after careful study and examination of the Terms of Reference with full understanding of its implications.
- II. The Technical and Financial Proposal must be submitted on e-Tenders (Haryana Govt. e-Procurement portal) only. No hardcopy submission is required of the Technical or Financial Proposal. Tender processing fee of INR 1,000 is payable on e-Tenders (Haryana Govt. e-Procurement portal)
- III. The Financial Proposal shall be submitted on the e-Tenders portal as per the prescribed format at Annexure III.
- IV. The Proposal shall be typed and signed by the bidder, or a person or persons duly authorized by the bidder.
- V. The proposal shall contain no interlineations, erasures or overwriting except as necessary to correct errors made by the bidder, in such case, corrections shall be initialled and stamped by the person or persons signing the proposal in original.

5.8 Address for Proposal Submission & Correspondence

The Technical and Financial Proposals shall be submitted online only, on the e-Tenders portal (Haryana Govt. e-Procurement portal – <https://etenders.hry.nic.in>). No physical/hardcopy submission of the proposal is required.

All correspondence and queries relating to this ToR shall be addressed to:

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

Contact Person: Mr. Pawan Kumar Sharma, Account Officer CAD (Mob- 9416866955)

Mr. Sandeep Kumar, Deputy Superintendent, Estt. Branch CAD (Mob- 9780493979)

5.9 Events & Dates

Event	Date/Time
Issue of Terms of Reference (ToR)	< >(D day)
Submission of Pre-bid Queries	< >(D + 07days)
Pre-Bid Meeting	Held on 02.07.2026
Last Date for Submission of Proposal	31.08.2026, 1700 hrs
Opening of Technical Proposal	< >(D + 22days)
Presentation by bidders	Not applicable - no technical presentation is required to be delivered before the Committee. The presentation covering the Approach & Methodology and Work Plan shall be submitted along with the Technical Proposal.
Declaration of Qualified Bidders	The bidder will be informed about the date & time later.
Opening of Financial Proposal	The bidder will be informed about the date & time later.
The place of opening of Financial Bid	O/o Civil Aviation Department, Haryana

Note: In the event of the date specified above being declared as a holiday for the Department, the due date will be the following working day. The Department reserves the right to postpone or cancel a scheduled meeting under “Key Events and Dates” at any time without assigning any reason.

5.9.1 Commencement and Signing of Contract.

- I. The contract will commence from the date of issuance of the Letter of Award (LoA), and the contract agreement shall be signed within 30 days from the date of issuance of LoA.
- II. The selected bidder shall submit the CVs along with qualification and experience certificates of the proposed resources within 15 days of issuance of LoA (CVs are not required to be submitted along with the bid). The Department shall finalize/approve the submitted CVs within 15 days of their submission. Only the CVs approved by the Department shall be deployed, and the resources shall be deployed within 90 days from the date of approval of the CVs, failing which penalty as per Section 7.3(I) shall apply.
- III. In the event, the date specified in clause 5.9 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.

5.9.2 Timelines and Validity

Items	Description/Validity Period
Proposal Validity Period	03 months from the date of submission of proposals by the bidders.
Period for furnishing Performance Bank Guarantee.	As per the performance bank guarantee clause given in the Terms of Reference i.e., within 15 days of receipt of LoA
Performance Bank Guarantee	As per the performance bank guarantee clause given in the Terms of Reference i.e., 3% of the total contract value.
Performance Bank Guarantee	06 months beyond Contract Period.

5.10 Timely Submission

- I. Bidders are solely responsible for the timely submission of the proposal on the e-Tenders portal by the date and time mentioned in "Key Events and Dates". Proposals received after the due date and time shall not be considered.
- II. The response to Terms of Reference/Technical proposal submitted by the bidders through courier/fax/or any other mode except email will not be considered. No further correspondence will be entertained in this matter.

