

23rd March 2021

CORRIGENDUM TO EOI-cum-RFP FOR SELECTION OF CONSULTANT FOR PROVIDING STRATEGIC ADVISORY SERVICES FOR DEVISING BUSINESS CUM GROWTH PLAN FOR BEL

Ref:EOI cum RFP No: BEL/SP/CO/RFP/SAS/2021 dt. 26th Feb '21 for selection of consultant for providing Strategic Advisory services for devising business cum growth plan for BEL

Clause No/ Page No.	Existing Clause	Revised clause
1.6.2, b (i); Eligibility criteria / Experience, Page No. 20	"Minimum 5 years' experience in consultancy services relating to the broad scope and nature of the work and Firm should have completed at least 2 projects devising the growth strategy in the last 5 years of companies operating <u>in the defence sector in India.</u> "	The clause may be read as - Minimum 5 years' experience in consultancy services relating to the broad scope and nature of the work and Firm should have completed at least 2 projects devising the growth strategy in the last 5 years of companies operating in the <u>Defence /Aerospace / Heavy Engineering / Manufacturing sector in India.</u> "
1.5.11;Deadline for Submission of proposals, Page No. 18	The proposals must be submitted on or before <u>22nd March 2021, 4:00 PM</u>	The clause may be read as - The proposals must be submitted on or before <u>31st March 2021 4:00 PM</u>
1.5.14; Tender Opening, Page No. 18	The Proposals submitted up to 22nd March 2021, 4 PM will be opened on 23rd March 2021 at (10:00 AM) at the following Address:	The Proposals submitted up to 31 st March 2021, 4 PM will be opened on 1 st April 2021 at (10:00 AM) at the following Address:
Clause No. 1.1; Advertisement for EOI-cum-RFP Page No. 03	The advertisement for selection of Consultant for providing strategic consulting services to assist BEL (hereinafter called as BEL), Ministry of Defence, Government of India, for developing Business cum Growth Plan is available on <u>GeM Portal, www.bel-india.in, Central Public Procurement Portal (CPPP) at www.eprocure.gov.in and in newspaper(s). The advertisement has also been posted on the DDP, MoD website www.ddpmod.gov.in.</u>	The clause may be read as - The advertisement for selection of Consultant for providing strategic consulting services to assist BEL (hereinafter called as BEL), Ministry of Defence, Government of India, for developing Business cum Growth Plan is available on <u>www.bel-india.in, Central Public Procurement Portal (CPPP) at www.eprocure.gov.in and in newspaper(s). The advertisement has also been posted on the DDP, MoD website www.ddpmod.gov.in. Please note that all further updates on the Tender will be published only in BEL website www.bel-india.in.</u>

23rd March 2021

BEL RESPONSE TO PRE-BID QUERIES FOR EOI-CUM-RFP FOR SELECTION OF CONSULTANT FOR PROVIDING STRATEGIC ADVISORY SERVICES FOR DEVISING BUSINESS CUM GROWTH PLAN FOR BEL

Ref: 1. EOI cum RFP No: BEL/SP/CO/RFP/SAS/2021 dt. 26th Feb '21 for selection of consultant for providing Strategic Advisory services for devising business cum growth plan for BEL

2. Pre-bid meeting held on 15th March 2021

Sl. No	Clause No. of EoI-cum-RFP	Page No. of EoI-cum-RFP	Content of Tender Requiring Clarification(s)	Points of Clarification	BEL Reply
1	1.5.11	18	It is mentioned "The proposals must be submitted on or before 22nd March 2021, 4:00 PM"	We request to revise last date of submission of bid to: 4 weeks from the date of clarification to pre-bid queries by the Client. We are making this request to accommodate the necessary changes and for internal approvals basis pre-bid responses.	The due date for submission of Proposal is extended till 31 st March 2021 4:00 PM.
2	1.6.2. Eligibility Criteria	20	It is mentioned "Agency should have satisfactorily done at least 2 similar projects in terms of the broad scope and nature of the work in the last 5 years."	We request you to change the criteria as following: "Agency should have satisfactorily done at least 2 similar projects in terms of the broad scope and nature of the work in the last 7 years."	The EOI-cum-RFP conditions prevail.
3	Clause No. 1.6.2 (b-i) Eligibility criteria / Experience	20	It is mentioned "Minimum 5 years' experience in consultancy services relating to the broad scope and nature of the work and Firm should	We request you to change the criteria as following: "Minimum 7 years' experience in consultancy services relating to the broad scope and nature of the work and Firm should have completed at least 2 projects	The Clause may be read as " Minimum 5 years' experience in consultancy services relating to the broad scope and nature of the work and Firm should

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			have completed at least 2 projects devising the growth strategy in the last 5 years of companies operating in the defence sector in India. "	devising the growth strategy in the last 7 years of companies operating in the defence sector"	have completed at least 2 projects devising the growth strategy in the last 5 years of companies operating in the Defence /Aerospace / Heavy Engineering / Manufacturing sector in India."
4	1.6.4. Evaluation Criteria Point 4	23	It is mentioned "Past experience in execution of strategy consulting projects in last 5 years for public sector defence entities in India (handling contracts, devise growth strategy, assistance in new partnerships, new businesses, etc.) <ul style="list-style-type: none"> • 1-2 projects – 5 points • 3 or more projects – 10 points • 5 or more projects -15 points" 	We request you to change the criteria as following: "Past experience in execution of strategy consulting projects in last 7 years for public sector entities (handling contracts, devise growth strategy, assistance in new partnerships, new businesses, etc.) <ul style="list-style-type: none"> • 1-2 projects – 5 points • 3 or more projects – 10 points • 5 or more projects -15 points" 	The EOI-cum-RFP conditions prevail.
5	1.6.4. Evaluation Criteria Point a. Sl. No.5	23	It is mentioned "Past experience in devising strategy for private companies for defence business last 5 years	We request you to change the criteria as following: "Past experience in devising strategy for private companies for defence business last 7 years	The EOI-cum-RFP conditions prevail.

Sl. No	Clause No. of EoI-cum-RFP	Page No. of EoI-cum-RFP	Content of Tender Requiring Clarification(s)	Points of Clarification	BEL Reply
			(diversification strategy, growth strategy, DPR for entry into defence business/ new segment in defence production) <ul style="list-style-type: none"> • 1-2 projects – 4 points • 3-4 projects – 8 points • 5 or more projects – 10 points” 	(diversification strategy, growth strategy, DPR for entry into defence business/ new segment in defence production) <ul style="list-style-type: none"> • 1-2 projects – 4 points • 3-4 projects – 8 points • 5 or more projects – 10 points” 	
6	1.6.4. Evaluation Criteria Point b. Sl. No.3a. Project Director (Overall lead)	24-25	It is mentioned “Assignments in a leadership capacity with accountability and responsibility for overall performance including quality, budget, schedule client, and stakeholder management of DPR/Strategic/Advisory reports in the A&D sector.”	We request you to change the criteria as following: “Assignments in a leadership capacity with accountability and responsibility for overall performance including quality, budget, schedule client, and stakeholder management of DPR/Strategic/Advisory reports in the public sector”	The EOI-cum-RFP conditions prevail.
7	1.6.4. Evaluation Criteria Point b. Sl. No.3b. Team Leader (Strategy Expert)	25	It is mentioned “Overall Experience: <ul style="list-style-type: none"> • More than 15 years: 01 • 12-15 years: 0.5” 	We request you to change the criteria as following: “Overall Experience: <ul style="list-style-type: none"> • More than 10 years: 01 • 8-10 years: 0.5” 	The EOI-cum-RFP conditions prevail.

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8	1.6.4. Evaluation Criteria Point b. Sl. No.3b. Team Leader (Strategy Expert)	25	It is mentioned "Relevant work-experience (in defence production/ consulting domain): • More than 12 years: 01 • 10-12 years: 0.5"	We request you to change the criteria as following: "Relevant work-experience (in defence production/ consulting domain): • More than 10 years: 01 • 8-10 years: 0.5"	The EOI-cum-RFP conditions prevail.
9	1.6.4. Evaluation Criteria Point b. Sl. No.3b. Team Leader (Strategy Expert)	25	It is mentioned "Assignments in a management capacity with accountability and responsibility for overall delivery and stakeholder management of DPR/Strategic/Advisory reports in the A&D sector: • >10 projects: 01 • 5-10 projects: 0.5 • <5 projects: 00"	We request you to change the criteria as following: "Assignments in a management capacity with accountability and responsibility for overall delivery and stakeholder management of DPR/Strategic/Advisory reports in the A&D/ Manufacturing sector: • >10 projects: 01 • 5-10 projects: 0.5 • <5 projects: 00"	The EOI-cum-RFP conditions prevail.
10	1.6.4. Evaluation Criteria Point d. Sl. No.3d. Team Member (sub-leads)	26	It is mentioned "Overall Experience: • More than 8 years: 01 • 5-8 years: 0.5 • <5 years: 00"	We request you to change the criteria as following: "Overall Experience: • More than 5 years: 01 • 3-5 years: 0.5 • <3 years: 00"	The EOI-cum-RFP conditions prevail.

