

S. no	NIT Section/ Page number	Clause Subject/ Details	Description of Clarification	SECI Response
1	Clause-5, Eligibility Criteria SL. No. (b)	Must have done PMMM assessments of level 3 or above /equivalent assignment of similar nature within the last three financial years, i.e. FY 2015- 16, 2016-17 and 2017-2018.	We request M/s SECI to replace the clause as: “Must have done PMMM assessments of level 3 or above /equivalent assignment of similar nature such as Business Process Review or Restructuring or Standardization, setting up of PMO/PMU/ PMC/ SPMO, Capacity Building, Governance Model, within the last five financial years, i.e. FY 2013-14, FY 201415, FY 2015- 16, 2016-17 and 2017-2018” Kindly confirm.	Please refer amendment 01
2	Clause 11. Evaluation Of Bids SL. No. 1	Preparation/Review and assessment of PMMM level 3 or above /equivalent assignment of similar nature in last three years (no. of projects) (Requires experience details documents to be submitted for validation)	We request M/s SECI to replace the clause as: “Preparation/Review and assessment of PMMM level 3 or above/equivalent assignment of similar nature such as Business Process Review or Restructuring or Standardization, setting up of PMO/PMU/ PMC/ SPMO, Capacity Building, Governance Model, within the last five financial years, i.e. FY 2013-14, FY 201415, FY 2015-16, 2016-17 and 2017-2018 (Requires experience details documents to be submitted for validation)” Kindly confirm.	Please refer amendment 01

3	Clause 11. Evaluation Of Bids SL. No. 3	Experience of Key Manpower experts on Payroll presently working on Preparation/Review and assessment of PMMM level 3 or above /equivalent assignment of similar nature {Attach certificate from client}	We request M/s SECI to replace the clause as: “Experience of Key Manpower experts on Payroll presently working on Preparation/Review and assessment of PMMM level 3 or above/equivalent assignment of similar nature such as Business Process Review or Restructuring or Standardization, setting up of PMO/PMU/ PMC/ SPMO, Capacity Building, Governance Model” Kindly confirm.	Please refer amendment 01
4	Clause 11. Evaluation Of Bids SL. No. 5	No. of Years of Preparation/Review and assessment of PMMM level 3 or above/equivalent assignment of similar nature. (Requires experience details documents to be submitted for validation)	We request M/s SECI to replace the clause as: “No. of Years the bidder as an Organization or firm has been involved in Preparation /Review and assessment of PMMM level 3 or above/equivalent assignment of similar nature such as Business Process Review or Restructuring or Standardization, setting up of PMO/PMU/ PMC/ SPMO, Capacity Building, Governance Model” Kindly confirm.	Please refer amendment 01
5	FORMAT-VI: Format for Technical Bid	5. DETAILS OF MAJOR ASSIGNMENTS UNDERTAKEN OF A SIMILAR NATURE IN THE BROAD CATEGORIES: Experience of working with Govt. Agencies /PSUs/JVCs of PSUs /Subsidiaries of PSUs • Preparation/Review and assessment of PMMM level 3 or above/equivalent assignment of similar nature in last three years.	We request M/s SECI to replace the clause as: 5. DETAILS OF MAJOR ASSIGNMENTS UNDERTAKEN OF A SIMILAR NATURE IN THE BROAD CATEGORIES: Experience of working with Govt. Agencies /PSUs/JVCs of PSUs/Subsidiaries of PSUs • Preparation/Review and assessment of PMMM level 3 or above/equivalent assignment of similar nature such as Business Process Review or Restructuring or Standardization, setting up of PMO/PMU/ PMC/ SPMO, Capacity Building, Governance Model in last five years.	Please refer amendment 01

