

Pre-Bid Queries of RFP for Selection of Project Management Consultant (PMC) for Driving Detailed Design and Implementation of the Gujarat Unified Digital Stack (GUDS) Vision (RFP# GIL/e-Gov/PMC-GUDS)(GeM Bid No:-GEM/2025/B/6999779)				
Sr No	RFP reference	Content/Clause of RFP requiring Clarification	Clarification Sought/Suggestion	Response
1	5.1, Unified interface layer: Digital Gujarat 2.0	Outline the technology components that ensure an Omnichannel user experience while availing services through the unified interface	Please share the list of services envisaged for implementation under unified interface. (Name of the department and Name of the service)	Detailed information shall be shared with the successful bidder after award of the contract
2	5.1, Unified interface layer: Digital Gujarat 2.0	Define all the channels through which the users shall interact with the unified interface	Please share the expected current list of services and list of channels currently used.	Detailed information shall be shared with the successful bidder after award of the contract
3	5.1, Unified interface layer: Digital Gujarat 2.0	Grievance redressal and / or a complaint mgmt. system along with technical components where the SLAs will be managed for improvement of service quality.	Please share the existing list of the Grievance redressal system and or a complaint management system used for the state government related Grievance; like Grievance redressal system used at CM Cell, District Collectors office, MLA Camp office, Various Departments, Electricity Department, Call centers if any	Detailed information shall be shared with the successful bidder after award of the contract
4	5.1, Unified interface layer: Digital Gujarat 2.0	Chat bot / conversational interface where AI / GenAI will be leveraged to improve user experience	Please let us know whether Chat bot / conversational interface where AI / GenAI to be included as part of the SI deliverable. In that case, requesting you to share the expected scope and type of Chat bot to be developed.	The chatbot forms part of the System Integrator's deliverables. The detailed scope and specifications, including the type of chatbot, shall be shared with the successful bidder after award of the contract.
5	5.1 API Hub & Service Mesh layer	Describe the technical requirements for the API gateway that will need to process multiple concurrent API calls including traffic management, authorization and access control, monitoring, and API version	Please let us know the Count of APIs to be targeted under this project, details such as list of departments and applications, expected data to be shared will be use full.	Detailed information shall be shared with the successful bidder after award of the contract
6	5.1 State data lake and data exchange	Define the architecture blueprint for a federated state data Lakehouse platform to be implemented as the centralized data repository where large amounts of data from various sources are stored.	i. Please list of the applications to be target for the designing the data repository. ii. Please let us know whether data fiduciary / or nodal agency for data is implemented in the state iii. Please let us know whether DDPD 2023 Act need to be implemented as part this project iv. Please clarify whether stored data needs to be in English and Gujarati (Both) Or English alone	Detailed information shall be shared with the successful bidder after award of the contract
7	5.1 MVP Services	Develop end-to-end digital citizen and employee journeys for services that will be offered end-to-end on the platform for web, mobile app, WhatsApp for optimizing user experience across multiple channels	i. Please share the target list of end to end digital citizen and employee journey counts to be targeted for MVP	Detailed information shall be shared with the successful bidder after award of the contract

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8	6.2 Deliverables and activities, GPR / BPR Study Report	Department-wise process mapping, identification of redundancies, simplification and digitization recommendations aligned with GPR/BPR	In order to plan to resources and efforts estimation, Please share the list of departments, applications and process to be covered for each department	Detailed information shall be shared with the successful bidder after award of the contract
9	6.2 Deliverables and activities, As-Is Assessment report	Inventory of existing systems, data flows, infrastructure, integrations, and service-delivery mechanisms across departments.	Please let us know whether any repository is available about the existing applications, data flows, integration, services delivered (online & offline), service delivery work flow OR Data needs to be collected from the stakeholders.	Detailed information shall be shared with the successful bidder after award of the contract
10	6.2 GPR / BPR Study Report, Indicative Timeline	Department-wise process mapping, identification of redundancies, simplification and digitization recommendations aligned with GPR/BPR	Requesting you to consider 12 Weeks for the GPR/BPR Study Report	As per RFP
11	6.2 Timeline for As-Is Assessment Report, To-Be Process Design Report, Enterprise Architecture Design Document	As-Is Assessment Report, (Within 8 Weeks) To-Be Process Design Report (Within 10 Weeks) Enterprise Architecture Design Document (Within 12 Weeks)	Requesting you to consider As-Is Assessment Report, (Within 16 Weeks) To-Be Process Design Report (Within 22 Weeks) Enterprise Architecture Design Document (Within 26 Weeks) Draft RFP (within 30 Weeks) Selection of SI (Within 36 Weeks)	As per the RFP and the revised order of timelines, Point Nos. 2, 3, and 4 shall be delivered as follows: As-Is Assessment Report within 6 weeks, To-Be Process Design Report within 8 weeks, and GPR/BPR Study Report within 10 weeks, from the date of contract.
12	9.2, Pre-Qualification Criteria, Project Experience – Digital Governance / Enterprise Architecture	At least one (1) completed consultancy projects in India during the last 5 years for State/ Government Departments / PSUs (in India or Globally) with each project value \geq INR 2 crore, covering any of the	Requesting you to modify the clause as follows: At least one (1) completed consultancy projects in India during the last 5 years for State/ Government Departments / PSUs/ Quasi Government / BFSI (in India or Globally) with each project value \geq INR 2 crore, covering any of the following:	As per RFP
13	9.2, Pre-Qualification Criteria, Experience in Preparation of Government RFPs & Bid Process Management	At least one (01) project involving drafting of RFPs, bid evaluation support and vendor onboarding for Government or PSU clients (in India or Globally) with respect to e-Governance MMP Projects / Service Delivery Projects / IT Implementation Projects in the last 5 years.	Requesting you to modify the clause as follows: At least one (01) project involving drafting of RFPs, bid evaluation support and vendor onboarding for Government or PSU clients / Quasi Government / BFSI (in India or Globally) with respect to e-Governance MMP Projects / Service Delivery Projects / IT Implementation Projects in the last 5 years.	As per RFP
14	9.2, Pre-Qualification Criteria, At least one (1) completed assignment for Government / PSU (in India or Globally) related to AI strategy / data analytics / or emerging technology advisory in the last 5 years.	At least one (1) completed assignment for Government / PSU (in India or Globally) related to AI strategy / data analytics / or emerging technology advisory in the last 5 years.	Requesting you to modify the clause as follows: At least one (1) completed assignment for Government / PSU/ Quasi Government / BFSI (in India or Globally) related to AI strategy / data analytics / or emerging technology advisory in the last 5 years.	As per RFP
15	10.3, stage 2 technical evaluation : At least one (1) completed consultancy projects in India during the last 5 years for Government Departments / PSUs (in India or Globally) with each project value \geq INR 2 crore <i>each covering any of the</i>	At least one (1) completed consultancy projects in India during the last 5 years for Government Departments / PSUs (in India or Globally) with each project value \geq INR 2 crore each, covering any of the following	Requesting you to modify the clause as follows: At least one (1) completed consultancy projects in India during the last 5 years for State/ Government Departments / PSUs/ Quasi Government / BFSI (in India or Globally) with each project value \geq INR 2 crore, covering any of the following:	As per RFP

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16	10.3, stage 2 technical evaluation At least one (1) completed assignment for Government / PSU (in India or Globally) related to AI strategy / data analytics / or emerging technology advisory in the last 5 years.	At least one (1) completed assignment for Government / PSU (in India or Globally) related to AI strategy / data analytics / or emerging technology advisory in the last 5 years.	Requesting you to modify the clause as follows: At least one (1) completed assignment for Government / PSU / Quasi Government / BFSI (in India or Globally) related to AI strategy / data analytics / or emerging technology advisory in the last 5 years.	As per RFP
17	10.3, stage 2 technical evaluation Experience in Preparation of Government RFPs & Bid Process Management	At least one (01) project involving drafting of RFPs, bid evaluation support and vendor onboarding for Government or PSU clients (in India or Globally) with respect to e-Governance MMP Projects / Service Delivery Projects / IT Implementation Projects in the last 5 years.	Requesting you to modify the clause as follows: At least one (01) project involving drafting of RFPs, bid evaluation support and vendor onboarding for Government or PSU clients / Quasi Government / BFSI (in India or Globally) with respect to e-Governance MMP Projects / Service Delivery Projects / IT Implementation Projects in the last 5 years.	As per RFP
18	Indemnity		The Client shall indemnify and hold harmless the Protiviti India for all Losses incurred in connection with any third-party Claim, except to the extent finally judicially determined to have resulted primarily from the fraud or bad faith of such Protiviti India.	As per RFP
19	Limitation of the Bidder's Liability towards the Purchaser		The Client (and any others for whom Services are provided) shall not recover from the Bidder, in contract or tort, under statute or otherwise, any amount with respect to loss of profit, data or goodwill, or any other consequential, incidental, indirect, punitive or special damages in connection with claims arising out of this Agreement or otherwise relating to the Services, whether or not the likelihood of such loss or damage was contemplated. The Client (and any others for whom Services are provided) shall not recover from the Bidder, in contract or tort, including indemnification obligations under this contract, under statute or otherwise, aggregate damages in excess of the fees actually paid for the Services that directly caused the loss in connection with claims arising out of this Agreement or otherwise relating to the Services. The Client (and any others for whom Services are provided) shall not recover from the Bidder, in contract or tort, under statute or otherwise, any amount with respect to loss of profit, data or goodwill, or any other consequential, incidental, indirect, punitive or special damages in connection with claims arising	As per RFP