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11	1.6.4. Evaluation Criteria Point d. Sl. No.3d. Team Member (sub-leads)	26	It is mentioned "Assignments related to corporate and growth strategy. Sound experience and understanding of defence production/industry: <ul style="list-style-type: none"> • 5 or more projects: 01 • 3-4 projects: 0.5 • <3 projects: 00" 	We request you to change the criteria as following: "Assignments related to corporate and growth strategy: <ul style="list-style-type: none"> • 5 or more projects: 01 • 3-4 projects: 0.5 • <3 projects: 00" 	The EOI-cum-RFP conditions prevail.
12	1.6.4. Evaluation Criteria Point b. Sl. No.4	26	It is mentioned "Experience in execution of consulting projects in last 5 years for public sector defence entities and/or central and state governments in India excluding IT implementation, Audit/Compliance/Risk Assessment/Taxation: <ul style="list-style-type: none"> • 1-2 projects: 05 • 3-4 projects: 10 • 5 or more projects: 15" 	We request you to change the criteria as following: "Experience in execution of consulting projects in last 7 years for public sector defence entities and/or central and state governments internationally excluding IT implementation, Audit/Compliance/Risk Assessment/Taxation: <ul style="list-style-type: none"> • 1-2 projects: 05 • 3-4 projects: 10 • 5 or more projects: 15" 	The EOI-cum-RFP conditions prevail.
13	1.6.4. Evaluation Criteria Point b. Sl.	26	It is mentioned " - Letter of Award (LoA) - Completion certificate/ self-certification from MD	Given the nature of confidentiality on projects related to Defence and weapons manufacturing, we request you to kindly allow self-	The EOI-cum-RFP conditions prevail.

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	No.4		of the bidder - Self-certificate (in case of on-going projects)"	certification for global assignments.	
14	1.6.6. Appointment of Consultant	28	It is mentioned "BEL will award the Contract to the successful bidder whose proposal has been determined to be substantially responsive and has been determined as the most responsive bids as per the process outlined above"	We request you to share the standard contract document.	All relevant clauses of the EoI-cum-RFP will form part of the Contract document to be entered with the Successful Bidder.
15	1.5.4 Pre-bid meeting	14	BEL shall hold a pre-bid meeting with the prospective bidders on 15th March 2021, at the following address: Bharat Electronics Limited Strategic Planning Division, Corporate Office, Outer Ring Road, Nagavara, Bangalore - 560045 India	Due to increasing COVID-19 cases across states, we request for an option to attend the pre-bid meeting virtually over video conference (VC)	The Pre-bid meeting has been conducted on 15 th March 2021 at 10:00 AM through Video Conferencing.

Sl. No	Clause No. of EoI-cum-RFP	Page No. of EoI-cum-RFP	Content of Tender Requiring Clarification(s)	Points of Clarification	BEL Reply
16	1.5.11 Venue & Deadline for Submission of proposals	18	<p>Proposals, in its complete form in all respects as specified in the EOI cum RFP, must be submitted to BEL at the following address:</p> <p>General Manager (Strategic Planning) Kind Attn: Smt. K. Hemalatha, Bharat Electronics Limited Corporate Office, Outer Ring Road, Nagavara, Bangalore - 560045 India Tel: +91-80-25039224</p> <p>The proposals must be submitted on or before 22nd March 2021, 4:00 PM.</p>	<p>We request for 3 weeks' time for submission post publishing of clarifications/ response to pre-bid queries as some of the responses will have a material impact on our preparation of tender response</p> <p>We also request for provision to unload the tender documents in electronic form instead of hardcopy submission</p>	<p>The due date for submission of Proposal is extended till 31st March 2021 4:00 PM.</p> <p>The EOI-cum-RFP conditions prevail.</p>
17	Clause No. 1.6.2 (b-i) Eligibility criteria / Experience	20	<p>b. Experience:</p> <p>(i) Minimum 5 years' experience in consultancy services relating to the broad scope and nature of the work and Firm should have completed at least 2 projects</p>	<p>In line with RfP issued by MDL, we request for experience in similar industries to be considered for Eligibility criteria. Similar industries should include shipbuilding, defence, infrastructure (including include road, rail, airports, ports, power & utilities, oil& gas, water) & heavy engineering (including</p>	<p>The Clause may be read as " Minimum 5 years' experience in consultancy services relating to the broad scope and nature of the work and Firm should have completed at least 2 projects devising the</p>

Sl. No	Clause No. of EoI-cum-RFP	Page No. of EoI-cum-RFP	Content of Tender Requiring Clarification(s)	Points of Clarification	BEL Reply
			devising the growth strategy in the last 5 years of companies operating in the defence sector in India.	construction equipment, capital goods, commercial vehicles.) In addition, we request for a cut off of 5 Cr for the project fee to be included given the scale and size of the engagement scope in the tender Ref: Tender issued by Mazagon Dock Shipbuilders Limited titled "Service Level Agreement (SLA) to GeM tender gem/2021/b/1087943" Section 9.1.2 (ii) Pg 20	growth strategy in the last 5 years of companies operating in the Defence /Aerospace / Heavy Engineering / Manufacturing sector in India."
18	1.6.4 Evaluation Criteria	23	Past experience in execution of strategy consulting projects in last 5 years for public sector defence entities in India (handling contracts, devise growth strategy, assistance in new partnerships, new businesses, etc.) <ul style="list-style-type: none"> • 1-2 projects – 5 points • 3 or more projects – 10 points • 5 or more projects -15 points 	Due to the limited number of such projects in India, we request for experience in similar projects for similar industries to be included in line with other such tenders issued by DPSUs. Similar industries include shipbuilding, defence, infrastructure (including include road, rail, airports, ports, power & utilities, oil& gas, water) & heavy engineering (including construction equipment, capital goods, commercial vehicles.) Similar project to include consulting engagements for devising and implementing growth strategy, handling contracts, assistance in new partnerships, new business setups, and improving operational	The EOI-cum-RFP conditions prevail.

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				<p>efficiency to achieve strategic goals for companies excluding IT implementation, Audit/ Compliance/ Risk Assessment/ Taxation in similar industry</p> <p>In addition, we request for project fees over Rs 5 Cr for duration of 12 months to ensure that program experience is strategic, in line with program envisioned for BEL</p> <p>Ref: Tender issued by Mazagon Dock Shipbuilders Limited titled "Service Level Agreement (SLA) to GeM tender gem/2021/b/1087943" Section 9.1.2 (ii) Pg 21</p>	
19	1.6.4 Evaluation Criteria	23	<p>Past experience in devising strategy for private companies for defence business last 5years (diversification strategy, growth strategy, DPR for entry into defence business/ new segment in defence production)</p> <ul style="list-style-type: none"> • 1-2 projects – 4 points • 3-4 projects – 8 points • 5 or more projects – 10 points 	<p>We request for defence project experience with both government / private companies both in India and globally to be allowed in line with other such tenders issued by DPSUs</p> <p>In addition, we request for project fees over Rs 5 Cr for duration of 12 months to ensure that program experience is strategic, in line with program envisioned for BEL</p> <p>Ref: Tender issued by Mazagon Dock Shipbuilders Limited titled "Service Level Agreement (SLA) to GeM tender gem/2021/b/1087943" Section 9.1.2 (ii) Pg 21</p>	The EOI-cum-RFP conditions prevail.

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20	1.6.4 Evaluation Criteria	23	<p>At least one large strategy consulting contract (in terms of consulting fee) as described above for the defence sector.</p> <ul style="list-style-type: none"> • Fee > INR 05 Crores:05 marks • Fee >= INR 02 Crores & <= INR 05 Crores: 02 marks • Fee < INR 02 Crores: Nil 	<p>Since project size is already included in project experience in rows 4,5 above, we request for removal of this criteria in line with other such tenders issued by DPSUs</p> <p>Ref: Tender issued by Mazagon Dock Shipbuilders Limited titled "Service Level Agreement (SLA) to GeM tender gem/2021/b/1087943" Section 9.1.2 (ii) Pg 21</p>	The EOI-cum-RFP conditions prevail.
21	1.6.4 Evaluation Criteria	23	<p>Financial capacity of the bidder</p> <p>Average annual turnover of the bidder from consulting works in India during last three years (2017-18,2018-19, 2019-20)</p> <ul style="list-style-type: none"> • Turnover >=INR 325 Crores:05 marks • Turnover >=INR 250 Crores & < INR 325 Crores: 04 marks • Turnover >=INR 175 Crores & < INR 250 Crores: 03 marks • Turnover >=INR 100 Crores & < INR 175 	<p>Since financial criteria is already tested in the qualification criteria, we request for removal of this criteria in line with other such renders issued by DPSUs.</p> <p>We are global firm and bring will local and global expertise to deliver this engagement. Therefore, the local entity turnover is not reflective of the collective capabilities and credentials of the firm and therefore this financial criteria is a repeat and serves limited purpose in terms of assessing firm capabilities.</p> <p>Ref: Tender issued by Mazagon Dock Shipbuilders Limited titled "Service Level Agreement (SLA) to</p>	The EOI-cum-RFP conditions prevail.

