

Reference	Existing para	Query	Clarification
3.4	<p>It is envisaged that the Agency will complete the processes inter alia consisting of As-Is, To-Be, FRS, RFP preparation, Bid Management, award of contract etc. to the System Integrator/ other Service Providers in a period of about 6 Months. The agency is also required to act as PMU for a period of around 8 months during project implementation up to Go Live and thereafter for a period of 5 Years post GoLive which would be its Operations & Maintenance phase.</p>	<p>A. Under these clause, consultant complete processes including As-Is, To-Be, FRS, RFP, Bid management and award of contract in 6 Months. Please clarify if the System integrator will be selected through 2 stage process or 1 stage. Also Under this clause the consultant should only be made liable in case the delay is from the consultant side and the reasons of delay are solely attributable to the consultant. This practice is followed in all the major government procurements and same should be applicable in the current EOI as well. We request DGCA to take a cognizance of the same. (PWC)</p> <p>B. Given the complexity of the scope of work, and the subsequent detailing that would be provided in the scope of work with regards to the as-is state assessment, gap analysis, to be product specifications and technical architecture, we propose that the time for the initial scope of work as mentioned in the clause be extended to 8 months in comparison to the currently listed 6 months. This would result in a more robust solution delivery, along with all the requisite documentations as desired in the most optimally well-curated way. (E&Y)</p> <p>C. Would request you to increase this period to at least 8 months. (Deloitte)</p>	<p>A. It is a 1 stage process</p> <p>B. Refer corrigendum Para 3.4 under reference column.</p> <p>C. Refer corrigendum Para 3.4 under reference column.</p>

4 (i)	To establish a program management framework and practice including deployment of necessary software tools to manage traceability matrix of requirements, project documents, project management, change management, test scenarios, test results, test defects, user feedbacks, action items and issues.	Would request you to revise the clause as suggested below: (i) To establish a program management framework and practice with responsibilities including monitoring and reviewing requirements traceability, project plan, project deliverables, change management, test scenarios, test results, test defects. (Deloitte)	No Change
4 (ii)	To map As-Is process of all existing internal and external processes in the DGCA and carry out Gap Assessment	Please define the stakeholders to be covered as part of this engagement / System (Deloitte)	No Change
Para4(iii)	To develop detailed To-Be processes addressing all bottlenecks, duplications and gaps identified in As-Is process for automation and digitization.	For automation, digitization of legacy records is inevitable. Please clarify if the same is required to be done by the SI in 8 months implementation period or will there be a separate agency. (Wipro)	Yes, It will be done by a Separate Agency
Para 4 (iv)	To deliver a concept of the To-Be product, technical architecture, wireframes and user interface/ screen layouts that will form an input to the system integrator's (SI) and other Service Providers' scope of delivery including interfacing with existing software such as PFMS, GeM, CPGRAM, e-Office, SPARROW, examination software used by CEO, DGCA, wherever technically feasible and permitted as per policy of the respective Owner(s)/ Service Providers.	A. The wireframes and user interface/ screen layouts are generally designed and developed by the System Integrator based on the FRS prepared by the consultants. Preparation of same by consultants would lead to duplication of work, as in any case SI will have to design their own wireframes and layouts according to their understanding. The consultants shall, however, help the DGCA in validating the designs submitted by the selected SI. (Wipro) B. Would request you to revise the clause as suggested below: To deliver a concept of the To-Be product, technical architecture, broad level functional and technical requirement specifications	A. No Change Please refer Corrigendum Para 4 (iv) under Reference Column. B. No Change

		that will form an input to the system integrator's (SI) and other Service Providers' scope of delivery including interfacing with existing software such as PFMS, GeM, CPGRAM, e- Office, SPARROW, examination software used by CEO, DGCA, wherever technically feasible and permitted as per policy of the respective Owner(s)/ Service Providers. (Deloitte)	
Para 4 (v)	To frame EOI/RFP for engagement of Service Integrator / other Service Provider(s), as applicable	Also under this clause the consultant should only be made liable in case the delay is from the consultant side and the reasons of delay are solely attributable to the consultant. This practice is followed in all the major government procurements and same should be applicable in the current EOI as well. We request DGCA to take a cognizance of the same. (PWC)	No Change
Para 4 (vi)	To develop Functional Requirement Specifications (FRS) to achieve the objective of single window online platform covering all business processes, including identification of system interfaces with external entities/stakeholders (Aircraft Operators, Airport Operators, Aircraft Maintenance Organisations (AMO), Aviation training organizations, Aviation Personnel, etc., Service Providers/ Vendors such as NIC, MTNL, RAILTEL etc. for DC/ DRC/ Cloud, Connectivity, Digitization, etc. and development of wireframes for each of these processes.	Will the procurement process of DC/ DRC/ Cloud services and connectivity be done by the consultant under this contract or will it be carried out by DGCA independently as these agencies are government agencies and can be engaged on nomination? Please clarify. (Wipro)	Will be Done by DGCA independently.
Para 4 (x)	To establish project management Unit (PMU) for project implementation (up to Go-Live) and award of other contracts	What are the other contracts? Please clarify (Wipro)	The Consultant shall evaluate and advise based on the scope of work.