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20	Non-solicitation		<p>During the Restricted Period, no Engagement Personnel of either party shall solicit for employment any Engagement Personnel of the other party.</p> <p>“Engagement Personnel” shall be defined as only those personnel of either party who</p> <ul style="list-style-type: none"> a) are directly involved in the provision of Services under the applicable Statement of Work, or b) are the direct recipients of such Services. <p>The “Restricted Period” shall be defined to include</p> <ul style="list-style-type: none"> a) the Term of the applicable Statement of Work, b) a period of 12 months after the expiration of such Term, and c) for those Engagement Personnel whose involvement as a direct provider or recipient of Services ends prior to the expiration of the Term, for 12 months after such involvement ends <p>Provided, that this restriction shall not apply to</p> <ul style="list-style-type: none"> a) Engagement Personnel of a party who respond to general 	As per RFP
21	Force Majeure		<p>I. To the extent that the provision of the Services is impacted by a pandemic (including COVID19) and any reasonable concerns or measures taken to protect the health and safety interests of either Party's personnel, the Parties will work together to amend the Agreement to provide for the Services to be delivered in an appropriate manner, including any resulting modifications with respect to the timelines, location, or manner of the delivery of Services.</p> <p>II. Where the Bidder Personnel are required to be present at Client's premises, the Bidder will use reasonable efforts to provide the Services on-site at Client side, provided that, in light of a pandemic the parties agree to cooperate to allow for remote working and/or an extended timeframe to the extent</p> <ul style="list-style-type: none"> a) any government or similar entity implements restrictions that may interfere with provision of onsite Services or either party implements voluntary limitations on travel or 	As per RFP
22	Termination for Convenience		<p>In case of termination, Client shall pay the Bidder for all work-in progress, Services already performed, and expenses incurred by the Bidder up to and including the effective date of the termination of this Agreement.</p>	As per RFP
23	Retention of copies		<p>On payment of all Protiviti India fees in connection with this Contract, the Client shall obtain a non-exclusive license to use within its internal business, subject to the other provisions of this Contract, any Deliverables or work product for the purpose for which the Deliverables or work product were supplied. Protiviti India retains all rights in the Deliverables and work product and in any intellectual property rights thereto.</p>	As per RFP
24	Non-Exclusivity		<p>It is agreed that the services are being rendered on a non-exclusive basis and the Bidder shall have the right to pursue business opportunities that it may in its sole discretion deem appropriate.</p>	As per RFP

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25	Confidential Information		<p>I. Confidential Information shall include any information which is identified by you at the time of disclosure as being of a confidential nature (including, but not limited to, business plans, products, trade secret processes or methodologies, software, documentation, design specifications, other technical documents and other proprietary rights or information) or that is disclosed to us under circumstances that would lead a reasonable person to understand that such information is confidential or proprietary in nature.</p> <p>Confidential Information does not include information that</p> <ul style="list-style-type: none"> a) is or becomes generally available to the public without breach by us of our confidentiality obligations under this Services Contract, b) is received by us from a third party without restriction against disclosure, c) was known to us without restriction prior to disclosure, or d) is independently developed by us without subsequent use of Confidential Information <p>II. We shall protect the Confidential Information in a manner</p>	As per RFP
26	Variation in Scope of Contract		For any changes in the scope beyond the stipulated scope of services mentioned in the RFP, we would request the Client to consider additional professional fees as per mutually agreed terms and conditions.	As per RFP
27	9.2 Pre-Qualification Criteria Point-2	The Bidder should have an average annual turnover from consultancy services of at least Rs. 100 Crore during the last three financial years (2022-23, 2023-24 and 2024-25).	The Bidder should have an average annual turnover from consultancy services of at least Rs. 100 50 Crore during the last three financial years (2022-23, 2023-24 and 2024-25).	As per RFP
28	10.3 Stage 2 : Technical Evaluation Point 1.1	<p>The Bidder should have an average annual turnover from consultancy services of at least Rs. 100 Crore during the last three financial years (2022-23, 2023-24 and 2024-25).</p> <p>Average annual turnover >INR 200 Cr: 5 marks</p> <p>Average annual turnover INR 100-200 Cr: 3 marks</p>	<p>The Bidder should have an average annual turnover from consultancy services of at least Rs. 100 50 Crore during the last three financial years (2022-23, 2023-24 and 2024-25).</p> <p>Average annual turnover >INR 100 Cr: 5 marks</p> <p>Average annual turnover INR 75-100 Cr: 3 marks</p> <p>Average annual turnover INR 50-75 Cr: 3 marks</p>	As per RFP

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29	10.3 Stage 2 : Technical Evaluation Point 1.2	<p>At least one (1) completed consultancy projects in India during the last 5 years for State/ Government Departments / PSUs (in India or Globally) with each project value 2 crore, covering any of the following:</p> <ul style="list-style-type: none"> i. Digital governance strategy / e-Governance architecture ii. State-wide data lake or platform design iii. GPR/BPR or process digitization iv. Program Management for multistakeholder IT initiatives <p>4 projects: 15 marks 2-3 projects: 10 marks 1 project: 5 marks</p>	<p>At least one (1) completed/ Ongoing consultancy projects in India during the last 5 years for State/ Government Departments / PSUs (in India or Globally) with each project value 2 crore, covering any of the following:</p> <ul style="list-style-type: none"> i. Digital governance strategy / e-Governance architecture ii. State-wide data lake or platform design iii. GPR/BPR or process digitization iv. Program Management for multistakeholder IT initiatives <p>4 projects: 15 marks 2-3 projects: 10 marks 1 project: 5 marks</p>	As per RFP
30	Section 4- Architecture Diagram (Pages 13–14)	Layers 4 & 8 (Departmental Applications and Governance Framework) are greyed out	Authority is requested to clarify if these layers are to be dealt with 'As-Is' and PMC's role is limited to interdepartmental coordination only	As per RFP
31	Section 5.1- API Hub & Service Mesh (Page 15)	Define approach for onboarding and managing integrations with other GoG departments	It is assumed that all siloed services/applications already developed by GoG can push/pull data via APIs. Please clarify PMC's role when source applications cannot provide APIs, or in cases of vendor lock-in or legacy DB stacks	As per RFP
32	Section 5.1- Infrastructure Layer (Page 16)	Review the infrastructure architecture in line with the proposed data centre	It is assumed that the cloud infrastructure and solution is being proposed by the Government of Gujarat and the procurement of the same from the GUDS SI / MSP is not in scope . Kindly confirm?	As per RFP
33	Section 5.1 – State Data Lake & Data Exchange (Page 16)	Define architecture blueprint for federated state Data Lakehouse platform	Will ETL-related activities be supported by existing vendors/ departments, or will it be the sole responsibility of the SI for GUDS?	As per RFP
34	Section 5.2 – Unified Citizen Interface (Page 16)	Provide assistance to departments in conducting End-to-End Government Process Re-engineering (GPR) to ensure all citizen and internal services are "digital by default" and align with the Unified Service Interfaces (Digital Gujarat 2.0)	<p>Authority's guidance and confirmation on the following points:</p> <ol style="list-style-type: none"> 1. Kindly provide the estimated number of services/processes that are expected to undergo re-engineering 2. Please confirm whether a phase-wise approach has been planned for executing the Business Process Reengineering (BPR) activities 3. We request clarification on whether the approval of BPR/To-Be documents and reports will rest with the respective departments or with GIL/DST 4. In view of the above, the proposed timeline of 10 weeks appears insufficient for re-engineering all services currently managed by GIL/DST or GoG. We request the Authority to kindly reconsider the timeline for this activity 	Detail shall be shared with the successful bidder after award of the contract
35	Section 6.2- Deliverables (Page 23)	GPR/BPR report within 6 weeks; As-Is within 8 weeks; To-Be within 10 weeks	Request the authority to rearrange activities as BPR report is usually submitted after completing AS-IS	As clarified in response to Query No. 11