Sl. No	Clause No. of EoI-cum-RFP	Page No. of EoI-cum-RFP	Content of Tender Requiring Clarification(s)	Points of Clarification	BEL Reply
			Crores: 02 marks	GeM tender gem/2021/b/1087943" Section 9.1.2 (ii) Pg 21	
22	1.6.4 b) Detailed breakdown of scoring mechanism 3. Resource commitment for the project a) Project Director	24	Overall Experience More than 15 years: 01 12-15 years: 0.5 Educational background Postgraduate: 01 Graduate: 0.5 Relevant work-experience (in defence production/ consulting domain) More than 12 years: 01 10-12 years: 0.5 Assignments in a leadership capacity with accountability and responsibility for overall performance including quality, budget, schedule client, and stakeholder management of DPR/Strategic/Advisory reports in the A&D sector >10 projects: 01 5-10 projects: 0.5 <5 projects:0	In line with criteria for Project Director in similar tenders issued by DPSUs, we request for removal of marks for Relevant work-experience (in defence production/ consulting domain) and for experience in leading similar projects in similar industries to be considered given the broad experience required to lead a strategic engagement of this nature. In addition, defence expertise is already ensured through Subject Matter Expert (SME) requirements. Ref: Tender issued by Mazagon Dock Shipbuilders Limited titled "Service Level Agreement (SLA) to GeM tender gem/2021/b/1087943" Section 9.1.2 (ii) Pg 25	The EOI-cum-RFP conditions prevail.
23	1.6.4 b) Detailed breakdown of scoring	24	Overall Experience More than 15 years: 01 12-15 years: 0.5 Educational background	In line with criteria for Team Lead in similar tenders issued by DPSUs, we request for removal of marks for Relevant work-experience (in	The EOI-cum-RFP conditions prevail.

Sl. No	Clause No. of EoI-cum-RFP	Page No. of EoI-cum-RFP	Content of Tender Requiring Clarification(s)	Points of Clarification	BEL Reply
	mechanism 3. Resource commitment for the project b) Team Leader		Postgraduate: 01 Graduate: 0.5 Relevant work-experience (in defence production/ consulting domain) More than 12 years: 01 10-12 years: 0.5 Assignments in a management capacity with accountability and responsibility for overall delivery and stakeholder management of DPR/Strategic/Advisory reports in the A&D sector. >10 projects: 01 5-10 projects: 0.5 <5 projects: 00	defence production/ consulting domain) and for experience in leading similar projects in similar industries to be considered given the broad experience required to lead a strategic engagement of this nature. In addition, defence expertise is already ensured through SME requirements. We request for experience cut-off of 10 years for the Team Lead given the Project Director and SMEs already have a higher experience requirement Ref: Tender issued by Mazagon Dock Shipbuilders Limited titled "Service Level Agreement (SLA) to GeM tender gem/2021/b/1087943" Section 9.1.2 (ii) Pg 25	
24	1.6.4 b) Detailed breakdown of scoring mechanism 3. Resource commitment for the project d) Team member (sub-leads)	26	Overall Experience More than 8 years: 01 5-8 years: 0.5 <5 years: 00 Assignments related to corporate and growth strategy. Sound experience and understanding of defence production/ industry	In line with resource requirement in similar tenders issued by DPSUs we request for Team Member (sub-lead) criteria to be replaced with Subject Matter Expert –Strategy/ Finance and marketing Ref: Tender issued by Mazagon Dock Shipbuilders Limited titled "Service Level Agreement (SLA) to GeM tender gem/2021/b/1087943" Section 9.1.2 (ii) Pg 25	The EOI-cum-RFP conditions prevail.

Sl. No	Clause No. of EoI-cum-RFP	Page No. of EoI-cum-RFP	Content of Tender Requiring Clarification(s)	Points of Clarification	BEL Reply
			5 or more projects: 01 3-4 projects: 0.5 <3 projects: 00		
25	Para 1.5.11; Submission deadline;	18	22 Mar 2021	As your response to these queries may have material impact on our proposal, it is requested that the submission deadline be specified as four weeks from the date of issue of clarifications/ corrigendum.	The due date for submission of Proposal is extended till 31 st March 2021 4:00 PM.
26	Para 1.5.4;	14	Pre-bid meeting	Please hold the pre-bid meeting in both physical and VC mode so that appropriate participation in the meeting can be ensured, given the Covid-19 situation.	The Pre-bid meeting has been conducted on 15 th March 2021 at 10:00 AM through Video Conferencing.
27	Para 1.6.9;	31		Please confirm that the consultant will not be required to visit any location other than the BEL's facilities at nine locations – Bangalore, Ghaziabad, Chennai, Hyderabad, Machilipatnam, Navi Mumbai, Pune, Panchkula and Kotdwara, as and when required for conducting the study	The EOI-cum-RFP conditions prevail.
28	Para 1.4.2 Phase 1: As-is assessment;	5		Please confirm that the consultant will not be required to carry out any valuation process	The EOI-cum-RFP conditions prevail.
29	Para 1.4.2 Phase 1: As-is assessment;	5		We assume that the consultant will not be responsible for verification of any data, and that BEL will provide the required data which is	Internal data of BEL need not be verified by the Consultant, However, the data external to BEL,

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				validated by themselves. Please confirm	provided need to be verified by the Consultant, if required.
30	Para 1.4.2 Phase 1: As-is assessment;	5		We assume the consultant only requires to objectively document the current scenario and that the information required to do this is readily available.	To be carried out as per EoI-cum-RFP requirement.
31	Para 1.4.2 Phase 1: As-is assessment; s.no. J)	7	Any previous study conducted by BEL should be a part of this phase	Please provide a list of the previous studies conducted by BEL, which will be provided to us	The same will be provided to the successful Bidder engaged by BEL for the study, based on its relevance.
32	Para 1.4.3 Phase 2: Gap analysis through benchmarking and develop baseline report;	8		Please note that the activities under this phase will be undertaken based on the information available in the public domain. Please confirm that the consultant will not be expected to share confidential data of other countries and their defence entities. We believe that the activity is required to be undertaken through desktop based secondary research and the consultant will not be required to visit and meet such countries / international organisations. Please confirm.	To be carried out as per EoI-cum-RFP requirement.

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33	Para 1.4.3 Phase 2: Gap analysis through benchmarking and develop baseline report;	8		Please confirm that any interaction required with, the Ministry of Defence, the armed forces, other DPSUs, OFB and DRDO labs shall be facilitated by BEL.	BEL will extend necessary support to the Successful Bidder, if required.
34	Para 1.4.4 Phase 3 & Para 1.4.5 phase 4;	8		Please confirm that the consultant will not be required to provide any legal consultation or recommendations	To be carried out as per the EoI-cum-RFP
35	Para 1.4.4 Phase 3;	8		While we can provide our analysis and recommendations, it should be the client's responsibility to review the options, analysis and recommendations and take a decision on the model to be adopted. We cannot take/perceived to be taking any decisions on behalf of the client. Please confirm	The EOI-cum-RFP conditions prevail.
36	Para 1.4.5 Phase 4;	9	Suggest any Policy, Taxation amendments, G2G MOUs requirement to render products manufactured by BEL to be sold at the world market rates	Please note that xxx cannot formulate policy for the Government. We assume that we will be expected to only provide broad inputs which can be used by the Government for policy formulation themselves. Please clarify on this aspect	The EOI-cum-RFP conditions prevail.