<p>Para 5.1 (e)</p>	<p>Appropriate additional weightage will be assigned to bidder having national/ international experience in the relevant aviation sector or to have key personnel who have worked on such national/ international projects on its roles.</p>	<p>Considering the Scope of the project and the expected outcome, we understand DGCA would allow global experiences be considered to allow bidders leverage their domain experts (partners) experiences and best practices from across the globe. (Protiviti India)</p>	<p>No Change</p>
<p>Para 5.11</p>	<p>Consortium/ Joint-Venture/ Sub-contracting shall not be permitted for this engagement of Consulting Agency for the project. However, in order to bridge the competency gap in expertise towards aviation regulatory domain, the agency may hire respective domain experts manpower/ resources from any sources at their end.</p>	<p>Complex projects like the e-GCA project, may require bidders to align with Consortium/ Joint-Venture / Sub-contracting partner to jointly come up with quality responses. We would request DGCA to kindly allow bidders to partner with appropriate Consortium/ Joint-Venture/ Sub-contracting vendors. (Protiviti India)</p>	<p>Refer corrigendum para 5.11 under reference column</p>
<p>Para 5.12(b)</p>	<p>The selected agency may not be required to actually deliver the services meant to be provided by the SI or other Service Providers. However, it is pertinent to mention that the successful completion of the respective contract depends to a large extent upon the quality of the Terms & Conditions and other details provided in their Tender/ contract documents. The payment to the selected agency would be suitably defined in the RFP and would inter alia depend and appropriately linked to the following: (i) Deliverable by the selected</p>	<p>Would request you not to link the payment to the performance of the SI or other parties (Deloitte)</p>	<p>No Change</p>

	agency itself; and (ii) Deliverable by the SI or other Service providers - wherever the selected agency has prepared the EOI/ FRS/ RFP for selecting the respective SI/ other Service Provider, or has been acting as PMU for the same.		
Para 6. S. No. (1) Col (3)	Annual Sales Turnover generated from services related to Consulting during each of the last 3 (three) Financial Years (excluding current Financial Year) as per the last published Balance sheets), should be at least INR 50 (Fifty) Crores.	<p>A. Since Protiviti India and Protiviti Middle East has a common share holding, may we provide a consolidated financial for last three years? (Protivity)</p> <p>B. We suggest that the minimum Annual Sales Turnover be kept as INR 250 crore. (Deloittee)</p> <p>C. Given the complexity of the project , as evident from the brief scope of work , it is requested to increase the turnover clause in the pre- qualification criteria to INR 400 crores to get the best possible service provider in terms of solution implementation and financial backing. (E&Y)</p>	<p>A. No change. Only the documents directly pertaining to bidders will be considered. No other financial will be considered.</p> <p>B. No Change</p> <p>C. No Change</p>
Para 6 Table 3 S.No.2 Col (3)	Agency must have the experience of working on at least the following numbers of consulting engagement of value specified herein: <ul style="list-style-type: none"> One project of similar nature not less than the amount of INR Eight Crores. OR 	<p>A. “Agency must have the experience of working on at least the following numbers of consulting engagement of value specified herein:</p> <ul style="list-style-type: none"> One project of similar nature not less than the amount of INR 4 Crores. OR Two projects of similar nature not less than the amount of INR 	<p>A. No Change</p>

	<ul style="list-style-type: none"> Two projects of similar nature not less than the amount of INR Six Crores each. OR Three projects of similar nature not less than the amount of INR Four Crores each. <p>“Projects of Similar nature” will be considered as e-Governance project done in full/ part with Central/State Government and PSUs under Central/State Governments over the current Financial Year and the last three Financial years.</p>	<p><u>2 Crores each.</u> OR</p> <ul style="list-style-type: none"> <u>Three</u> projects of similar nature not less than the amount of <u>INR 1.5 Crores each.</u> (E&Y) <p>B. Airport Modernization projects or projects delivered for an airline industry or other industries would be considered for establishing the experience of the Agency. (Protiviti India)</p>	<p>B. Only Consulting e-Governance Project would be considered.</p> <p>(Please refer corrigendum under reference column, Para 6 Table 3 S.No.2 Col (3))</p>
Para 6. S.No. (2) Col (3)	Documents Required Work Order + Self Certificate of Completion (Certified by the Statutory Auditor);	Would request you to change these document requirement to the following: Work Order + Self Certificate of Completion (Deloitte)	No change
Para 6. S. No. (5) Col (3)	Power of Attorney in the name of the Authorized Signatory	Would request you to also consider Board Resolution (Deloitte)	No
Para 6.5	Power of Attorney in the name of the Authorized Signatory	Please clarify that if Copy of Board Resolution can be submitted for Authorized signatory in place of Power of Attorney. (PWC)	No
Para 7 (iii)	Relationship with Government entity/ department’s Staff – Agency (including its experts and other personnel, and sub-personnel) that have a close business or family relationship with a professional staff of the Government entity/ department (or of the project implementing agency) who are	Would request you make this clause applicable only to the engagement team members proposed / working on the assignment as it is very difficult to confirm for other staff of the company considering the staff strength. (Deloitte)	No change