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36	Section 6.2- Deliverables (Pages 23–24)	1. Draft RFP- RFP 1: RFP for Unified Citizen Interface (Digital Gujarat 2.0) RFP 2: RFP for API Hub / Service Mesh Platform RFP 2: RFP for creation of State Data Lake, Data Set and Data Exchange Project 2. Preparation of two RFPs with detailed functional, technical, and SLA requirements; evaluation criteria and governance structure	Authority is requested to kindly clarify whether API Hub and State Data Lake will have separate RFPs or a single combined RFP	the API Hub and the State Data Lake shall be taken up through separate RFPs.
37	Section 6.3 & 11.2- Payment Terms (Pages 24 & 38)	Payments shall be quarterly based on QPR	Request to consider monthly payments instead of quarterly, aligned with monthly progress reports required during the project and resource variations in Phase 2	As per RFP
38	Section 7.1- Overall Duration (Pages 25)	1. The engagement will last for a duration of 12 months from the date of award of the contract. This engagement can be further extended in 12 monthly phases for up to a maximum of 36-months from the date of award, at the discretion of the tendering authority 2. Stage II- Implementation & Monitoring Phase - 7 to 24 Months	Please confirm the actual program duration whether it is of 12 months duration with an extension of 2 years or whether it is of 24 months with an extension of 1 year	It is clarified and revised in Section 7.1 & 7.2 "The engagement will last for a duration of 24 months from the date of award of the contract. This engagement can be further extended in 12 months for up to a maximum of 36-months from the date of award, at the discretion of the tendering authority" Accordingly, the Price Bid format is amended, and bidders are required to quote the manpower rates for a period of 24 (twenty-four) months instead of 12 (twelve) months. and The Performance Bank Guarantee (PBG) shall initially be valid for 26 months. In the event of any extension of the contract beyond 24 months, the successful bidder shall submit an extended PBG in accordance with the existing RFP and bid terms, covering an additional period of 14 months.
39	Section 8.2 – Team Structure, Qualification and Experience Requirements (Pages 28–29)	Analyst/Business Consultant- 1 resource	Kindly increase the number of Analysts to 2, considering extensive GPR/BPR work in first six months and UAT support later	As per RFP
40	Section 8.4 – Deployment Conditions (Pages 28)	Unsatisfactory performers may be replaced by the consultant within 15 days of written notice.	Kindly allow 45 days for replacement to ensure equal/higher qualification and experience	As per RFP
41	10.3 Stage 2: Technical Evaluation– Technical Evaluation Criteria and Scoring Matrix (Pages 30-31)	Project experience has been sought from bidders in following three categories: 1. Digital governance strategy / e-Governance architecture, State-wide data lake or platform Design, GPR/BPR or process digitization, Program Management for multi-stakeholder IT initiative	The Authority is requested to confirm whether the same project can be considered under all three categories, provided the project scope meets and fulfills all the required credential criteria such as project value, scope, and duration specified for these categories.	As per RFP

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42	Section 10.1 – Evaluation & Selection Methodology (Pages 34–36)	The selection of the Project Management Consultant (PMC) shall follow a Quality and Cost-Based Selection (QCBS) process with a weightage of 70% for Technical Evaluation and 30% for Financial Evaluation	Authority is requested to kindly consider revising QCBS ratio to 80:20, given the technical complexity and strategic nature of the engagement	<p>It is clarifies that the selection shall be carried out under the Quality and Cost Based Selection (QCBS) method with a weightage of 70% for Technical Score (T) and 30% for Financial Score (F).</p> <p>The Composite Score (CS) of each technically qualified bidder shall be computed as follows:</p> $CS = (T \times 0.70) + (F \times 0.30)$ <p>Where:</p> <p>T = Normalized Technical Score of the bidder F = Normalized Financial Score of the bidder</p> <p>Bidders shall be ranked in descending order of the Composite Score, and the bidder securing the highest Composite Score(H1) shall be considered for award of the contract, subject to fulfillment of all other RFP conditions.</p>
43	Bid Document	Bid Submission Date 05.01.2026	Authority is kindly requested to consider extending the bid submission deadline by two weeks, in view of the year-end holidays, the time required for internal risk approvals, and to enable preparation and submission of a comprehensive proposal.	Any extension in the bid submission timeline, if approved, shall be reflected on the GeM portal.
44	Page no. 36 and 5; Clause no. 10.5 Composite Score and Final Ranking	The final score (S) shall be computed using the QCBS formula	<p>The RFP has mentioned the QCBS formula differently at 2 places (Clause 10.5 on page 36 vs clause 1.2 on Page 5 - screenshots included below).</p> <p>Given the complexity and strategic nature of this assignment and given past precedence from similar strategic assignments in the Indian public sector (central ministries, departments, state ministries, PSUs) in last 5 years, we request you to keep the evaluation of the bids to a QCBS 80:20 model. Similar practice is followed typically for such strategic consulting RfPs. Example RfPs from Central Ministries and State RfPs:</p> <ol style="list-style-type: none"> 1. Ministry of Commerce and Industry - RFP for Preparation of Services Exports Roadmap 2030 (2023) 2. Government of Chhattisgarh - RFP for Preparation of 2047 Vision Document (2024) 3. NABARD - Consultant for Operationalization of Shared Services Entity (2025) 4. National High Speed Rail (Ministry of Railways) - Strategy Consultant for Operation, Marketing, Technology, Revenue, Cost and Overall Business (2025) 	As clarified in response to Query No. 42

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		<div style="border: 1px solid black; padding: 5px;"> <p>10.5 Composite Score and Final Ranking</p> <p>The final score (S) shall be computed using the QCBII formula:</p> $S = (Tn \times 0.30) + (Fn \times 0.25) + (Tn \times 0.30) + (Fn \times 0.25)$ <p>Where:</p> <ul style="list-style-type: none"> • Tn = Normalized Technical Score = (Tn / Tnmax) × 200 • Fn = Normalized Financial Score • S = Combined (Composite) Score </div> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>1.1 Key Details</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Position</th> <th style="text-align: left;">Details</th> </tr> </thead> <tbody> <tr> <td>Tendering Authority</td> <td>Gujarat Electronics Limited Directorate of IT & Electronics</td> </tr> <tr> <td>Ref. Reference No.</td> <td>MRPA-PR-0001</td> </tr> <tr> <td>Title of RFP</td> <td>Service of Project and Management Consultancy (PMC) for Rapid Centralization of State (RCS)</td> </tr> <tr> <td>Method of Selection</td> <td>Quotation and Cost Based Selection (QCBII - TCS)</td> </tr> <tr> <td>RFP Type</td> <td>Open</td> </tr> <tr> <td>Doc Security / EAS</td> <td>4500.00/-</td> </tr> </tbody> </table> </div>	Position	Details	Tendering Authority	Gujarat Electronics Limited Directorate of IT & Electronics	Ref. Reference No.	MRPA-PR-0001	Title of RFP	Service of Project and Management Consultancy (PMC) for Rapid Centralization of State (RCS)	Method of Selection	Quotation and Cost Based Selection (QCBII - TCS)	RFP Type	Open	Doc Security / EAS	4500.00/-	<p>5. Government of Gujarat GRIT: Economic Master Plans for 3 regions (2025)</p> <p>In certain cases, we have also seen RFPs with 75:25 techno-commercial evaluation, e.g.:</p> <ol style="list-style-type: none"> 1. Ministry of Petroleum and Natural Gas - Formulating & implementing strategic initiatives and a comprehensive restructuring plan 2. Ministry of Electronics & Information Technology - Engagement of Consulting Services for Growth, Adoption and Enhancement of the AlKosh Platform under the IndiaAI Mission 3. Bank of Baroda - Business process Re-engineering and Innovation <p>For reference:</p> <p>(A) Page 36 of the RFP</p>	<p>As per RFP and clarified in query No.42</p>
Position	Details																	
Tendering Authority	Gujarat Electronics Limited Directorate of IT & Electronics																	
Ref. Reference No.	MRPA-PR-0001																	
Title of RFP	Service of Project and Management Consultancy (PMC) for Rapid Centralization of State (RCS)																	
Method of Selection	Quotation and Cost Based Selection (QCBII - TCS)																	
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Doc Security / EAS	4500.00/-																	