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37	Para 1.4.5;	10	The ToR/Scope of work mentioned above are indicative and non-restrictive in nature	In a competitive bidding environment with fixed commercial bids, this clause creates a non-level playing field. We propose this clause to be omitted and all the possible scope elements to be included so that the bids received by BEL reflects the same understanding of the scope by all bidders.	The EOI-cum-RFP conditions prevail.
38	Para 1.4.6;	10	Implementation support	Please clarify if bidders will be evaluated for this scope component on technical parameters. More specifically, are bidders expected to provide the approach and methodology for this scope component too?	To be carried out as per RFP. Bidder need to provide the approach and methodology for this scope component too.
39	Para 1.4.7;	11	Project duration	Please note that there will be time gaps between phases as well as approvals on the consultant's recommendations, which may not allow the project to proceed further. We hope that such time gaps, which are beyond control of the consultant's efforts will not be considered as time elapsed for the project. Please confirm.	The EOI-cum-RFP conditions prevail.
40	Para 1.6.4 (b) Evaluation criteria S.no. 3	24	Resource commitment for the Project	Profile requirement for the project director, team leader, and subject matter expert, in terms of number of years of experience as well as	The EOI-cum-RFP conditions prevail.

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				<p>nature of projects done, is quite similar. We believe that the requirement should be further differentiated as per the project needs.</p> <p>E.g. Team Lead (strategy expert) should be an expert in strategy and may not necessary have done assignments in the A&D sector. The experience could be in manufacturing or any other related sectors.</p>	
41	Para 1.6.4 (b) Evaluation criteria S.no. 3	24	Resource commitment for the Project	<p>As the consultant is required to have A&D sector subject matter experts in the team, we believe that all the 12 resources sought in the RFP may not necessarily have experience in A&D sector related projects.</p> <p>Instead, the team should be complementary in their skill-set wherein the team members should also demonstrate the experience in functional areas – Strategy, Supply Chain, Finance, Operations, Production, R&D, Marketing & Sales, etc. and/or other related sectors like metal, mining, alloys, space, energy, etc.</p>	The EOI-cum-RFP conditions prevail.

Sl. No	Clause No. of EoI-cum-RFP	Page No. of EoI-cum-RFP	Content of Tender Requiring Clarification(s)	Points of Clarification	BEL Reply
42	Para 1.6.4 Evaluation criteria S.no. 3	24	Resource commitment for the Project	It is suggested that for such assignments, the relevant international experts may be quite beneficial and sought in the RFP. The scoring should accordingly be assigned for making such experts as part of the project team	The EOI-cum-RFP conditions prevail.
43	Para 1.6.4 Evaluation criteria S.no. 3	24	Resource commitment for the Project	While the RFP specifies the number of resources required, it does not provide their deployment requirements across each phase. Please provide the same for making it a level playing field for all bidders.	The EOI-cum-RFP conditions prevail.
44	Para 1.6.4 Evaluation criteria (a) and (b) s.no. 4	23 & 26	Past experience in execution of strategy consulting projects in last 5 years for public sector defence entities in India	We understand that we can cite consulting projects done with the public sector defence entities as well as central and state governments. Please confirm.	The EOI-cum-RFP conditions prevail.
45	Para 1.6.4 (a) and (b) s.no. 6	23	At least one large strategy consulting contract (in terms of consulting fee) as described above for the defence sector	We request that the requirement may be changed to: "At least one large strategy consulting contract (in terms of consulting fee) as described above for the defence sector in India: Fee > INR 04 Crores: 05 marks Fee >= INR 02 Crores & <= INR 04 Crores: 02 marks Fee < INR 02 Crores: Nil"	The EOI-cum-RFP conditions prevail.

Sl. No	Clause No. of EoI-cum-RFP	Page No. of EoI-cum-RFP	Content of Tender Requiring Clarification(s)	Points of Clarification	BEL Reply
46	Para 1.6.4 Evaluation criteria;	22		As some of the recommendations for the study will be drawn from global examples. We request that the consultant should be allowed to draw the expertise and resources from the network firms, which may be used to build and strengthen the deliverable, while the BEL related confidential data will not be shared with them. Please confirm. If allowed, we advise the evaluation criteria to be amended to allocate some score for this aspect	As per the EOI-cum-RFP conditions and the NDA to be entered as per the Template with the Successful Bidder at the time of Contract stage.
47	Form 3.1: Compliance Sheet for Technical proposal s.no. 3	41	Self-Certificate of Completion (Certified by the Statutory Auditor / MD of firm) If the project value is confidential, it is sufficient for the Bidder MD to self certify that the project value is above the cut-off indicated.	Please confirm if self-certificate may be provided by any of the statutory auditor/ MD / authorised signatory of the bidding firm.	The EOI-cum-RFP conditions prevail.
48	Form 3: Compliance Sheet for Technical proposal s.no. 7	42	Total experience	Please clarify the term 'total experience' as the experience details are already sought at s.no.3 or provide a template / form for the self-certified letter.	The EOI-cum-RFP conditions prevail. Experience indicated under Sl. No. 7 must include the total

Sl. No	Clause No. of EoI-cum-RFP	Page No. of EoI-cum-RFP	Content of Tender Requiring Clarification(s)	Points of Clarification	BEL Reply
					experience requirement of the Consultant as per the EoI-cum- RFP including the High level desired capability of the Consultant as per clause no. 1.6.1 with the supporting information in a self-certified letter
49	No clause in RFP		No right to disclose client name or project for citation / reference purposes	Please appreciate that this is a prestigious project for us and we would like to showcase this project in our future proposals. We request client to allow us to refer to you and the services we have performed for you for citation / reference purposes, as long as we do not disclose your confidential information.	This shall be as per the NDA to be entered with the Successful Bidder.
50	No clause in RFP		No protection to our pre-existing IPRs	There are innumerable IPRs that exist with us which we would like to use to your benefit while delivering our services to you. These are our pre-existing IPRs and we use it for all clients. We will not be able to give ownership in such IPRs to you just because we are using them for providing services to you, like we use these for other clients. We request that we are allowed to retain ownership	The EOI-cum-RFP conditions prevail.

Sl. No	Clause No. of EoI-cum-RFP	Page No. of EoI-cum-RFP	Content of Tender Requiring Clarification(s)	Points of Clarification	BEL Reply
				<p>of our pre-existing IPRs, else we might be not be able to use these in providing services to you in order to protect our ownership in them. We request you to kindly include the below clause. This is also the standard mentioned by Meity in its guidelines. Notwithstanding anything to the contrary in this agreement, Consultant will retain the ownership of its pre-existing intellectual property rights (including any enhancement or modification thereto) even if such IPRs are used for creating deliverables, are incorporated in the deliverables, etc. To the extent such pre-existing IPRs are included/incorporated in the deliverables, upon receipt of all due and payable payment in full, the Consultant shall grant a non-exclusive, perpetual and fully paid up license to the Purchaser/Client to use such pre-existing IPRs for use of deliverables for the purpose for which such deliverables are meant for client's internal business operations.</p>	

Sl. No	Clause No. of EoI-cum-RFP	Page No. of EoI-cum-RFP	Content of Tender Requiring Clarification(s)	Points of Clarification	BEL Reply
51	No clause in RFP		There is no restriction on the usage of deliverable. No third party disclaimers.	We will be providing services and deliverables to you under the contract. We accept no liability to anyone, other than you, in connection with our services, unless otherwise agreed by us in writing. You agree to reimburse us for any liability (including legal costs) that we incur in connection with any claim by anyone else in relation to the services. Please confirm our understanding is correct.	The EOI-cum-RFP conditions prevail.
52	No clause in RFP		No acceptance criteria	If the project is to be completed on time, it would require binding both parties with timelines to fulfill their respective part of obligations. We request you that you incorporate a deliverable acceptance procedure, perhaps the one provided by MeitY in their guidelines, or the one suggested below, to ensure that acceptance of deliverables is not denied or delayed and comments, if any, are received by us well in time. You may consider including the below simple clause: Within 10 days (or any other agreed period) from Client's receipt of a draft deliverable, Client will notify Consultant if it is accepted. If it is	The EOI-cum-RFP conditions prevail.

Sl. No	Clause No. of EoI-cum-RFP	Page No. of EoI-cum-RFP	Content of Tender Requiring Clarification(s)	Points of Clarification	BEL Reply
				not accepted, Client will let Consultant know the reasonable grounds for such non acceptance, and Consultant will take reasonable remedial measures so that the draft deliverable materially meets the agreed specifications. If Client does not notify Consultant within the agreed time period or if Client uses the draft deliverable, it will be deemed to be accepted.	
53	No clause in RFP			If there are any circumstances that reasonably restrict travel or physical presence of our personnel at your office / location, then without prejudice to your payment obligations, you shall allow such personnel to work from home or other remote location till the time such reasonable restrictions exist. Any delay / default in performing our obligations arising from such restrictions, shall not be attributable to us and shall not be considered a breach of contract on our part and no consequent damages / penalties etc. arising therefrom would be imposed on us under the Contract. Please confirm.	The EOI-cum-RFP conditions prevail.