6	BID INFORMATION SHEET Clause-3, Scope of Work SL. No. (i)	<p>(A) NAME OF WORK/ BRIEF SCOPE OF WORK/ JOB</p> <p>For Gap Assessment of SECI's Project Management Practices as per Project Management Maturity Model (PMMM) Level 3</p> <p>Detail the requirements for PMMM Level-3 with respect to the RE projects under SECI's ownership and the projects developed by SECI for clients under Project Management Consultancy (PMC).</p>	<p>We understand that the assessment needs to be carried out in the following areas:</p> <ol style="list-style-type: none"> 1. Scope Management 2. Time Management 3. Cost Management 4. Human Resource Management 5. Procurement Management 6. Quality Management 7. Risk Management 8. Communication Management <p>Kindly confirm if any other area(s) is to be covered.</p> <p>Additionally, kindly confirm if an equivalent model of PMMM level 3 can be used to conduct the assessment, as PwC has its proprietary model which is prepared considering leading global practices. The model uses '12 Elements of Delivery Excellence' framework to assess the maturity and effectiveness of project management, governance, delivery and controls using a web based Tool. A detailed questionnaire along with a 5 point rating is used for the assessment process.</p> <p>This tool has been used by PwC teams across the globe for a number of Capital</p>	<p>GAP Assessment needs to be carried out as per the scope of work mentioned in the tender document.</p> <p>Regarding usage of equivalent model to conduct the gap assessment as per the scope of work mentioned, bidders can adopt their own models. However, the model adopted and used in gap assessment should be well established and should have been implemented in organisations. The bidders shall be required to submit the relevant documents in support of the past experience for deployment of such models suggested.</p>
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7	Clause 3: Scope of Work, SL. No. (d- iv)	Consultant would develop a comprehensive improvement plan including implementation strategy, action plan including assessment of resource requirements, such as capabilities, IT, company policy framework etc. for implementation of the above recommendations. Performance indicators for each step should also be given. Costbenefit analysis of implementing the recommendations should also be given	We understand that assessment of resource requirements, such as capabilities, IT, company policy framework etc. performance indicators for each step and Cost- Benefit analysis is to be given only for the recommendations provided by the consultant post the Gap Assessment. Kindly confirm	Confirmed
8	Clause 2: Objective of Assignment SL. No. 3	Develop a plan of action required for strengthening and improvement of project processes, including capacity enhancement, IT-integration, resource requirements etc. with timelines.		
9	Clause 11.1 Evaluation Of Bids Sl. No. 3 of Table	Experience of Key Manpower experts on Payroll presently working on Preparation /Review and assessment of PMMM level 3 or above/equivalent assignment of similar nature {Attach certificate from client}	Kindly clarify how the summation of marks of individual key manpower experts will be done Kindly clarify if the total experience of Key Manpower Experts will be calculated by summation of experience of individual experts assigned to the assignment or any other approach will be used Additionally, M/s SECI is requested to accept Self Attested CV of Experts as proof of experience, since obtaining a similar certificate from the client will not be possible.	Please refer amendment 01
10	Format V. Format for Financial Bid SL. No. 1	Requirement of Policy & Regulatory Expert under Remuneration to Experts/ Staff justified for proposed manpower	We understand that the role Policy & Regulatory Expert is limited to providing recommendations only on the gaps identified in the processes during the assessment period. Kindly Confirm.	Please refer Annexure 1 to Amendment - 01