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45	Page no. 35; Clause no. 10.3 Stage 2: Technical Evaluation	Sr No. 5 - Quality and Process Certifications • CMMI Level 5: 10 marks • CMMI Level 3 or 4: 8 marks • ISO 9001/27001 (if no CMMI): 5 marks	The technical evaluation criteria allocate marks for CMMI and ISO certifications. These certifications are typically held by IT product or service firms. Since the current RFP pertains to the engagement of a Management Consultant for Project Management Consultancy services, such certifications are not relevant to the nature of the assignment. In fact, this requirement may deter participation from Tier 1 pure play consulting players. We therefore request the Authority to kindly reconsider and remove these certification-based marks from the technical evaluation. The same marks may instead be reallocated to more relevant criteria, such as the Presentation / Demonstration before the Evaluation Committee.	It is hereby clarified and amended that the marks earlier assigned under Attribute Sr. No. 5 – Quality and Process Certifications are removed. The said 10 marks have been added to Attribute Sr. No. 3 – Presentation / Demonstration to the Evaluation Committee. Accordingly, the maximum marks for Attribute Sr. No. 3 – Presentation / Demonstration to the Evaluation Committee shall now be 45 marks.
46	Page No. 27; Clause No. 8.2	Team Structure, Qualification and Experience Requirements	The RFP currently asks for 6 roles to be onsite at all times (Project Manager, Enterprise / Solution Architect, GPR / BPR Expert, Procurement / Tech Sourcing Expert, Emerging Tech Expert (AI & Data Science) , Analyst / Business Consultant). To best serve the scope of the engagement mentioned in the RFP, we suggest to make the following changes - (A) Core on-ground team stationed at DST should comprise a Project Manager and a team of total 3 Analysts/Consultants (Technical and Business) to conduct benchmarking and comparative analysis with global best practices, design and refine deliverables, ensure alignment across workstreams, and work in close collaboration with the DST team for review, validation, and timely implementation of project activities. The 3 Analysts/Consultants capacity would also be needed to interface with prioritised departments for GPR activities. (B) The profiles asked for 4 positions (Enterprise / Solution Architect, GPR / BPR Expert, Procurement / Tech Sourcing Expert, Emerging Tech Expert (AI & Data Science)) that are expertise driven in nature. Engagement of Subject Matter Experts (SMEs) is typically periodic and need-based for project	As per RFP
47				As per RFP

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48	Page 30 & 31; Clause no. 9.2 Pre-Qualification Criteria Sr. No. (3) (4) (5)	Supporting Documents to be submitted: Work Order + Completion Certificate /Client Appreciation Letter/ Certificate of Satisfactory Performance	<p>We have signed confidentiality agreements with our clients that limit our ability to disclose their names & the Work Orders / Agreements/ Completion Certificates.</p> <p>We shall be happy to disclose the same where we are legally permitted to. However for others, we request you to accept the self-certificate by Managing Director (MD) instead of the Work Orders / Agreements/ Completion Certificates, with a description of client, without explicitly disclosing their names, the nature of services we performed for them, the duration of the project and the contract value. We can additionally submit CA certificate to ensure authenticity of information over and above MD self-certificate.</p> <p>Please also note that this is a norm in many recent RFPs for central/ state Governments like:</p> <ul style="list-style-type: none"> a. Engagement of Consulting firm for Benchmarking of Research and Development Activities of HAL with Global Aerospace and Defence Companies issued in 2025 b. Request for Proposals for Strategic Support Unit for the 	<p>In cases where the bidder has executed a valid Non-Disclosure Agreement (NDA) with the client, the bidder may submit project details with masking of the client's name, clearly mentioning the nature and scope of services rendered, duration of the assignment, contract value, and deliverables, duly supported by a self-certificate issued by the authorized signatory/Managing Director. Submission of a CA certificate certifying the authenticity of the information may also be provided.</p> <p>However, where no NDA restrictions exist, bidders are required to submit documentary evidence strictly as specified in the RFP, such as Work Orders / Agreements / Completion Certificates, without masking, to substantiate their eligibility and experience claims.</p>

Sr No	RFP reference	Content/Clause of RFP requiring Clarification	Clarification Sought/Suggestion	Response
49	Page no. 33; Clause no. 10.3 Stage 2: Technical Evaluation	Sr. no 1 - Average annual turnover >INR 200 Cr: 5 marks	Generally, the annual turnover is an eligibility criterion rather than an evaluation criterion. This allows participation by the relevant consulting firms. Hence, we request you remove this evaluation criteria and allocate these 5 marks to the Presentation / Demonstration to Evaluation Committee.	As per RFP
50	Page no. 22; Clause no. 6.2	Deliverables and Activities	We suggest the following changes in the deliverables schedule A) GPR / BPR Study Report (Within 6 weeks) - Department wise process mapping and re-design across all departments will take time given the volume of processes. We suggest this deliverable to be defined as GPR / BPR of mutually defined top 10 processes, and then the remaining processes can be continued based on the principles set. B) Onboarding of System Integrator (SI) - The actual contract finalization may take time depending upon approval / contract award timelines at DST and the selected vendor. We request to limit this deliverable till the award finalization stage. Also, selection and onboarding have dependencies on govt. ministries / departments for approval timelines, well as some dependencies on the prospective vendor requests, not in the direct control for consultant. Hence, we request to add "Consultant would not be held accountable Delays not attributable to consultants directly".	As per RFP and response as per Query No.11
51	Page no. 22, Clause no. 6.3 – 4; Page no. 37, Clause no. 11.2 – 2	Performance Review	We suggest removing the reference of 'satisfaction', since it is arbitrary. Instead, performance review can be linked to the acceptance criteria in section 6.5.	As per RFP
52	Page no. 38, Clause no. 11.7	Leave entitlement	Please confirm that leave entitlement would be over and above regular government holidays. Please also confirm whether the state government holiday calendar would be followed, or the bidder's organisation holiday calendar for the same.	The deployed resources shall adhere to the State Government GAD holiday calendar, and all other terms and conditions shall be as per the RFP.
53	Page no. 7, Clause no. 2.3	Consortium and Sub-contracting	While the general guidance on Consortium and Sub-contracting is noted, in certain specific cases, based on specific expertise needed, hiring of sub-contracting may be allowed with explicit approval from GIL.	As per RFP
54	Page no. 24, Clause no. 2.4	Deliverable Approval	To simplify / standardise the submissions, we request that all the deliverables to be submitted in English language. Any translations of documents, if needed could be led by GIL / State department, to ensure consistency of language with State's local linguistic style and preferences. We also propose the submission of deliverables to be deemed accepted post 15 days of submission in case we do not hear back on the deliverables.	As per RFP

Sr No	RFP reference	Content/Clause of RFP requiring Clarification	Clarification Sought/Suggestion	Response
55	Page no. 25, 42; Clause no. 7.3; 13.10	Termination	<p>We suggest that the termination of the Agreement should only be triggered by material breach or an insolvency event, accordingly, we recommend deleting termination for convenience. Further, we propose that the right to terminate the agreement for material breach/ cause should be mutual for both parties.</p> <p>We would also like to clarify that upon termination or expiry, we shall be paid for all services performed and Deliverables provided up till the date of termination.</p>	As per RFP
56	Page no. 29, Clause no. 8.5	Individual NDAs	<p>We have individual NDAs already in place with each employee. We affirm confidentiality on behalf of all our employees. We propose the NDA to be signed with the consulting firm as part of the contract, so that all employees are covered by default for this engagement.</p>	As per RFP
57	Page no. 30; Clause no. 9.2	Confidentiality and Data Protection	<p>We propose to make the confidentiality obligations in the contract mutual for both parties.</p> <p>Additionally, to be compliant with any legal or tax orders, we request that we are allowed to retain the copies of the reports or deliverables submitted by us as evidence of the work completed by us under this contract.</p> <p>We suggest that neither party may make any public announcement or press release regarding the engagement or deliverables provided/ services performed, nor include the deliverables in any prospectus, proxy statement, offering memorandum or similar document or materials prepared for public distribution, without the prior written consent of the other party.</p>	As per RFP
58	Page no. 41; Clause no. 13.6	IPR	<p>Each party shall retain its pre-existing/ background IP. We agree to provide the client the final versions of the materials, reports and presentations prepared by us for delivery to client (the "Deliverables").</p> <p>We shall not preclude the client from sharing the deliverables with any third parties, however, we request the client to ensure that such third parties sign our standard non-reliance letter before the client shares deliverables and any third-party having access to the report or presentation may use it on a non-reliance basis. This would protect us from risks of third-party claims based on reliance on the deliverables, which are prepared only for the client's organization. We are not willing to assume any legal obligations to non-clients that could arise from the redistribution of our work and we do not owe the duty of care towards the third party.</p>	As per RFP
59	Page no. 42; Clause no. 13.7	Indemnity	<p>We agree to the indemnity provisions under clause 13.7. We suggest that all claims, including any indemnities, shall be capped at fees paid in the 12 months preceding the claim. Further, neither party shall be liable for indirect or consequential losses.</p>	As per RFP