5.11 Opening of Proposals

- I. Proposals will be opened in the presence of bidder representatives (if they are present, else it will be opened in the presence of the other representatives, or officials present).
- II. 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.
- III. The bidders' 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 bidders' representative shall sign the attendance register during the opening of proposals.
- IV. The bidders' 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.
- V. 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.

5.12 Communication with Civil Aviation Department

- I. No bidder shall contact Civil Aviation Department on any matter relating to its proposal, after opening the Financial Proposal till the contract is awarded.
- II. If the bidder 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 clause 5.8 above.
- III. Civil Aviation Department reserves the right to consider such information/ Communication and any effort by the bidder 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.

5.13 Selection of Consultant

- I. An Internal Committee of the Department shall evaluate the proposals and resumes received from the bidders.
- II. 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.

- III. The Internal Committee reserves the right to reject any or all proposals without assigning any reason.

6. Instructions to Bidders

6.1 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 bidder by correcting of the non-conformity.

6.2 Technical Proposal

- I. 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. **The same shall be submitted online on the e-Tenders portal under the Technical Proposal section.**
- II. 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 bidder in an organized and structured manner.
- III. The technical proposal should comprise of following:
 - a. Section I - Technical Proposal covering letter (Annexure – I)
 - b. Section II - Organization profile
 - c. Section III - Compliance Table
 - d. **Section IV - Deleted vide Corrigendum. CVs of proposed resources are not required to be submitted with the Technical Proposal; CVs shall be submitted after issuance of LoA in the format at Annexure - II.**
 - e. Section V – Bidder project experience
 - f. Section VI – Description of the approach and methodology
 - g. Section VII – Any other document as per evaluation criteria
 - h. Financial Proposal covering letter and Quote (Annexure – III)

6.3 Financial Proposal

- I. The bidder 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.
- II. The charges quoted shall be based on man-month rates for each category resource as per above mentioned clause 4.1. **The total lump-sum retainership fee shall be equal to the aggregate of the quoted man-month rates for all deployed resources over the entire contract period.**
- III. 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.
- IV. All taxes, as applicable from time to time, shall be borne by the Department.

- V. The Department may select the suitable manpower as per requirement of the project. Man-month rates per resource category so received from the selected bidder will be opened and negotiated by the Department before finalizing the contract, to ensure the quality of the individual recommended by the selected consultant.
- VI. The Financial Proposal shall be submitted online on the e-Tenders portal in the prescribed format under the Financial Proposal section.
- VII. The complete charges schedule should be submitted only in the 'Financial proposal' template provided in this document and the charges must be quoted only in Indian Rupees.

6.4 Correction of Errors

The bidder 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.

6.5 Price Composition

- I. The charges shall be on a fixed basis and should not be linked to foreign exchange.
- II. Each resource deployed at the department will be provided with the facility of a laptop/computer, mobile internet connectivity and mobile phone by the bidder.
- III. The Department will provide seating arrangement. Any travel, accommodation, boarding, and local travel required for the purpose of the assignment shall be undertaken only with prior written approval of the Department, and all the travel and bookings required for the purpose of the assignment shall be arranged by the Department.

6.6 Duration and Payment of Services

- I. The Project duration will be of 24 months. As per requirement/necessity of the department, the same may be further extended up to 12 months and this shall be subject to an escalation of 5%.
- II. The same will be communicated in writing to the consulting firm. The financial implication for the extension will be calculated on a pro-rata basis.
- III. The monthly retainerhip as quoted by the bidder shall be payable in equal monthly instalments.
- IV. Payment schedule for transaction projects shall be as follows:

Sr. No.	Deliverable	Timeline	Fee (%)
1.	Submission of feasibility report	T+8 weeks	50%
2.	Submission of draft tender documents	T+14 weeks	25%
3.	Submission of final tender documents	T+16 weeks	15%

4.	Bid process management until evaluation of proposals and submission of evaluation report	T+24 weeks	10%
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'T' here is the date when the Authority officially (in writing) communicates to the selected bidder the project for which the transaction is to be undertaken.