11	BID INFORMATION SHEET (I) BID INFORMATION SHEET	29.08.2018 (16:00 hrs)	M/s SECI is requested to extend the date of submission of bid by at least 1 week Kindly Confirm.	Please check SECI website (www.seci.co.in) for any updates.
12	Format X POWER OF ATTORNEY	To be on non-judicial stamp paper of appropriate value as per Stamp Act relevant to place of execution	We request M/s SECI to allow to use Board resolution of PwCPL which will mention the list of signatories in place of the Power of Attorney in format mentioned Kindly Confirm.	Board Resolution submitted shall be duly certified by the Company Secretary or the Director of the relevant Bidder, as applicable to the Bidder in favour of the person signing the response specific to this NIT and in the event of selection of the bidder, to sign the further contract documents.
13	BID INFORMATION SHEET (G) BID PROCESSING FEE (NON REFUNDABLE)	Amount: INR 6,000/- (Indian Rupees Six Thousand) inclusive of GST @ 18% to be submitted either through NEFT/RTGS transfer in the account of SECI, or in the form of DD/Pay Order along with the response to NIT in favour of "Solar Energy Corporation of India Ltd", payable at New Delhi.	We request M/s SECI to waive off the Bid Processing Fee as submitting the same require internal approvals and may not be able to be completed by the Bid submission deadline Kindly Confirm.	Provisions of NIT shall prevail
14	Clause 10. Terms of Payment	100% of Total Project Cost after Completion and submission of Presentation to Board of Directors of SECI and approval of the report presented by the Board of Directors.	We request M/s SECI to modify the clause as: The payment will be made as per below milestone (including 100% Tax against the amount paid for each milestone) Milestone Payment % Sensitization workshop with solar/projects team : 20% Gap assessment report : 30% Presentation to Board of Directors : 40% Presentation to SECI's employees : 10%	Please refer Annexure 2 to Amendment 01
15	9. PROPOSED METHODOLOGY AND WORK PLAN	f) Detailed resume of the team leader and team members of the consultant (with copies of certificates to support qualifications)	We request M/s SECI to allow self-certified resume of Team Leader and Team Members to support the qualifications Kindly Confirm.	Please refer amendment 01

16	FORMAT-V: Format for Financial Bid	SI No. 1 Remuneration to Experts/staff justified for the proposed manpower	We request M/s SECI to allow the bidder to quote a lump sum fee for the contract instead of providing expert wise break up as it will allow to optimize deployment the resources according to project requirement and also optimize the Fee involved. Kindly Confirm.	Please refer Annexure 1 to Amendment - 01
17	FORMAT-VI: Format for Technical Bid	Pt 3: AVAILABLE INFRASTRUCTURE	We understand the Available Infrastructure required is the Project Maturity Assessment Tool for assessment purposes only. Kindly elaborate	The bidder must furnish the document stating necessary tools and sources deployed for the Gap Assessment project.
18	6. METHOD OF BID SUBMISSION	(A) ENVELOPE- I (TECHNO COMMERCIAL ENVELOPE) For Technical Bid (i) Minimum number of trained staff which will be engaged full-time for this study. This staff is expected to spend approximately 80% of their time on this engagement either in SECI office or at project sites (if required).	We request M/s SECI to allow the bidder to decide the percentage deployment of the full time resources. The deployment will depend upon the requirements of the project and will be decided accordingly Kindly Confirm.	Please refer amendment 01
19	9. PROPOSED METHODOLOGY AND WORK PLAN	The bidder should specify the sequence of important activities, and provide a quality assurance plan for carrying out the work.	We understand that the quality assurance plan required will only for the activities being undertaken for delivery of this assignment by the consultancy Firm . Our quality assurance plan generally involves review of deliverables at various senior levels ensuring only the best quality of work is delivered to the client. Kindly confirm	Confirmed.