Sr No	RFP reference	Content/Clause of RFP requiring Clarification	Clarification Sought/Suggestion	Response
60	9.2, page 30	Project Experience – Digital Governance / Enterprise Architecture At least one (1) completed consultancy projects in India during the last 5 years for State/ Government Departments / PSUs (in India or Globally) with each project value \geq INR 2 crore, covering any of the following: i. Digital governance strategy / e- Governance	Current PQ allows agency to bid with experience in Program management with multi-stakeholder IT initiatives and 2 Crore or more value. We request following changes to allow experienced firms to qualify: Project Experience – Digital Governance / Enterprise Architecture At least one (1) completed consultancy projects in India during the last 5 years for State/ Government Departments / PSUs (in India or Globally) with each project value \geq 2 Crore or more, covering at least TWO of the following in the same project: i. Digital governance strategy / e- Governance architecture ii. State-wide data lake or platform	As per RFP
61	10.5, page 36	$S = (Tn \times 0.80) + (Fn \times 0.20)$ $S = (Tn \times 0.80) + (Fn \times 0.30)$ $S = (Tn \times 0.70) + (Fn \times 0.30)$	Kindly clarify evaluation	As clarified in response to Query No. 42
62	10.3, page 33	At least one (1) completed consultancy projects in India during the last 5 years for Government Departments / PSUs (in India or Globally) with each project value \geq INR 2 crore each, covering any of the following: • Digital governance strategy / e- Governance architecture • State-wide data lake or platform design • GPR/BPR or	Experience in consultancy projects in India during the last 5 years for Government Departments / PSUs in Golden record creation - Project - 5 marks (maximum ONE project) Experience in consultancy projects in India during the last 5 years for Government Departments / PSUs in GPR/BPR of services covering at least 5 departments - Project - 5 marks (maximum ONE project) Experience in consultancy projects in India during the last 5 years for Government Departments / PSUs in designing/implementation of Statewide enterprise architecture - Project - 5 marks (maximum ONE	As per RFP
63	10.3, page 35	Quality and Process Certifications	IT development is not the scope hence, consider adding relevant criteria to further qualify bidders and remove certifications which is more applicable for IT development. AI use case for service delivery Every qualified use case would obtain 2.5 marks - maximum 10	As per RFP

Sr No	RFP reference	Content/Clause of RFP requiring Clarification	Clarification Sought/Suggestion	Response
64	10.3, page 34	Personnel Qualification & Experience Evaluation of CVs as per Annexure. Each key resource must meet minimum qualifications; marks will be distributed on pro-rata.	The evaluation is highly subjective. We request to consider minimum qualifications compliance as the maximum score or add preferred qualifications/certifications: Below certifications are our recommendations: Project Manager - PMP/Prince 2 Enterprise / Solution Architect - TOGAF	As per RFP
65	Clause 8.5 Page 30 , Clause 13.5 Page 42	Confidentiality The RFP mandates strict confidentiality and the signing of NDAs but does not specify the duration for which this obligation survives after the contract's termination or expiry	We request that the period of confidentiality obligations be restricted to the tenure of the assignment and if not be limited to 1-2 years post completion of services as market industry accepted norm	As per RFP
66	Section 13 Page 42	Limitation of Liability The RFP does not contain a clause limiting the overall liability of the Project Management Consultant (PMC).	The RFP does not specify an overall cap on the PMC's liability. Could you please confirm if the total liability of the PMC, for any and all claims arising under or in connection with the contract (other than for willful misconduct or fraud), will be capped at the total contract value?	As per RFP
67	Clause 13.7 Page 43	Indirect and Consequential Losses The indemnity clause holds the consultant liable for third-party claims and damages, but there is no explicit exclusion for	Could you please confirm that neither party shall be liable to the other for any indirect, consequential, incidental, special, or punitive damages, or for any loss of profits, revenue, or data, arising out of or in connection with the contract?	As per RFP
68	Section 5 Page 16	Scope of Legal Work The scope of work includes drafting RFPs and managing the bid process, which involves legally sensitive tasks. However, the RFP	The scope of work involves activities such as drafting RFPs and supporting bid process management. Could you please clarify whether the PMC is expected to provide legal advice or services, or if the PMC should assume that DST will arrange for its own legal counsel to review all such documents?	As per RFP
69	Clause 2.3 Page 8 Page 9 , Clause 13.8 Page 43	Sub-contracting Clause 2.3 states that sub-contracting is not permitted for "core consulting activities", while Clause 13.8	Clause 2.3 prohibits sub-contracting for core activities, whereas Clause 13.8 allows for it with prior written consent. Could you please clarify: (a) which activities are considered "noncore" and may be eligible for subcontracting, and (b) the conditions	As per RFP

Sr No	RFP reference	Content/Clause of RFP requiring Clarification	Clarification Sought/Suggestion	Response
70	Program Duration Page 21 RFP	<p>The engagement will last for a duration of 12 months from the date of award of the contract. This engagement can be further extended in 12 monthly phases for up to a maximum of 36-months from the date of award, at the discretion of the tendering authority. The extensions would be subject to same terms and conditions, as defined in this RFP, and as per the financial bid</p>	<p>It is suggested to request that any extension is subject to mutually agreed terms. Further, it is suggested to request for a price escalation at 8% per annum.</p>	<p>The revised contract duration, as clarified in response to Query No. 38, and price escalation and all other terms and conditions shall be as per the RFP.</p>
71	Termination / Reduction Clause 7.3 Page 26	<p>DST reserves the right to: i. Terminate the contract in whole or in part by giving a 30-day written notice in case of unsatisfactory performance or breach of contract terms. ii. Reduce or increase the scope of work or resource deployment as per project requirements, at any stage of the contract, without invoking a penalty or claim for damages</p>	<p>It is suggested to propose that the Consultant shall have the right to terminate this Agreement by providing 30 days' prior written notice to the Client in the event of nonpayment of the invoices as per the timelines specified in the Agreement. Also, the Consultant may terminate the Agreement in the event of a material breach on part of the Client in performance of the obligations under this Agreement.</p>	<p>As per RFP</p>
72	Payment Terms Clause 6.3 Page 24	<p>a) Payments shall be released at the end of each quarter, based on:</p> <ul style="list-style-type: none"> i. Submission of a Quarterly Progress Report (QPR) duly approved by DST. ii. SLA & Penalty Calculation, Attendance and performance of deployed resources. <p>b) The quarterly</p>	<p>RFP is silent on invoice to payment cycle. It is suggested to request that the same is kept as 30 days</p>	<p>As per RFP</p>

Sr No	RFP reference	Content/Clause of RFP requiring Clarification	Clarification Sought/Suggestion	Response
73	Resource Deployment and Replacement Clause 7.4 Page 27 and Clause 13.11 Pae 44	Any key resource proposed in the technical proposal shall not be replaced without prior written approval of DST. Replacement due to resignation, health, or unavoidable reasons shall be done within 15 working days with equivalent or betterqualified personnel.	<p>It is suggested to request for a replacement period of atleast 30 days in cases where replacement is necessary for reasons beyond the control of the Consultant.</p> <p>It is suggested to be clarified, that if the Client fails to provide any acceptance in 21 days of sharing of the CVs for replacement, the same shall be deemed to have been duly approved.</p> <p>Further, it is requested that cases wherein replacement is necessitated</p>	As per RFP
74	Clause 2.11/ Page 9	Conflict of Interest: 2. The selected consultant will not be eligible to participate in downstream RFPs (e.g., for system integrators, software implementation) developed during this engagement.	It is requested to clarify if this applies only to RFPs prepared directly by the PMC or any technology consulting RFPs published by the Client during the engagement period	As per RFP
75	Clause 3.2/ Page 11	Current Challenges: a. Departmental applications function as isolated silos with limited interoperability.	Request you to kindly provide details on the existing applications, APIs, integration requirements etc. of all the Departments for better understanding of the Scope of Services to be delivered.	Detail shall be shared with the successful bidder after award of the contract
76	Clause 4.2/ Page 13	Need for a Project Management Consultant (PMC): e) Onboarding of System Integrators and Monitoring and Evaluation of projects by the SI.	It is understood that the PMC shall be responsible for monitoring and evaluation of SI activities w.r.t. the GUDS project only. Kindly confirm.	As per RFP
77	Clause 4.2/ Page 14	Need for a Project Management Consultant (PMC): i) Any other task as assigned by the department for implementation of Gujarat Unified Digital Stack (GUDS)	It is understood that any other tasks assigned by the Client to the PMC shall be processed through a formal change order procedure along with a formal acceptance of any financial implications by the PMC for such tasks. Kindly confirm.	As per RFP
78	Clause 5.3/ Page 17	Design sample journeys for prioritized MVP services that will be offered end-to-end on the platform: - Develop end-to-end digital citizen and employee journeys for services that will be offered end-to-end on the platform for web, mobile app, WhatsApp for optimizing user experience across multiple channels	Kindly clarify whether the PMC appointed shall be required to do any software development for Web/ Mobile app/ WhatsApp activities w.r.t. the referred clause, or PMC's role shall be to assist the Client in executing the activities mentioned in the referred clause.	No software development activities are expected from PMC, Although PMC has to monitor SI's activities
79	Clause 5.4/ Page 18	The consultant shall support the Department of Science and Technology in preparing comprehensive RFP(s) and supporting the selection of technology implementation partner(s) for the following components of the State Technology Vision- (4) Other RFPs: Any other RFP for procuring tools and services as part of the holistic project requirements	Kindly provide information on other RFPs for which the PMC shall be supporting Department of Science & Technology, Gujarat along with related consultancy services to help us achieve better understanding of the Scope of Work to be delivered and avoid scope creep.	After award of contract