Sl. No	Clause No. of EoI-cum-RFP	Page No. of EoI-cum-RFP	Content of Tender Requiring Clarification(s)	Points of Clarification	BEL Reply
54	No clause in RFP		Limitation of Liability - Liability is unlimited or not documented	<p>Client is requested to limit consultants liability to 1X of the total contract value. Further, Client is requested to include to clause to state that we will not be liable for any indirect and consequential losses or damages. This is as per GFR and Meity guidelines and also the industry standard. Even the law, Contract Act, stipulates and remote and consequential damages are not payable. Client is requested to include the below clause:</p> <p>Purchaser/Client agrees that Consultants total liability for all claims connected with the services or this agreement (including but not limited to negligence), whether in contract, tort, statute, indemnities or otherwise, is limited to one time the professional fees paid / payable for the services. Purchaser/Client agrees that Consultant will not be liable for (i) loss or corruption of data from your systems, (ii) loss of profit, goodwill, business opportunity, anticipated savings or benefits or (iii) indirect or consequential loss.</p>	The EOI-cum-RFP conditions prevail.

Sl. No	Clause No. of EoI-cum-RFP	Page No. of EoI-cum-RFP	Content of Tender Requiring Clarification(s)	Points of Clarification	BEL Reply
55			1.	<p>Scope of activities for the optional 'Implementation Support' phase are not well-defined and are not close-ended. We do understand that the scope may be further firmed-up based on the outcomes of phase-4. However, at this stage, it will be difficult to ascertain the quantum of efforts and nature of man-power required to be deployed for delivering the services in this phase.</p> <p>Given this, in order to quote a fixed monthly fee as required by the RFP, the bidders are required to ascertain the number of man-months to be deployed, which, as explained, is quite difficult. Hence, we request that rather than seeking an optional monthly fee for four months, you may seek a per man-month fee. At the beginning of the phase-4, BEL and the consultant may mutually agree on the number of man-months as well as number of people required to be deployed for the desired support over the four months duration or longer as required and accordingly, services will be rendered on the quoted man-month rate.</p>	The EOI-cum-RFP conditions prevail.

Sl. No	Clause No. of EoI-cum-RFP	Page No. of EoI-cum-RFP	Content of Tender Requiring Clarification(s)	Points of Clarification	BEL Reply
56				Due date for bid submission may be extended to 3 weeks from the date of issue of clarifications.	The due date for submission of Proposal is extended till 31 st March 2021 4:00 PM.
57	Eligibility Criteria – 1.6.2	20	<p>a. Agency should have satisfactorily done at least 2 similar projects in terms of the broad scope and nature of the work in the last 5years.</p> <p>b. Experience: (i) Minimum 5 years' experience in consultancy services relating to the broad scope and nature of the work and Firm should have completed at least 2 projects devising the growth strategy in the last 5 years of companies operating in the defence sector in India.</p>	<p>Please confirm if we need to read these two points separately – confirm if you require 2 or 2+2. The project scope is to devise growth plan for BEL – we recommend you consider global studies as not many such projects happened in India in the last 5 years</p>	<p>a) The EOI-cum-RFP conditions prevail. b) Clause No. 1.6.2 (b-i) Eligibility criteria / Experience may be read as “ Minimum 5 years' experience in consultancy services relating to the broad scope and nature of the work and Firm should have completed at least 2 projects devising the growth strategy in the last 5 years of companies operating in the Defence /Aerospace / Heavy Engineering / Manufacturing sector in India.”</p>
58	Eligibility Criteria – 1.6.2	20	<p>c. Turnover: Minimum Rs. 100 Crore per annum in Consultancy services during the last 3years.</p>	<p>100 Crore in consulting services will limit competition. Please make this to overall turnover which will not dilute the company competency to execute this work if awarded. If not request you to modify as global turnover if they are global</p>	<p>The EOI-cum-RFP conditions prevail.</p>

Sl. No	Clause No. of EoI-cum-RFP	Page No. of EoI-cum-RFP	Content of Tender Requiring Clarification(s)	Points of Clarification	BEL Reply
				companies with a registered entity in India	
59	Evaluation Criteria – 1.6.4 ; point 4	23	Past experience in execution of strategy consulting projects in last 5 years for public sector defence entities in India (handling contracts, devise growth strategy, assistance in new partnerships, new businesses, etc.)	The number of projects that has happened in Public sector entities similar to scope of work BEL expects is limited. We acknowledge the value of adding contracts, assistance n partnership, etc to this condition to helps bidders participate though they may not be directly relevant. Request you to consider making this global as the scope involves global coverage	The EOI-cum-RFP conditions prevail.
60	Evaluation Criteria – 1.6.4 ;point 7	23	Financial capacity of the bidder Average annual turnover of the bidder from consulting works in India during last three years (2017-18,2018-19, 2019-20)	100 Crore in consulting services will limit competition. Please make this to overall turnover which will not dilute the company competency to execute this work if awarded. If not request you to modify as global turnover if they are global companies with a registered entity in India	The EOI-cum-RFP conditions prevail.
61				We request that consortium / association of up to maximum 3 entities may be allowed to participate in the tender process.	The EOI-cum-RFP conditions prevail.
62	1.5.4	14	Pre-Bid Meeting	In view of the prevailing conditions, we request that the Pre-Bid Meeting may be conducted	The Pre-bid meeting has been conducted on 15 th March 2021 at 10:00 AM

Sl. No	Clause No. of EoI-cum-RFP	Page No. of EoI-cum-RFP	Content of Tender Requiring Clarification(s)	Points of Clarification	BEL Reply
				on a virtual platform.	through Video Conferencing.
63	1.5.11	17	The proposals must be submitted on or before 22nd March 2021, 4:00 PM.	In order to submit the best techno commercial bid, we request you to kindly extend due date for submission by 10 days, from publication of the response to Pre-bid queries.	The due date for submission of Proposal is extended till 31 st March 2021 4:00 PM.
64	Clause No. 1.6.2 (b-i) Eligibility criteria / Experience	19	(i) Minimum 5 years' experience in consultancy services relating to the broad scope and nature of the work and Firm should have completed at least 2 projects devising the growth strategy in the last 5 years of companies operating in the defence sector in India.	We feel that the clause is restrictive in nature and would therefore request that formulating business strategy Public and Private Sector companies in India be considered under the clause. Accordingly, the clause may be allowed to read as under: Minimum 5 years' experience in consultancy services relating to the broad scope and nature of the work and Firm should have completed at least 2 projects devising the business strategy in the last 5 years of Public and/or Private Sector entities operating in India.	Clause No. 1.6.2 (b-i) Eligibility criteria / Experience may be read as " Minimum 5 years' experience in consultancy services relating to the broad scope and nature of the work and Firm should have completed at least 2 projects devising the growth strategy in the last 5 years of companies operating in the Defence / Aerospace / Heavy Engineering / Manufacturing sector in India."
	1.6.4 (4), ((5), (6)		Evaluation Criteria	In consonance with Point 4 as above, the criteria may be allowed to read as under:	

Sl. No	Clause No. of EoI-cum-RFP	Page No. of EoI-cum-RFP	Content of Tender Requiring Clarification(s)	Points of Clarification	BEL Reply
65			<p>Past experience in execution of strategy consulting projects in last 5 years for public sector defence entities in India (handling contracts, devise growth strategy, assistance in new partnerships, new businesses, etc.)</p> <ul style="list-style-type: none"> .• 1-2 projects – 5 points .• 3 or more projects – 10 points .• 5 or more projects -15 points 	<p>Past experience in execution of strategy consulting projects in last 7 years for public sector entities in India (handling contracts, devise growth strategy, assistance in new partnerships, new businesses, etc.)</p> <ul style="list-style-type: none"> .• 1-2 projects – 5 points .• 3 or more projects – 10 points .• 5 or more projects -15 points 	<p>The EOI-cum-RFP conditions prevail.</p>
66			<p>Past experience in devising strategy for private companies for defence business last 5years (diversification strategy, growth strategy, DPR for entry into defence business/new segment in defence production)</p> <ul style="list-style-type: none"> .• 1-2 projects – 4 points .• 3-4 projects – 8 points .• 5 or more projects – 10 points 	<p>Past experience in devising strategy for private companies in the last 7 years (diversification strategy, growth strategy, etc.)</p> <ul style="list-style-type: none"> .• 1-2 projects – 4 points .• 3-4 projects – 8 points .• 5 or more projects – 10 points 	<p>The EOI-cum-RFP conditions prevail.</p>