6.7 Evaluation of Offers

Scrutiny of Proposals will be done as mentioned below:

- I. **Technical Proposal Evaluation:** 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.
 - a. The technical evaluation will be done on basis of the information provided by bidder against the detailed evaluation criteria as mentioned in table below.

Sr. No	Bidder's Competence	Scoring	Supporting Documents
1	Experience of working in the aviation and aerospace sector. Bidder should have experience of working on an airport in India or a project in aviation and aerospace sector in India (25 marks)	1 project - 5 marks; 2-3 projects - 10 marks; ≥ 4 projects - 15 marks; A project of more than INR 3 Cr under this criterion - additional 5 marks; A project with the Ministry of Civil Aviation/AAI/experience in one of the defined areas in the RFP (Cargo/MRO/Flight training projects/In-flight Kitchen) - additional 5 marks.	Certificate from a Chartered Accountant/Statutory Auditor indicating the full payment received or Completion Certificate
2	Experience of undertaking large PMUs of more than INR 3 Cr in India (25 marks)	1 project - 0 marks; 2 projects - 10 marks; ≥3 projects - 15 marks; A PMU of more than INR 5 Cr under this criterion - additional 5 marks; A PMU in the aviation	Certificate from a Chartered Accountant/Statutory Auditor indicating the full payment received or Completion Certificate

		and aerospace sector of more than INR 3 Cr – additional 5 marks.	
3	Experience of closing successful transactions (in which concessionaires have been on boarded) in the aviation and aerospace sector in the last 5 years. (35 marks)	3 projects – 15 marks ≥4 projects – 20 marks Successful transaction in aviation and aerospace sector with a project cost of more than INR 1000 Cr – additional 15 marks	Certificate from a Chartered Accountant/Statutory Auditor indicating the full payment received or Completion Certificate.
4	Technical presentation • Approach and methodology • Work plan	15 marks	-

- b. Total – 100 marks. The bidder should score at least 75 marks to get qualified for financial bid opening.
- c. The CVs (including the CV of the Project Advisor) shall not be considered for evaluation and shall not carry any marks under the Technical Evaluation Criteria. The CVs shall be submitted within 15 days from the date of issuance of the Letter of Award (LoA) by the Department. The submitted CVs shall be reviewed and finalized/approved by the Department within 15 days from the date of their submission
- d. No technical presentation is required to be delivered before the Committee. The presentation covering the Approach & Methodology and Work Plan shall be submitted along with the Technical Proposal and shall be evaluated as part thereof.

II. Financial Proposal Evaluation: The financial proposals of only those bidders who score 75 marks or above in the technical evaluation shall be opened, on the date & time specified in the Key Events and Dates schedule.

The Financial Proposal shall comprise:

A lump sum fee for the 24-month retainership, and Transaction-specific fees, quoted separately for:

- i. Cargo and MRO projects (on a per-project basis)
- ii. Catering and Flight Training projects (on a per-project basis)

Weightages to each:

- i. Retainership (W_r) = 50%
- ii. Cargo and MRO (W_1) = 25%
- iii. Catering and flight training (W_2) = 25%

The Evaluated Financial Bid (EFB) will be calculated for all technically qualified bidders using the formula:

$$\text{Evaluated Financial Bid (EFB)} = (W_r \times Fr) + (W_1 \times F_1) + (W_2 \times F_2) = (0.50 \times Fr) + (0.25 \times F_1) + (0.25 \times F_2),$$

where Fr = retainership fee for 24 months, F1 = transaction fee for Cargo and MRO, and F2 = transaction fee for Catering and Flight Training.

The technically qualified bidder with the lowest Evaluated Financial Bid (EFB) shall be declared L1 and shall be awarded the contract.

In case of a tie in the EFB, the bidder with the higher technical score shall be declared L1.