Sr No	RFP reference	Content/Clause of RFP requiring Clarification	Clarification Sought/Suggestion	Response
80	Clause 5.6/ Page 19	Bullet Point #2 - Approach for implementation of pilot employee-facing AI/GenAI use cases: - Work with the existing AI Center of Excellence to build and launch pilots across 2-3 employee facing AI/GenAI use cases	It is understood that the PMC shall be responsible to assist the Client and the AI Center of Excellence for building and launching pilots. The PMC shall itself not build and launch pilots. Kindly confirm our understanding.	As clarified in query#78
81	Clause 5.8/ Page 20	Tracking status of ongoing initiatives under the Department of Science and Technology's (DST) Technology Stack vision: - Generate periodic dashboards and status reports for senior leadership and the Steering Committee.	It is understood that the PMC appointed shall not be generating Dashboards, but will be accessing the Dashboards developed by the SI agency to generate status reports for project senior leadership and the Steering Committee. Kindly confirm our understanding.	Yes
82	Clause 5.8/ Page 21	Establish the Technical Strategy Unit (TSU) and identify priority skills and capabilities to be strengthened across the department: - Conduct quarterly workshop on emerging technology and AI trends for senior DST officials	It is understood that the PMC appointed shall not be conducting any workshops on behalf of the Client, and shall only be assisting the Client in conducting such workshops. Further, it is also understood that the PMC shall not be issuing any Certificate to the attendees of such workshops organized by the Client.	As per RFP
83	Clause 6.1/ Page 22	Overview: Payments shall be quarterly, based on actual deployment of approved resources and satisfactory progress reports accepted by DST.	It is requested to kindly revise the payment timelines from quarterly to milestone-basis as per below: A. Stage I - Preparation and Design Phase (First Six Months) i. Inception Report & Project Plan - 6.25% of Total Contract Value ii. GPR / BPR Study Report - 6.25% of Total Contract Value iii. As-Is Assessment Report - 6.25% of Total Contract Value iv. To-Be Process Design Report - 6.25% of Total Contract Value v. Enterprise Architecture Design Document - 6.25% of Total	As per RFP
84	Clause 6.2/ Page 22	Deliverables and Activities		As per RFP
85	Clause 6.3/ Page 23	Payment Terms		As per RFP
86	Clause 11.1/ Page 37	General Payment Structure		As per RFP
87	Clause 6.2/ Page 22	Stage I- Preparation and Design Phase (First Six Months) (Indicative Timeline (from contract date)	It is requested to kindly revise the timelines for project deliverables in Stage I as per below: i. Inception Report & Project Plan - Within 3 Weeks ii. GPR / BPR Study Report - Within 6 Weeks iii. As-Is Assessment Report - Within 8 Weeks iv. To-Be Process Design Report - Within 10 Weeks v. Enterprise Architecture Design Document - Within 12 Weeks vi. Draft RFP - Within 15 Weeks vii. Final RFPs & Bid Process Support - Within 18 Weeks viii. Onboarding of System Integrator (SI) - Within 24 Weeks	As clarified in response to Query No. 11
88	Clause 6.2/ Page 22	Stage I- Preparation and Design Phase (First Six Months): #6 Draft RFP – (1) RFP 1: RFP for Unified Citizen Interface (Digital Gujarat 2.0) (2) RFP 2: RFP for API Hub / Service Mesh Platform (3) RFP 2: RFP for creation of State Data Lake, Data Set and Data Exchange Project	It is requested to kindly clarify whether these RFPs shall be published in parallel or in a sequential manner	As per RFP

Sr No	RFP reference	Content/Clause of RFP requiring Clarification	Clarification Sought/Suggestion	Response
89	Clause 6.3/ Page 24	3. Resource Adjustment: DST reserves the right to increase or decrease the number of deployed resources at any time depending on project requirements, without changing other terms of the contract.	It is requested to kindly delete the referred clause.	As per RFP
90	Clause 6.3/ Page 24	4. Performance Review: Payments may be withheld or proportionately reduced if deliverables or performance are unsatisfactory.	<p>It is understood that the Client may withhold payments subject to approval of project deliverables as per the desired quality standards, but reducing the payment value on the grounds of unsatisfactory deliverables or performance is usually not followed across the industry at large. Thus, It is requested to kindly delete the referred clause.</p> <p>Also, it is requested to kindly clarify the criteria for 'satisfactory performance'.</p>	As per RFP
91	Clause 6.4/ Page 24	Client Discretion and Additional Tasks	It is understood that any additional tasks assigned to the PMC shall be processed through a formal change order procedure along with acceptance of any financial implications submitted by the PMC. Kindly confirm our understanding.	As per RFP
92	Clause 6.5/ Page 24	Deliverable Approval and Acceptance: ii. DST shall review and communicate feedback within 15 working days; acceptance shall be recorded in writing.	It is requested to revise the referred clause to read as follows: "ii. DST shall review and communicate feedback within 15 working days. Otherwise, the respective deliverable shall be deemed approved and accepted by the Client. Acceptance shall be recorded in writing"	As per RFP
93	Clause 6.6/ Page 24	Performance Security: The PMC shall furnish a Performance Bank Guarantee (PBG) equivalent to 5 % of total contract value, valid for the contract period plus 60 days.	It is a standard practice to allow the successful bidder to furnish the Performance Security within Thirty (30) days from the Contract Signing date. In this regard, kindly revise the timelines within which the PMC appointed shall be required to furnish the Performance Security post the award of work.	As per Response in Query#38
94	Clause 13.4/ Page 41	Performance Security: The selected consultant shall furnish a Performance Bank Guarantee (PBG) of 5% of the total contract value, valid for the entire duration of the contract plus 3 months, issued by a national or scheduled commercial bank in India. Failure to submit the PBG within 15 days of Work Order issuance may lead to forfeiture of EMD and cancellation of award.	Further, the timelines for the validity of Performance Security is contradicting with the validity period mentioned in Clause 6.6 on Page 24 of RFP. Kindly confirm the validity period for the Performance Security.	As per Response in Query#38
95	Clause 7.1/ Page 25	Overall Duration: The engagement will last for a duration of 12 months from the date of award of the contract. This engagement can be further extended in 12 monthly phases for up to a maximum of 36-months from the date of award, at the discretion of the tendering authority.	Kindly confirm the initial duration of project as the referred clauses are contradicting with each other.	As per Response in Query#38