Sl. No	Clause No. of EoI-cum-RFP	Page No. of EoI-cum-RFP	Content of Tender Requiring Clarification(s)	Points of Clarification	BEL Reply
67			<p>At least one large strategy consulting contract (in terms of consulting fee) as described above for the defence sector.</p> <ul style="list-style-type: none"> .• Fee > INR 05 Crores:05 marks .• Fee>= INR 02 Crores &<= INR 05 Crores: 02 marks .• Fee < INR 02 Crores: Nil 	<p>At least one large strategy consulting contract (in terms of consulting fee) as described above</p> <ul style="list-style-type: none"> .• Fee > INR 03 Crore:05 marks .• Fee>= INR 02 Crore &<= INR 03 Crore: 02 marks .• Fee < INR 02 Crore: Nil 	<p>The EOI-cum-RFP conditions prevail.</p>
68			<p>Financial capacity of the bidder Average annual turnover of the bidder from consulting works in India during last three years (2017-18,2018-19, 2019-20)</p> <ul style="list-style-type: none"> .• Turnover >=INR 325 Crores:05 marks .• Turnover>=INR 250 Crores &< INR 325 Crores: 04 marks .• Turnover >=INR 175 Crores &<INR 250 Crores: 03 marks .• Turnover >=INR 100 	<p>Financial capacity of the bidder Average annual turnover of the bidder from consulting works in India during last three years (2017-18,2018-19, 2019-20)</p> <ul style="list-style-type: none"> .• Turnover >=INR 275 Crore:05 marks .• Turnover>=INR 225 Crore &< INR 275 Crore: 04 marks .• Turnover >=INR 175 Crore &<INR 225 Crore: 03 marks .• Turnover >=INR 125 Crore &<INR 175 Crore: 02 marks 	<p>The EOI-cum-RFP conditions prevail.</p>

Sl. No	Clause No. of EoI-cum-RFP	Page No. of EoI-cum-RFP	Content of Tender Requiring Clarification(s)	Points of Clarification	BEL Reply
			Crores &<INR 175 Crores: 02 marks		
69	1.6.4 (b) (4) (5) and (6)	26	Completion certificate/ self- certification from MD of the bidder	Self-certification from the Authorized Signatory along with relevant Power of Attorney may be accepted in fulfillment of the criteria.	The EOI-cum-RFP conditions prevail.
70	1.6.9	31	The personnel may be required to work/ visit any of the divisions/offices of BEL within or outside Bangalore for which no extra claim will be applicable and the personnel should make the provision of their own conveyance and staying at the places to perform the job. The deputed professionals of the Bidder may be required to carry out the scope of work as per the Contract, inside BEL's designated premises for the duration of the Contract, if required.	Please specify if the deputed professionals shall have to necessarily carry out the scope of work inside BEL's designated premises during the entire duration of the contract or the deployment within the designated premises on a need-basis.	The EOI-cum-RFP conditions prevail.

Sl. No	Clause No. of EoI-cum-RFP	Page No. of EoI-cum-RFP	Content of Tender Requiring Clarification(s)	Points of Clarification	BEL Reply
71	1.6.2 (b-i) Eligibility criteria / Experience	20	Experience: (i) Minimum 5 years' experience in consultancy services relating to the broad scope and nature of the work and Firm should have completed at least 2 projects devising the growth strategy in the last 5 years of companies operating in the defence sector in India	We believe that bidder's strategy consulting experience within the sectors that BEL currently operates in could be valuable for BEL. We hence suggest to consider experience for the similar industries such as defence, electronics, engineering, manufacturing and infrastructure while evaluating the experience of the bidder.	The Clause 1.6.2 (b-i) Eligibility criteria / Experience may be read as " Minimum 5 years' experience in consultancy services relating to the broad scope and nature of the work and Firm should have completed at least 2 projects devising the growth strategy in the last 5 years of companies operating in the Defence / Aerospace / Heavy Engineering / Manufacturing sector in India."
72	1.6.4 Evaluation Criteria no 4	23	Past experience in execution of strategy consulting projects in last 5 years for public sector defence entities in India (handling contracts, devise growth strategy, assistance in new partnerships, new businesses, etc.) · 1-2 projects – 5 points · 3 or more projects – 10 points · 5 or more	We believe that the criteria is currently quite restrictive. We also believe that the bidder's strategy consulting experience within the sectors that BEL currently operates in, could be very valuable for BEL. We hence suggest to consider experience for public sector entities from the similar industries such as defence, electronics, engineering, manufacturing and infrastructure	The EOI-cum-RFP conditions prevail.

Sl. No	Clause No. of EoI-cum-RFP	Page No. of EoI-cum-RFP	Content of Tender Requiring Clarification(s)	Points of Clarification	BEL Reply
			projects -15 points	<p>while evaluating the experience of the bidder. We further suggest that a contract value cut-off may be specified for the projects, so that only projects of comparable scale to this RFP may be provided by the bidders. We hence suggest including a minimum contract size of Rs 8+ Cr while submitting the relevant experience. This suggestion is also based on the recent norm from similar RFPs released by other DPSUs, example – HAL, BEML, MDL</p> <p>We also believe that this is strategically critical assignment for BEL, and consultant's experience in relevant sectors will be valuable for BEL. We hence suggest that the number of projects submitted for obtaining full marks shall not be restricted to 5. Instead, the bidders with highest number of projects qualifying the cut-off value in relevant sectors shall receive full marks, and the other bidders maybe awarded pro-rated marks according to the number of qualifying projects.</p> <p>Kindly confirm.</p>	

Sl. No	Clause No. of EoI-cum-RFP	Page No. of EoI-cum-RFP	Content of Tender Requiring Clarification(s)	Points of Clarification	BEL Reply
73	1.6.4 Evaluation Criteria no 5	23	Past experience in devising strategy for private companies for defence business last 5years (diversification strategy, growth strategy, DPR for entry into defence business/new segment in defence production) · 1-2 projects – 4 points · 3-4 projects – 8 points · 5 or more projects – 10 points	We suggest that a contract value cut-off may be specified for the projects, so that only projects of comparable scale to this RFP may be provided by the bidders. We hence suggest including a minimum contract size of Rs 8+ Cr while submitting the relevant experience from India and USD 1 Mn+ for the global experience. This suggestion is also based on the recent norm from similar RFPs released by other DPSUs, example-	The EOI-cum-RFP conditions prevail.
74	1.6.4 Evaluation Criteria no 6	23	At least one large strategy consulting contract (in terms of consulting fee) as described above for the defence sector. · Fee > INR 05 Crores:05 marks · Fee >= INR 02 Crores & <= INR 05 Crores: 02 marks · Fee < INR 02 Crores: Nil	We understand that this is a strategically important assignment for BEL where the consultant's previous work experience of delivering large, transformative strategy work would be valuable for BEL. Hence, we request to consider submission of one case study (and not an example) of successfully executed strategy contract, in last 5 years for an Indian entity active in Defence sector , with consulting fees (excluding taxes) over Rs 5 Crore Kindly confirm.	The EOI-cum-RFP conditions prevail.

Sl. No	Clause No. of EoI-cum-RFP	Page No. of EoI-cum-RFP	Content of Tender Requiring Clarification(s)	Points of Clarification	BEL Reply
75	1.6.4 Evaluation Criteria no 7	23	Financial capacity of the bidder Average annual turnover of the bidder from consulting works in India during last three years (2017-18,2018-19, 2019-20) · Turnover >=INR 325 Crores:05 marks · Turnover>=INR 250 Crores &< INR 325 Crores: 04 marks · Turnover >=INR 175 Crores &<INR 250 Crores: 03 marks · Turnover >=INR 100 Crores &<INR 175 Crores: 02 marks	In order to do full justice to the important assignment for BEL, especially considering the vast spread of BEL and the potential Global ambitions, it is pertinent for the consultant to have a large practice in India. Hence, we request to consider two revenue segments to separate large consulting practices from the smaller ones. We suggest to consider following two segments - (1) Rs 100 Crores to Rs 1000 Crores , for obtaining 2 marks; and (2) Rs 1000 Crore+ for 5 marks Kindly confirm.	The EOI-cum-RFP conditions prevail.
76	1.6.4 Evaluation Criteria (b) Detailed scoring mechanism, no 2 : Presentation made before BEL	24	01 Case study of similar SoW and methodology followed for execution	We understand that this clause refers to completed assignments where the consultant has devised the strategy and helped to implement it, for the Indian entities active in the defence sector. Kindly confirm	The EOI-cum-RFP conditions prevail.
77	1.6.4 Evaluation Criteria (b)	24	New clause to be added	From the sub-criteria for evaluation, we understand that BEL intends to depute personnel with	The EOI-cum-RFP conditions prevail.