7. General Terms & Conditions

7.1. General Terms

- I. The response to the Terms of Reference (ToR) has to be submitted in accordance with the Terms and Conditions mentioned in this ToR.
- II. The scope of work mentioned in the ToR is subject to revision and changes as mutually agreed between the client and the selected bidder.
- III. The Department reserves the right to cancel the ToR at any stage and can invite fresh ToR without assigning any reasons.
- IV. Forming of consortium or Joint venture is not allowed.
- V. The resources deployed shall ordinarily be stationed at Chandigarh; however, the Department may, at its discretion, require the resources to be stationed at/operate from Chandigarh/Haryana/NCR office, as per project requirements.
- VI. The Consultants/resources deployed shall follow Govt. of Haryana working hours and the working calendar issued by Govt. of Haryana. Leaves shall be permitted as per the norms of Govt. of Haryana. Additionally, the deployed resources may be required in Chandigarh/Haryana/NCR office as and when required by the Department.

7.2. Additional Expert

In case the Department requires Additional Expert to be engaged by the Consultant for a specific period in order to carry out the scope of work or any part of the Services, the rate of remuneration payable to such Additional Expert shall be based on the rates for other position as mentioned in the contract, which require similar qualifications and experience.

7.3. Replacement of Resources

- I. Post issuance of LoA, only the CVs approved by the Department shall be deployed. The selected bidder shall deploy the resources within 90 days from the date of approval of the CVs by the Department. In case of failure, a penalty of 5% of the quoted man-month fee of the concerned non-deployed resource shall be levied on a pro-rata basis for the period of delay.
- II. If at any point of time the Department finds that a deployed resource is not satisfactory, a replacement shall be demanded in writing, and the selected bidder shall provide the replacement within 60 days of such demand. Failure to provide the replacement within 60 days shall attract a penalty of 5% of the quoted man-month fee of the concerned resource, levied on a pro-rata basis for the period of delay.

7.5 Signature

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

7.6 Language of Proposal

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

7.7 Notification of Award

- I. The Department will notify the successful bidder in writing by email and speed post that its proposal has been accepted and issue a Letter of Award (LoA).
- II. The successful bidder has to furnish a Performance Bank Guarantee (3% of the contract value) to the Department **within 15 days** from the receipt of LoA.
- III. **Subsequently, the contract agreement will be shared with the successful bidder and it will be required to enter into a contract agreement with the Department within 30 days of issuance of LoA and deploy the resources within 90 days from the date of approval of the CVs by the Department.**

7.8 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:

- I. 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;
- II. Consult with any bidder in order to receive clarification or further information.
- III. Retain any information and/or evidence submitted to the Department by, on behalf of and/or in relation to any bidder; and/or
- IV. Independently verify, disqualify, reject and/or accept any and all submissions.

7.9 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.

7.10 Termination

- I. The Department may, without prejudice to any other remedy for breach of contract, by not less than thirty (30) days' written notice to the bidder, terminate the contract in whole or in part:
 - a. If the bidder 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.
 - b. OR if the bidder fails to perform any other obligation(s) under the contract.
 - c. OR if the bidder, in the judgment of the Department has engaged in corrupt or fraudulent practices in competing for or in executing the Contract.
- II. 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:

- a. If the Department fails to pay any money due to the bidder pursuant to the Contract within forty-five (45) days after receiving written notice from the bidder that such payment is overdue.
 - b. OR if as the result of Force Majeure, the bidder is unable to perform a material portion of the Services.
 - c. OR if the Department fails to perform any other obligation(s) under the contract.
- III. The bidder may terminate this agreement, or any services, immediately upon written notice to the Department if bidder reasonably determines that it can no longer provide the services in accordance with applicable law or professional obligations.

7.11 Governing Law and Dispute Resolution

- 7.11.1 This contract shall be governed by and construed in accordance with the laws of India, and the courts at Chandigarh shall have exclusive jurisdiction over all matters arising out of or relating to this contract.
- 7.11.2 Any dispute arising out of or in connection with this contract shall first be attempted to be resolved amicably through mutual consultation. Failing amicable resolution within thirty (30) days, the dispute shall be referred to arbitration in accordance with the Arbitration and Conciliation Act, 1996, as amended. The seat and venue of arbitration shall be Chandigarh and the language of arbitration shall be English.