	directly or indirectly involved in any part of:		
Para 7(iii)(d)	A Consultant shall submit only one proposal, either individually or as a joint venture partner in another proposal. If a consultant, including a joint venture partner, submits or participates in more than one proposal, all such proposals shall be disqualified. This does not, however, preclude a consulting firm to participate as a sub-consultant, or an individual to participate as a team member, in more than one proposal when circumstances justify and if permitted by the RFP.	This conflicts with the earlier clause of the EOI (refer clause 5.11) which states that Consortium/Joint-Venture/Sub-contracting shall not be permitted. Please Clarify. (Deloitte)	Para 7(iv) inserted as below: Notwithstanding any reference to the terms JV/ Consortium/ sub-contracting etc in this para 7 which are more generic in nature, the restriction on such entities as prescribed in the amended para 5.11 shall prevail. (Please refer corrigendum Para 5.11 under reference) (Please refer corrigendum “No Para” under reference)

Corrigendum

Reference	For	To be read as
Para 3.2 Serial no. 8	Mumbai Airport, Bhopal	Mumbai Airport, Mumbai.
Para 3.4	It is envisaged that the Agency will complete the processes inter alia consisting of As-Is, To-Be, FRS, RFP preparation, Bid Management, award of contract etc. to the System Integrator/ other Service Providers in a period of about 6 Months. The agency is also required to act as PMU for a period of around 8 months during project implementation up to Go Live and thereafter for a period of 5 Years post GoLive which would be its Operations & Maintenance phase.	“About 6 Months” to be read as “about 8 Months” (Breakdown would be provided as per milestones and activities)
Para 4 (iv)	To deliver a concept of the To-Be product, technical architecture, wireframes and user interface/ screen layouts that will form an input to the system integrator’s (SI) and other Service Providers’ scope of delivery including interfacing with existing software such as PFMS, GeM, CPGRAM, e-Office, SPARROW, examination software used by CEO, DGCA, wherever technically feasible and permitted as per policy of the respective Owner(s)/ Service Providers.	The sentence “Such as PFMS, GeM, CPGRAM, e-Office and SPARROW,” to be deleted.
Para 4 (vi)	To develop Functional Requirement Specifications (FRS) to achieve the objective of single window online platform covering all business processes, including identification of system interfaces with external entities/stakeholders (Aircraft Operators, Airport Operators, Aircraft Maintenance Organisations (AMO), Aviation training organizations, Aviation Personnel, etc., Service Providers/ Vendors such as NIC, MTNL, RAILTEL etc. for DC/ DRC/ Cloud, Connectivity, Digitization, etc. and development of wireframes for each of these processes.	After “digitization, etc” add “) ” .

Para 5.11	Consortium/ Joint-Venture/ Sub-contracting shall not be permitted for this engagement of Consulting Agency for the project. However, in order to bridge the competency gap in expertise towards aviation regulatory domain, the agency may hire respective domain experts manpower/ resources from any sources at their end.	<ol style="list-style-type: none"> 1. Insert the sentence “with any organization” between “/ Sub-contracting” and “shall not be permitted”. 2. Delete the sentence “towards aviation regulatory domain”. 3. Insert the sentence “(part time/full time/contractual)” between “/resources” and “from any sources at their end”.
Para 6 Table 3 S.No.2 Col (3)	“Projects of Similar nature” will be considered as e-Governance project done in full/ part with Central/State Government and PSUs under Central/State Governments over the current Financial Year and the last three Financial years.	<ol style="list-style-type: none"> 1. “e-Governance” to be read as “Consulting engagement for e-Governance” 2. “Last three Financial years” to be read as “Last five years”.
Para 7 (iii) e	“affiliates convincing”	“affiliates competing”
No Para		<p>Para 7(iv) inserted as below:</p> <p>Notwithstanding any reference to the terms JV/ Consortium/ sub-contracting etc in this para 7 which are more generic in nature, the restriction on such entities as prescribed in the amended para 5.11 shall prevail.</p>
Annexure Form 3, S. No. (5), Col (3)	Copy of Certificate of Incorporation; and Copy of Service Tax Registration Certificate	“Service Tax” to be read as “GST”
Important dates –Table 1 (EOI)	<ol style="list-style-type: none"> a. Start date of issuance / sale of EOI document b. Last date of issuance of Pre-Bid Queries c. Pre-Bid Conference d. Issue of Corrigendum e. Last date issuance / sale of EOI Document f. Last date and time for EOI submission g. Date of opening of EOI 	<ol style="list-style-type: none"> d. “06.10.2017” to be read as “13.10.2017” e. “10.10.2017” to be read as “25.10.2017” f. “16.10.2017(1500 Hrs)” to be read as “26.10.2017(1500 Hrs)” g. “17.10.2017(1500 Hrs)” to be read as “27.10.2017 (1500 Hrs)”