Sl. No	Clause No. of EoI-cum-RFP	Page No. of EoI-cum-RFP	Content of Tender Requiring Clarification(s)	Points of Clarification	BEL Reply
	Detailed scoring mechanism, no 3 : Resource commitment for the project			experience across significant strategy consulting projects across relevant industries. In order to ensure that the bidders have adequate staff of relevant experience of delivering large transformative strategy projects, and are not relying on outsourced resources, we request to add following two clauses applicable for all personnel mentioned in this RFP - 1. The person must be a permanent employee of the bidder for at least 3 years 2. The projects cited in the CVs of the personnel shall be of size relevant for this assignment, i.e., equal to or greater than Rs 5 Cr, if Indian and equal to or greater than USD 1 Mn, if Global. The CVs shall be self-certified by the MD of the firm.	
78	1.6.4 Evaluation Criteria (b) Detailed scoring mechanism, no 3 : Resource commitment for the project	24	Project Director: Relevant work-experience (in defence production/ consulting domain) More than 12 years: 01 10-12 years: 0.5	We believe that the Project Director's role is to provide direction to the consulting assignment, which will entail growth in adjacent areas and diversification in areas where BEL may not be have significant presence currently. Therefore, a senior person with diverse experience across sectors relevant	The EOI-cum-RFP conditions prevail.

Sl. No	Clause No. of EoI-cum-RFP	Page No. of EoI-cum-RFP	Content of Tender Requiring Clarification(s)	Points of Clarification	BEL Reply
				for BEL, such as defence, electronics, engineering, manufacturing and infrastructure will be valuable to this assignment. We further understand that the Project Director is expected to be duly supported by the Defence Sector expert for the matters exclusively pertaining to Defence industry/ production domains. We hence request to consider Relevant experience in sectors such as defence, electronics, engineering, manufacturing and infrastructure, for the evaluation under this sub-criteria. Kindly confirm	
79	1.6.4 Evaluation Criteria (b) Detailed scoring mechanism, no 3 : Resource commitment for the project	24	Project Director: Assignments in a leadership capacity with accountability and responsibility for overall performance including quality, budget, schedule client, and stakeholder management of DPR/Strategic/Advisory reports in the A&D sector. >10 projects: 01 5-10 projects: 0.5 <5 projects: 00	We request to consider experience from the similar industries such as defence, engineering, automotive, electronic equipment in Public and Private sector. The project director's experience in similar industries shall help BEL to explore adjacent growth opportunities and learnings from the relevant sectors. It is to be further considered that BEL has already mandated to deploy a Defence Sector expert, who shall provide the Defence specific expertise in this assignment Further, this	The EOI-cum-RFP conditions prevail.

Sl. No	Clause No. of EoI-cum-RFP	Page No. of EoI-cum-RFP	Content of Tender Requiring Clarification(s)	Points of Clarification	BEL Reply
				suggestion is also based on the recent norm from similar RFPs released by other DPSUs, example HAL, BEML and MDL Kindly confirm	
80	1.6.4 Evaluation Criteria (b) Detailed scoring mechanism, no 3 : Resource commitment for the project	25	Team leader (strategy expert) : Relevant work-experience (in defence production/ consulting domain) More than 12 years: 01 10-12 years: 0.5	We believe that the Project Director's role is to provide direction to the consulting assignment, which will entail growth in adjacent areas and diversification in areas where BEL may not be have significant presence currently. Therefore, a senior personnel with diverse experience across sectors relevant for BEL, such as defence, electronics, engineering, manufacturing and infrastructure will be valuable to this assignment. We further understand that the Project Director is expected to be duly supported by the Defence Sector expert for the matters exclusively pertaining to Defence industry/ production domains. We hence request to consider Relevant experience in sectors such as defence, electronics, engineering, manufacturing and infrastructure, for the evaluation under this sub-criteria. Kindly confirm	The EOI-cum-RFP conditions prevail.

Sl. No	Clause No. of EoI-cum-RFP	Page No. of EoI-cum-RFP	Content of Tender Requiring Clarification(s)	Points of Clarification	BEL Reply
81	1.6.4 Evaluation Criteria (b) Detailed scoring mechanism, no 3 : Resource commitment for the project	25	Team leader (strategy expert) : Assignments in a management capacity with accountability and responsibility for overall delivery and stakeholder management of DPR/Strategic/Advisory reports in the A&D sector. >10 projects: 01 5-10 projects: 0.5 <5 projects: 00	We request to consider experience from the similar industries such as defence, engineering, automotive, electronic equipments in Public and Private sector. The experience of team leader (strategy expert) in similar industries shall help BEL to explore adjacent growth opportunities and learnings from the relevant sectors. It is to be further considered that BEL has already mandated to deploy a Defence Sector expert, who shall provide the Defence specific expertise in this assignment Further, this suggestion is also based on the recent norm from similar RFPs released by other DPSUs, example HAL, BEML and MDL Kindly confirm	The EOI-cum-RFP conditions prevail.
82	1.6.4 Evaluation Criteria (b) Detailed scoring mechanism, no 3 : Resource commitment for the project	26	Team members (sub-leads) : 9 numbers	We request to consider 4 team members (sub-leads) for this assignment. The total marks may remain the same. This suggestion is based on the recent norm from similar RFPs released by other DPSUs, example HAL We also wish to highlight three more points specific to BEL - (1) BEL has already mandated that there shall be additional working team who	The EOI-cum-RFP conditions prevail.

Sl. No	Clause No. of EoI-cum-RFP	Page No. of EoI-cum-RFP	Content of Tender Requiring Clarification(s)	Points of Clarification	BEL Reply
				shall be deployed on the ground (2) For the scope mentioned and timelines permitted, 4 sub-leads are easily sufficient (3) Sub-leads are important team members, who would also control the quality of deliverables, and hence shall be given relatively higher marks Kindly confirm	
83	1.6.4 Evaluation Criteria (b) Detailed scoring mechanism	26 and 27	Required documents for substantiating project experience - Letter of Award (LoA) - Completion certificate/ self-certification from MD of the bidder - Self-certification (in case of on-going projects)	As per the Form 3: Compliance sheet on page 41 of the referenced document, we understand that any one of these documents can be submitted to substantiate the work experience. Kindly confirm. Please also note that - we have signed confidentiality agreements with our clients that limit our ability to disclose their names & the contracts / work orders with them. While we shall be happy to disclose the same where we are legally permitted to, we will be submitting the certificate with a brief description of our client (without disclosing their names), the nature of services we performed for them, the duration of the project and an indicative contract value duly self certified by MD of the firm.	The EOI-cum-RFP conditions prevail.

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84	1.6.4 Evaluation Criteria (b) Detailed scoring mechanism	27	Required documents for substantiating the bidder's revenue - - Certificate from statutory auditor – Last three years audited financial statements	As per the Form 3: Compliance sheet, we understand that any one of these documents can be submitted to substantiate the revenue. Kindly confirm.	The EOI-cum-RFP conditions prevail.
85	1.4.7	13	Invoicing based on each of deliverables being certified by Competent Authority in BEL	Considering the nature of services, the team and Client shall work closely, and the deliverable should contain no surprises. In addition, by virtue of the nature of the deliverables, it is impossible to create a meaningful, objective protocol for determining whether deliverables comply with stated expectations. Therefore, we suggest removing the requirement for a certification/ acceptance of the deliverables and the correlation between payment and acceptance. In the event the payment must be linked to certification/ acceptance by Competent Authority in BEL, we suggest incorporating an acceptance criterion that the Client shall, within five (5) days of receipt of the Deliverable, provide us a notice, and we shall, upon receipt of such notice, promptly correct	The EOI-cum-RFP conditions prevail.

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				any material variances identified therein. Further, Deliverables shall be deemed accepted at such time as either (i) such Deliverable conforms to the specifications or descriptions agreed between the parties; (ii) upon review is deemed satisfactory to Client; or (iii) Client fails to submit the above-mentioned written notice within the acceptance period.	
86	1.4.7	13	Ownership of the deliverables by BEL and DDP	<p>We agree to provide the Client the final versions of the materials, reports and presentations prepared by us for delivery to Client (the "Deliverables"), however, we would like to clarify this shall only be the final Deliverables that are shared with the Client.</p> <p>We propose to include language that allows us to retain our pre-existing and underlying intellectual property to the extent embedded in the Deliverables. We shall provide a non-exclusive, non-transferable, non-sublicensable, fully paid right to the Client to use and copy any of the pre-existing IP forming part of the Deliverables, so as to enable the Client to use the</p>	The EOI-cum-RFP conditions prevail.