7.12 Confidentiality

- 7.12.1 The Consultant shall treat as strictly confidential all data, documents, reports, and information of any kind furnished by or on behalf of the Department, or obtained by the Consultant in the course of performing the Services, and shall not disclose the same to any third party without the prior written consent of the Department.
- 7.12.2 The obligation of confidentiality shall not apply to information that is already in the public domain, is required to be disclosed by law or by order of a court or government authority, or was already lawfully in the possession of the Consultant prior to disclosure by the Department.
- 7.12.3 The Consultant shall ensure that its employees, personnel, and any permitted sub-consultants are bound by confidentiality obligations no less stringent than those set out in this clause.
- 7.12.4 The obligations under this clause shall survive the expiry or termination of the contract for a period of three (3) years, or such longer period as may be required under applicable law.

7.13 Intellectual Property Rights

- 7.13.1 All reports, documents, data, designs, software, tools, manuals, and other materials prepared or developed by the Consultant specifically for the Department in the course of performing the Services ("Deliverables") shall be the sole and exclusive property of the Department upon payment of the corresponding fees.
- 7.13.2 The Consultant shall not use, reproduce, or disclose the Deliverables for any purpose other than the performance of the Services, without the prior written consent of the Department.

7.13.3 Pre-existing intellectual property, tools and methodologies of the Consultant shall remain the property of the Consultant; however, all data used or generated for CAD/HADC shall be the property of the Department, the consultant will not use any other project of the firm or with third party.

7.13.4 The Consultant warrants that the Deliverables shall not infringe the intellectual property rights of any third party.

7.13.5 Notwithstanding the above, the tools and software used by the Consultant in the course of performing the Services may remain the intellectual property of the Consultant. However, any data collected, generated, processed or used for CAD/HADC/HICA under this assignment shall be the sole and exclusive property of the Department and shall be handed over to the Department upon expiry or termination of the contract and not use with any other project or with third party.

7.14 Indemnification

7.14.1 The Consultant shall indemnify, defend, and hold harmless the Department, its officers, employees, and agents from and against any and all claims, losses, damages, costs, and expenses (including reasonable legal fees) arising out of or in connection with: (a) any negligence, wilful misconduct, or breach of contract by the Consultant or its personnel; (b) any claim that the Deliverables or the Services infringe the intellectual property rights of a third party; and (c) any breach of the confidentiality obligations set out in this contract.

7.14.2 The Department shall promptly notify the Consultant of any claim for which indemnification is sought and shall provide reasonable cooperation, at the Consultant's expense, in the defence of such claim.

7.14.3 The indemnification obligations under this clause shall survive the expiry or termination of the contract.

7.15 Force Majeure

7.15.1 Neither party shall be liable for any delay or failure in the performance of its obligations under this contract if such delay or failure results from an event of Force Majeure, being an event beyond the reasonable control of the affected party, including but not limited to acts of God, war, riot, civil commotion, epidemic, pandemic, fire, flood, earthquake, or any order or restriction imposed by a government authority.

7.15.2 The party affected by an event of Force Majeure shall notify the other party in writing within seven (7) days of the occurrence of such event, specifying the nature and expected duration of the event, and shall use reasonable efforts to mitigate its effects.

7.15.3 If an event of Force Majeure continues for a period exceeding sixty (60) days, either party may terminate the contract by written notice to the other party, without either party being liable to the other except for payment for Services satisfactorily performed prior to such termination.

7.16 Data Protection and Data Security

7.16.1 The Consultant shall handle all data belonging to the Department, including personal data of citizens or officials, in accordance with applicable law and shall implement reasonable technical and organisational measures to protect such data against unauthorised access, loss, or disclosure.

7.16.2 The Consultant shall not transfer or store any Department data outside India without the prior written consent of the Department.

7.16.3 Upon expiry or termination of the contract, the Consultant shall, at the Department's option, return or securely destroy all Department data in its possession and shall provide written confirmation of such return or destruction.