Sr No	RFP reference	Content/Clause of RFP requiring Clarification	Clarification Sought/Suggestion	Response
96	Clause 7.2/ Page 25	i. The contract may be extended beyond 24 months, for up to an additional period of 12 months, on the same terms and conditions and mutually agreed revised commercials, subject to satisfactory performance and availability of budget.		As per Response in Query#38
97	Clause 7.3/ Page 25	Termination / Reduction Clause ii. Reduce or increase the scope of work or resource deployment as per project requirements, at any stage of the contract, without invoking a penalty or claim for damages.	It is requested to kindly delete the referred clause.	As per RFP
98	Clause 7.4/ Page 26	Resource Deployment and Replacement ii. DST reserves the right to increase or decrease the number of deployed resources depending on project needs.	It is requested to kindly delete the referred clause.	As per RFP
99	Clause 7.4/ Page 26	Resource Deployment and Replacement iii. Any replacement of key personnel must be approved by DST in writing, and such replacement must be of equal or higher qualification and experience.	It is requested to kindly clarify the time duration within which the PMC is required to deploy the new resource in the event of replacement of any key personnel.	As per RFP
100	Clause 7.5/ Page 26	Monthly Review Meetings: Purpose/ Output - Progress against work plan, dashboard presentation, and next month's targets.	Kindly clarify what does the PMC appointed have to present to the Client as part of 'dashboard presentation'	Detail shall be shared with the successful bidder after award of the contract
101	Clause 7.8/ Page 26	The PMC shall submit: iii. Review Presentations and Dashboards prior to each meeting.		Detail shall be shared with the successful bidder after award of the contract
102	Clause 7.9/ Page 26	Upon completion of the engagement: ii. All documents, data, source files, dashboards, and repositories created during the engagement shall be formally handed over to DST.		Detail shall be shared with the successful bidder after award of the contract
103	Clause 8.2/ Page 27	Team Structure, Qualification and Experience Requirements: #2 Enterprise/ Solution Architect (Minimum Qualifications) - B.E / B.Tech / MCA / M.Sc IT	It is requested to kindly revise the Minimum Qualification for 'Enterprise/ Solution Architect' to read as follows: 'B.E / B.Tech / MCA / M.Tech / M.Sc (IT) / similar'	Team Structure, Revised Qualification and Experience Requirements: #2 Enterprise/ Solution Architect (Minimum Qualifications) - B.E / B.Tech / MCA / M.Sc IT/M.Tech(CS/IT/EC)
104	Clause 8.2/ Page 27	Team Structure, Qualification and Experience Requirements: #2 Enterprise/ Solution Architect (Experience Requirement) - ≥ 10 years overall; ≥ 5 years in enterprise architecture, data architecture, micro-services, and cloud native design.	It is requested to kindly revise the Experience Requirement for 'Enterprise/ Solution Architect' to read as follows: '≥ 10 years overall; ≥ 5 years in enterprise architecture/ data architecture/ micro-services/ cloud native design'	As per RFP
105	Clause 8.2/ Page 27	Team Structure, Qualification and Experience Requirements: #3 GPR/ BPR Expert (Minimum Qualifications) - B.E / B.Tech / Post Graduate in (Management / IT / similar)	It is requested to kindly revise the Minimum Qualification for 'GPR/ BPR Expert' to read as follows: 'B.E / B.Tech / Post Graduate in (Management / IT / similar)'	As per RFP

Sr No	RFP reference	Content/Clause of RFP requiring Clarification	Clarification Sought/Suggestion	Response
106	Clause 8.2/ Page 27	Team Structure, Qualification and Experience Requirements: #4 Procurement / Tech Sourcing Expert (Minimum Qualifications) - B.E / B.Tech / PostGraduate in (Mgmt / IT)	It is requested to kindly revise the Minimum Qualification for 'Procurement / Tech Sourcing Expert' to read as follows: 'B.E / B.Tech / Post Graduate in (Management / IT / similar)'	As per RFP
107	Clause 8.2/ Page 28	Team Structure, Qualification and Experience Requirements: #5 Emerging Tech Expert (AI & Data Science) (Minimum Qualifications) - B.E / B.Tech / M.Sc (Data Science/AI)	It is requested to kindly revise the Minimum Qualification for 'Emerging Tech Expert (AI & Data Science)' to read as follows: 'B.E / B.Tech / M.Tech / M.Sc (Data Science / AI / IT / similar)'	Team Structure, Revised Qualification and Experience Requirements: #5 Emerging Tech Expert (AI & Data Science) (Minimum Qualifications) - B.E / B.Tech / M.Sc (Data Science/AI) /M.E or M.Tech(CS/IT/EC)
108	Clause 8.2/ Page 28	Team Structure, Qualification and Experience Requirements: #5 Emerging Tech Expert (AI & Data Science) (Experience Requirement) - \geq 8 years in data strategy, AI/ML solutions & analytics for Govt./large enterprises.	It is requested to kindly revise the Experience Requirement for 'Emerging Tech Expert (AI & Data Science)' to read as follows: ' \geq 8 years in data strategy / AI/ML solutions / Analytics for State Govt. / Central Govt./ PSUs / large enterprises'	As per RFP
109	Clause 8.2/ Page 28	Team Structure, Qualification and Experience Requirements: #5 Analyst / Business Consultant (Experience Requirement) - \geq 3 years in SRS, FRS, BRD, As-IS & ToBe Documentation, Stakeholder Consultation, project tracking, documentation, and reporting for IT/eGovernance projects.	It is requested to kindly revise the Experience Requirement for 'Analyst / Business Consultant' to read as follows: ' \geq 5 years in SRS, FRS, BRD, As-IS & ToBe Documentation, Stakeholder Consultation, project tracking, documentation, and reporting for IT/eGovernance projects.'	As per RFP
110	Clause 8.2/ Page 28	Note: DST reserves the right to increase or decrease the number of resources in any category depending on project requirements without altering other contractual conditions.	It is requested to kindly delete the referred clause.	As per RFP
111	Clause 8.4/ Page 28	1. Work Location: Primary work location shall be DIT/DST, Gandhinagar. The team may be required to visit departmental offices or field locations within Gujarat.	It is understood that the man-month rates quoted by successful bidder shall include the travel costs within Gandhinagar. However, kindly clarify whether the Client shall be arranging/ reimbursing for transportation of PMC team to visit departmental offices/ field locations within Gujarat for the project duration.	As per RFP
112	Clause 11.6/ Page 38	Reimbursable Expenses		As per RFP
113	Clause 8.4/ Page 28	2. Replacement and Substitution: iii. Any gap beyond 10 working days in key position availability may attract proportionate deduction.	It is requested to kindly delete the referred clause.	As per RFP
114	Clause 8.4/ Page 28	3. Performance Monitoring: ii. Unsatisfactory performers may be replaced by the consultant within 15 days of written notice.	It is requested to kindly clarify the criteria for 'satisfactory performance' of the PMC resources and/or deliverables	As per RFP
115	Clause 8.4/ Page 29	4. Additional Resource Deployment: ii. Conversely, DST may reduce team size depending on project phase without financial claim from the PMC.	It is requested to kindly delete the referred clause.	As per RFP

Sr No	RFP reference	Content/Clause of RFP requiring Clarification	Clarification Sought/Suggestion	Response
116	Clause 8.6/ Page 29	Knowledge Transfer and Transition: i. The PMC shall conduct structured knowledge-transfer sessions for DST officials and successor consultants/ SIs at defined milestones. ii. At the close of the project, the consultant shall hand over all documentation, designs, reports, data, and digital artefacts to DST.	<p>It is understood that the PMC shall be responsible for assisting the Client in conducting knowledge-transfer sessions for DST officials and successor consultants/ SIs at defined milestones.</p> <p>Further, it is understood that the PMC shall be responsible to ensure that the SI hands over all documentation, designs, reports, data, and digital artefacts to DST as related to its respective contractual scope.</p> <p>Kindly confirm our understanding.</p>	As per RFP
117	Clause 9.2/ Page 30	#1 Legal Entity & Registration Status (Requirement / Threshold) - The bidder must be a legally registered entity in India for at least the last five years (as on 31st March 2025).	<p>Considering the scope of services to be delivered, it is advised to seek for bidder firms who have a strong and stable presence in India. Thus, it is requested to kindly amend the referred clause to read as follows:</p> <p>'The bidder must be a legally registered entity in India for at least the last Ten (10) years (as on 31st March 2025)'.</p>	As per Response in Query#48
118	Clause 9.2/ Page 30	#3 Project Experience-Digital Governance / Enterprise Architecture (Supporting Documents to be submitted) - Work Order + Completion Certificate / Client Appreciation Letter / Letter of Award / Letter of Intent / Contract Agreement / Certificate of Satisfactory Performance/ Certificate by CA/ Statutory Auditor '	<p>It is requested to kindly amend the Supporting Documents requirement for the referred PQ criteria clause to read as per below:</p> <p>'Work Order / Completion Certificate / Client Appreciation Letter / Letter of Award / Letter of Intent / Contract Agreement / Certificate of Satisfactory Performance/ Certificate by CA/ Statutory Auditor'</p>	As per Response in Query#48
119	Clause 9.2/ Page 31	#4 Experience in Preparation of Government RFPs & Bid Process Management (Supporting Documents to be submitted) - Work Order + Completion Certificate / Client Confirmation	<p>It is requested to kindly amend the Supporting Documents requirement for the referred PQ criteria clause to read as per below:</p> <p>'Work Order / Completion Certificate / Client Appreciation Letter / Letter of Award / Letter of Intent / Contract Agreement / Certificate of Satisfactory Performance/ Certificate by CA/ Statutory Auditor'</p>	As per Response in Query#48
120	Clause 9.2/ Page 31	#5 Experience in AI / Analytics / Emerging Technology Strategy (Supporting Documents to be submitted) - Work Order + Completion Certificate / Letter of Satisfaction	<p>It is requested to kindly amend the Supporting Documents requirement for the referred PQ criteria clause to read as per below:</p> <p>'Work Order / Completion Certificate / Client Appreciation Letter / Letter of Award / Letter of Intent / Contract Agreement / Certificate of Satisfactory Performance/ Certificate by CA/ Statutory Auditor'</p>	As per RFP
121	Clause 10.3/ Page 33	Stage 2: Technical Evaluation Bidders must score at least 60 marks out of 100 to qualify for opening of the financial bid.	<p>It is a standard industry practice to consider minimum 70 marks out of 100 to qualify for opening of the financial bid. Thus, it is requested to kindly amend the referred clause to read as per below:</p> <p>'Bidders must score at least 70 marks out of 100 to qualify for opening of the financial bid.'</p>	As per RFP
122	Clause 10.3/ Page 34	Technical Evaluation Criteria and Scoring Matrix: #1.4 At least one (1) project involving drafting of RFPs, bid evaluation support, and vendor onboarding for State/Central Government or PSU clients with respect to e-Governance MMP Projects/ Service Delivery Projects/ IT Implementation Projects in last 5 years.	<p>It is requested to kindly amend the referred clause to read as per below:</p> <p>'At least one (1) project involving drafting of RFPs, bid evaluation support, and vendor onboarding for State/Central Government or PSU clients with respect to e-Governance MMP Projects/ Service Delivery Projects/ IT Implementation advisory projects in last 5 years'</p>	As per RFP