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				<p>Deliverables internally, in accordance with the Agreement.</p> <p>Further, in the event any third-party materials or products or any of our proprietary products are used for the Deliverables or services, the terms and any licensing restrictions thereof shall be shared with the Client for compliance.</p> <p>Also, 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 or Deliverable may use it on a non-reliance basis. This would protect us from risks of third-party claims based on reliance on our Deliverables, which are prepared only for the Client. 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>	

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87	1.6.4; Form 3.1	26, 27, 41	Past experiences	We have signed confidentiality agreements with our clients that limit our ability to disclose their names, the letters of award, completion certificate, etc. While we shall be happy to disclose the same where we are legally permitted to, we will be submitting the certificate with a brief description of our client (without disclosing their names), the nature of services we performed for them, the duration of the project and a tentative contract value duly attested by MD of the firm. This is in-line with Form3 provided on page no 41 Kindly confirm.	The EOI-cum-RFP conditions prevail.
88	1.6.7	29	Termination	We suggest that the termination clause should be mutual and should be triggered only where there is a material breach by the other party that is not cured within 60 days of receiving a notice. We also suggest that any termination should not impact the EMD. We would like to clarify that in case of any termination, we shall be paid for all services performed, Deliverables provided and our	The EOI-cum-RFP conditions prevail.

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				proprietary tools (if any) accessed up till the date of termination. Kindly confirm	
89	1.6.8	30	Liquidated Damages	We suggest deleting the provision of liquidated damages under the Agreement. We will pay actual damages as determined by a court; however, limited to the contract value of xxx. Please confirm.	The EOI-cum-RFP conditions prevail.
90	1.6.11	32	Definition of "Corrupt Practice"	We would like to clarify that this section should not restrict the employment of any person as a result of that person making an unsolicited response to a bona fide published general recruitment advertisement not specifically directed at such person.	The EOI-cum-RFP conditions prevail.
91	1.6.12	34	Conflict of Interest	We would like to clarify that providing broadly similar services to other clients should not be construed as a conflict of interest. We maintain internal safeguards that enable us to work for clients without compromising our commitment to protect the confidentiality of proprietary information. Also, involvement of any senior professionals who serve as practice	The EOI-cum-RFP conditions prevail, including the NDA template.

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				<p>area leaders, any topic experts or advisors, who specialize in an industry or specific business discipline should not preclude them from working for other clients.</p> <p>Kindly confirm.</p>	
92	1.6.13	34	Confidentiality	<p>We agree to maintain the confidentiality of all confidential information that is provided to us by the Client. However, we propose to make the confidentiality obligations in the Agreement mutual for both parties.</p> <p>Further, in order 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 an evidence of the work completed by us under the Agreement, and these shall continue to be subjected to the confidentiality obligations.</p>	As per EoI-cum-RFP and the NDA to be entered with the Successful Bidder at the time of Contract stage.
93	1.6.15	36	Indemnity	We can agree to indemnifying only for losses that arise from third party claims for intellectual property rights infringement, gross negligence or intentional misconduct. All direct claims or any other third-party claims can and	The EOI-cum-RFP conditions prevail.

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				<p>should be litigated (or otherwise resolved) between the parties via the courts or other agreed processes. We would like to clarify that all our liabilities and indemnification obligations under the Agreement shall arise if such claims are attributable to our gross negligence or intentional misconduct. We also propose that our aggregate liability for direct damages should be limited to one time the fees paid for the service that gives rise to the claim, and that neither party shall be liable to the other for any indirect, consequential, punitive, or other special damages.</p>	
94	Form 4, clause 10	48	Fall Clause	<p>We would like to delete this clause since the services we provide are personal to each of our clients and the fees paid for them are equally personal.</p>	<p>The EOI-cum-RFP conditions prevail.</p>
95	Form 4, clause 11, clause 12	49	<p>External Monitor; Examination of Books of Account</p>	<p>We suggest that the Client should ensure that the External Monitor is bound by the same confidentiality obligations as the Client under the Agreement. Further, nothing shall obligate us to disclose any documents or other material relating to the profitability</p>	<p>The EOI-cum-RFP conditions prevail.</p>

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				or internal profit and loss/balance sheets associated with our business, payroll information, or information or material that constitute, in our opinion, legally privileged documents or information that we are bound to maintain as confidential by written obligation to a third party.	
96	N/A	N/A	Disclaimer	We would like to propose the inclusion of the following clarification that the Client shall be responsible for obtaining its own legal, tax and accounting advice concerning laws, regulations, agreements and other legal, accounting or tax issues which affect the advice given by us to Client.	The EOI-cum-RFP conditions prevail.
97	Deliverables and payment terms	12	Deliverables and payment terms	As per our standard terms, we would like to add the clause on interest on late payment. "xxx will impose a 1.5% per month late payment fee for invoices that remain unsettled after 30 days from raising the invoice." Request you to accept the same	The EOI-cum-RFP conditions prevail.
98	Detailed scoring mechanism. Criterion 2,	26	New clause to be added Commitment for the Project	Acceptance of Digital Signatures : Kindly note that our personnel are based out of multiple locations across India and Globally. Due to	The EOI-cum-RFP conditions prevail.

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	Resource			current COVID situation, it may not be possible for individuals to sign the CVs in person. We hence request you to accept the CVs digitally signed by the respective personnel.	
99	Form 6, Financial Proposal Format	52	Our Financial Proposal is for the sum of <<Amount in words and figures>>. This amount is inclusive of all expenses & taxes.	Since the GST can be claimed back, it cannot be deemed as professional fees. We hence request you to consider only the professional fees, inclusive of expenses for the purpose of evaluating the bidder's financial proposal towards this assignment. We further understand the breakup of taxes and duties are expected to be provided separately as per the format, and we shall abide by it. Kindly confirm.	The EOI-cum-RFP conditions prevail.
100	1.5.11 , Venue & Deadline for submission of proposals	18	The proposals must be submitted on or before 22nd March 2021, 4:00 PM.	We would require more time to submit a high quality proposal. We hence request to extend the timeline to at least 1st April 2021.	The due date for submission of Proposal is extended till 31 st March 2021 4:00 PM.
101			Criteria of Consortium approach may be considered	Criteria of Consortium approach may be considered	The EOI-cum-RFP conditions prevail.
102			Extension of at least one week for Bid submission		The due date for submission of Proposal is extended till 31st March 2021 4:00 PM.

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103			Conflict of Interest criteria - Such companies who are in direct competition to BEL or Consultant to your competition in India or outside India.		The EOI-cum-RFP conditions prevail. The Conflict of Interest will be assessed during the Technical evaluation phase, based on the responses received from the Bidders.
104			Companies doing business or having Offices in China / Pakistan / Turkey or working with enemies of India		The EOI-cum-RFP conditions prevail. The Conflict of Interest will be assessed during the Technical evaluation phase, based on the responses received from the Bidders.
105	1.5.11 , Venue & Deadline for submission of proposals	18	Extension of at least one month for Bid submission.		The due date for submission of Proposal is extended till 31 st March 2021 4:00 PM.
106	Clause 1.6.2	20,	a. Agency should have satisfactorily done at least 2 similar projects in terms of the broad scope and nature	Please give clarification on "similar projects"	As per the EOI-cum-RFP Scope of Work.

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			of the work in the last 5years.		
107	Clause 1.6.2	20	(i) Minimum 5 years' experience in consultancy services relating to the broad scope and nature of the work and Firm should have completed at least 2 projects devising the growth strategy in the last 5 years of companies operating in the defence sector in India	To have a wider participation, please include business process re-engineering along with growth strategy projects to read the clause as below: (i) Minimum 5 years' experience in consultancy services relating to the broad scope and nature of the work and Firm should have completed at least 2 projects devising the growth strategy/BPR in the last 5 years of companies operating in the defence sector in India	The Clause 1.6.2 (b-i) Eligibility criteria / Experience may be read as "Minimum 5 years' experience in consultancy services relating to the broad scope and nature of the work and Firm should have completed at least 2 projects devising the growth strategy in the last 5 years of companies operating in the Defence /Aerospace / Heavy Engineering / Manufacturing sector in India."
108	Clause 1.6.4 S. No 4	23	Past experience in execution of strategy consulting projects in last 5 years for public sector defence entities in India (handling contracts, devise growth strategy, assistance in new partnerships, new	To have a wider participation, please include project executed in homeland security too along with defence entities to read the clause as below: Past experience in execution of strategy consulting projects in last 5 years for public sector defence entities /Homeland security in India	The EOI-cum-RFP conditions prevail.

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			businesses, etc.)	(handling contracts, devise growth strategy, assistance in new partnerships, new businesses, etc.)	
109	Clause 1.6.4 S. No 4	23,	Past experience in devising strategy for private companies for defence business last 5years (diversification strategy, growth strategy, DPR for entry into defence business/ new segment in defence production)	To have a wider participation, please include projects executed for private/public sector in homeland security too along with defence business to read the clause as below: Past experience in devising strategy for private companies/public sector for defence business/homeland security in last 5years (diversification strategy, growth strategy, DPR for entry into defence business/ new segment in defence production)	The EOI-cum-RFP conditions prevail.