7.17 Anti-Corruption and Conflict of Interest

7.17.1 The Consultant shall not offer, give, or agree to give, directly or indirectly, any gift, gratification, or benefit to any officer or employee of the Department in connection with this contract.

7.17.2 The Consultant shall disclose, prior to award of the contract and at any time thereafter, any actual or potential conflict of interest arising from its engagement, including any relationship with officials of the Department or other bidders.

7.17.3 Any breach of this clause shall entitle the Department to terminate the contract forthwith, forfeit the Performance Bank Guarantee, and take such other action as may be permissible under applicable law.

7.18 Notices

7.18.1 Any notice, request, or approval required or permitted to be given under this contract shall be in writing and shall be sent by registered post, speed post, or email to the address of the recipient party as specified in the contract.

7.18.2 A notice shall be deemed to have been duly served on the date of delivery, in the case of hand delivery or registered post, or on confirmation of transmission, in the case of email.

7.19 Entire Agreement, Amendment and Severability

7.19.1 This contract, together with its annexures and any documents incorporated by reference, constitutes the entire agreement between the parties and supersedes all prior understandings, whether oral or written, relating to its subject matter.

7.19.2 No amendment or modification to this contract shall be valid unless made in writing and signed by the authorised representatives of both parties.

7.19.3 If any provision of this contract is held to be invalid or unenforceable, the remaining provisions shall continue in full force and effect, and the invalid provision shall be replaced by a valid provision that most closely reflects the original intent of the parties.

7.20 Audit Rights

7.20.1 The Department, or its authorised representatives, shall have the right to inspect and audit the Consultant's records, accounts, and documentation directly relating to the Services, upon reasonable prior written notice.

7.20.2 The Consultant shall maintain accurate records relating to the Services and shall retain such records for a minimum period of three (3) years following completion or termination of the contract.

Annexure I – Technical Proposal Cover Letter

(Letter on the bidder's letter head)

To

The Director General,
Civil Aviation Department,
Government of Haryana.

**Subject: Submission of Technical Proposal for Selection of Project Management Unit (PMU)
for Process Improvement and Advisory Services to Civil Aviation Department,
Haryana.**

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

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

Subject: Submission of Financial Proposal for Selection of Project Management Unit (PMU) for Process Improvement and Advisory Services to Civil Aviation Department, Haryana.

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 as follows, exclusive of GST and other applicable taxes, to provide services for the project as detailed in the TOR.

1. A lump sum fee for the 24-month retainership = _____
2. Transaction-specific fee for cargo and MRO projects (on a per-project basis) = _____
3. Transaction fee for catering and flight training projects (on a per-project basis) = _____

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 (Annexure III)

Note: The man-month rate for the Project Advisor shall also be quoted in Annexure-III, as the Project Advisor shall be required in client office for all important presentations and meetings, as and when required by the Department.

(Amount in Rs.)

Sr. No.	Name of the Resource	Proposed Man-month rate (Excluding Taxes)
1		
2		
3		
4		
5		
6		
7		

Non – Blacklisting Declaration (Annexure – IV)

(To be provided on Bidder's letterhead)

To Whom It May Concern

1. I/we undersigned, do here by certify that all the statements made in the required attachments are true and correct.
2. The undersigned also hereby certifies that neither our firm/agency _____ nor any of its constituent partners have abandoned any work or any contract awarded to us for such works have been rescinded or neither Black listed nor Debarred from any Government, Semi-Government, any institutional firm or private companies, during last Three years prior to the date of this application.
3. The undersigned here by authorized(s) and request(s) any bank, person, firm or Authority to furnish pertinent information deemed necessary and request by the Department to verify this statement or regarding my(our) competence and general reputation.
4. The under signed understands and agrees that, further qualifying information may be requested, and agrees to furnish any such information at the request of the client.

Signature and Seal: _____

Name and Designation: _____

Address: _____

Contact Number: _____

Email: _____