Sr No	RFP reference	Content/Clause of RFP requiring Clarification	Clarification Sought/Suggestion	Response
123	Clause 10.3/ Page 34	Presentation / Demonstration to Evaluation Committee (Evaluation Method / Supporting Evidence)	It is requested to kindly provide a breakup of marking criteria for the referred clause to promote transparency in overall bid evaluation process.	As per RFP
124	Clause 10.3/ Page 34	Presentation / Demonstration to Evaluation Committee (Maximum Marks) - 35 marks	It is a standard industry practice to allot 20 marks for the Technical Presentation to the Bid Evaluation Committee for any Consultancy RFP. Thus, it is requested to kindly revise the marking criteria as per below: 1. Financial Strength & Relevant Experience of the Firm - 40 marks 2. Team Composition, Qualification and Experience - 30 marks 3. Presentation / Demonstration to Evaluation Committee - 20 marks 4. Quality and Process Certifications - 10 marks'	As per RFP
125	Clause 11.5/ Page 38	Flexibility Clause (Resource Variation)	It is requested to kindly delete the referred clause.	As per RFP
126	Clause 11.7/ Page 38	Leave Entitlement for Deployed Resources: Each deployed resource shall be entitled to a maximum of 15 permissible leaves per year.	It is our understanding that the number of permissible leaves for resources per year excludes the holidays declared by the Department of Science & Technology, Gujarat. Kindly confirm our understanding.	Each deployed resource shall be entitled to a maximum of 15 permissible leaves per year, excluding Government holidays as notified in the General Administration Department (GAD) holiday calendar.
127	Clause 12.2/ Page 39	B. Manpower Deployment and Availability	Kindly specify the penalty limit for the SLAs mentioned in the referred clause for each quarter.	As per RFP
128	Clause 12.2/ Page 39	A.Deliverable timelines and penalties	The SLA for submission of SLA is <7 calendar days measured basis DST acceptance note. In section 6.5 it is mentioned that DST may take 15 working days (which means a minimum of 21 calendar days or it can go higher if there are intervening holidays) to give acceptance note. You are requested to review and revise the measurement basis as date of submission because consultants have no influence over time taken for DST acceptance.	As per RFP
129	Clause 12.2/ Page 39	B. Manpower Deployment and Availability	Resource Deployment onsite: Given the multiple stages and phases of the project, some of the specialist resources like Enterprise Architect, Emerging Tech Expert, Procurement Expert may not be required deployed full-time. Hence please allow hybrid deployment where the team can work onsite/offsite depending on the stage and phase.	As per RFP
130	Clause 6.2/ Page 23	Deliverables and Activities	While an Enterprise Solution Architect can cover the areas of application, devops and to some extent infrastructure, it is recommended to have a separate team of a data architect and two data analysts focused on the data lake and data exchange.	As per RFP
131	Clause 6.2/ Page 23	Deliverables and Activities	It is not possible for 1 GPR expert to map processes of all departments in 6 weeks. Please review and adjust the timelines and also please mention the number of departments to be covered.	As per RFP

Sr No	RFP reference	Content/Clause of RFP requiring Clarification	Clarification Sought/Suggestion	Response
132	Clause 6.2/ Page 23	Deliverables and Activities	It is suggested that time available for each of the tasks like as-is assessment, to-be process, enterprise design and preparation of RFP is two weeks each. Request you to review these timelines with any of the possible industry benchmarks for projects of similar size and complexity. We understand that these may be aspirational but with the associated SLAs and penalties, the quality of output suffers a lot, counter-intuitive to the desired transformation.	As per RFP
133	Clause 6.4/ Page 25	Client discretion and additional tasks	While it is appreciated that client may prioritize certain tasks and not everything may be covered under the scope, it is requested to review the clause that such tasks would be taken up within existing framework. There could be possible slippage of SLAs and/or lack of sufficient expertise within the resources available. It is suggested to add that this would be considered under a change request and would be taken up by the consultant on mutual agreement of time and efforts at the discovered prices.	As per RFP
134	Clause 10/ Page 34	QCBS process	Please clarify if the evaluation is QCBS 80:20	As clarified in response to Query No. 42
135	Clause 10/ Page 34	Evaluation and selection methodology	Given the year-end closure, request to give a two week extension for submission.	Any extension in the bid submission timeline, if approved, shall be reflected on the GeM portal.
136	Clause 10.3/ Page 34	Technical Evaluation	It is understood that the presentation will be shared after the in-person presentation/demonstration and not along with the submission of technical proposal. Please clarify.	As per RFP
137	Clause 10.3/ Page 35	Personnel qualification and experience	request you to share the objective criteria for CV evaluation and basis of any pro-rata	As per RFP
138	SECTION 7- PROJECT DURATION AND TIMELINES/Page no.26	The engagement will last for a duration of 12 months from the date of award of the contract. This engagement can be further extended in 12 monthly phases for up to a maximum of 36-months from the date of award, at the discretion of the tendering authority. The extensions would be subject to same terms and conditions, as defined in this RFP, and as per the financial bid discovered via this RFP. An annual inflation of 5% would be allowed as per the discretion of DST, in the commercial should the engagement extend beyond 12-months, at the beginning of each phase.	Considering the complexity and scale of the project, we request to extend the maximum project duration from 36 months to 60 months to ensure comprehensive implementation and governance support.	As per response as per Query No.38 other terms as per RFP
139	SECTION 8- TEAM COMPOSITION, QUALIFICATION AND DEPLOYMENT REQUIREMENTS/Page no.28	8.4 Deployment Conditions 1. Work Location: Primary work location shall be DIT/DST, Gandhinagar. The team may be required to visit departmental offices or field locations within Gujarat.	Considering that official visits outside the base location will be instructed by DST and are essential for project execution, we request confirmation that all travel, lodging, and related expenses for such official visits will be billed to the client on actuals or as per mutually agreed rates. This will ensure smooth execution without financial burden on the PMC.	As per RFP

Sr No	RFP reference	Content/Clause of RFP requiring Clarification	Clarification Sought/Suggestion	Response
140	SECTION 8- TEAM COMPOSITION, QUALIFICATION AND DEPLOYMENT REQUIREMENTS/Page no.29	3. Performance Monitoring: i. DST will evaluate resource performance quarterly based on deliverable quality, responsiveness, and attendance. ii. Unsatisfactory performers may be replaced by the consultant within 15 days of written notice.	Considering the complexity of sourcing the right candidate with the required skills and experience, we request that at least 1 month's time be allowed for resource replacement after receiving the instruction from the DST. This will ensure quality and continuity without compromising project delivery.	As per RFP