20	Format X	Power of Attorney	<ul style="list-style-type: none"> Furnishing a Power of Attorney in the given format within the given timelines may not be possible. This is due to internal compliances and check put up by consulting firms. Legal vet of the given format may also take a few days. Instead, EY will be able to furnish a general power of attorney (readily available) of a currently serving partner. Other PSUs also accept this General Power of Attorney from consultants as part of their procurement processes 	In exceptional cases General PoA may be accepted by the bidder duly authorised and signed by the Head of the Organisation / CEO / MD /Chairman. However, final discretion of acceptance shall remain with SECI.
21	11.1 S. No. 5	No. of Years of Preparation/Review and assessment of PMMM level 3 or above/equivalent assignment of similar nature. (Requires experience details documents to be submitted for validation)	<ul style="list-style-type: none"> Experience on PMMM should be considered only for the team leader. The other team members can be evaluated based on their experience on project management (PMU, PMC etc.), business processes assessment, organisational process assessment etc. 	Please refer amendment 01
22	11.1 S. No. 3	Experience of Key Manpower experts on Payroll presently working on Preparation/Review and assessment of PMMM level 3 or above/equivalent assignment of similar nature {Attach certificate from client}	<ul style="list-style-type: none"> Experience on PMMM should be considered only for the team leader. The other team members can be evaluated based on their experience on project management (PMU, PMC etc.), business processes assessment, organisational process assessment etc. Also instead of client certification, self-attestation should be allowed. 	Please refer amendment 01
23	11.1 S. No. 1	Preparation/Review and assessment of PMMM level 3 or above/equivalent assignment of similar nature in last three years (no. of projects) (Requires experience details documents to be submitted for validation)	<ul style="list-style-type: none"> Similar assignments where the consultant was involved in project management (PMU, PMC etc.), business processes assessment, organisational process assessment etc. should be given weightage. Clause specifying PMMM is recommended to be relaxed/removed. 	Please refer amendment 01

24	10	100% of Total Project Cost after Completion and submission of Presentation to Board of Directors of SECI and approval of the report presented by the Board of Directors.	<ul style="list-style-type: none"> • As discussed in the pre-bid meeting, milestone payments are recommended. The following milestones are recommended against the timelines mentioned under clause 4 – <ul style="list-style-type: none"> o Sensitization workshop with solar/projects team – 20% o Gap assessment report – 30% o Presentation to Board of Directors – 40% o Presentation to SECI's employees – 10% 	Please refer Annexure 2 to Amendment 01
25	5.1 a	Must be an Autonomous body, Institution or a Government body or a firm/company incorporated in India. A joint bid/consortium/sub-consultant is not allowed.	<ul style="list-style-type: none"> • Joint bid/consortium/sub-consultant should be allowed to leverage external capacity building and PMMM expertise. The lead consortium firm will be responsible for quality control. 	Provisions of NIT shall prevail
26	5.1 b	Must have done PMMM assessments of level 3 or above within the last three financial years.	<ul style="list-style-type: none"> • Similar assignments where the consultant was involved in project management (PMU, PMC etc.), business processes assessment, organisational process assessment etc. should be given weightage. Clause specifying PMMM is recommended to be relaxed/removed. 	Please refer amendment 01
27	7	Presentations on credentials and the proposal before a Committee of Officers constituted by SECI.	Whether presentation should be submitted with Techno Commercial Proposal or separately will be communicated to bidders	Regarding presentation separate communication shall be intimated to the bidders
28	9	Detailed resume of the team leader and team members of the consultant (with copies of certificates to support qualifications).	<ol style="list-style-type: none"> 1. What certificates are required? 2. Is it mandatory for all experts to have PMMM or equivalent experience 	Please refer amendment 01
29	10	Terms of Payment- 100% of Total Project Cost after Completion and submission of Presentation to Board of Directors of SECI and approval of the report presented by the Board of Directors.	No intermediate payment milestones?	Please refer Annexure 2 to Amendment 01

30	11	Experience of Key Manpower experts on Payroll presently working on Preparation/Review and assessment of PMMM level 3 or above/equivalent assignment of similar nature {Attach certificate from client}	1. What type of certificate? 2. If different experts have different years of experience, then how the marks will be allotted?	Please refer amendment 01
31	Format- V	Team – Leader, Policy & Regulatory, Technical, Financial	Is this is the mandatory team to be deployed? Or it can be changed?	Please refer Annexure 1 to Amendment - 01
32	Format- IX	E- banking mandate form to be endorsed by bank or not?	To be made clear	E- banking mandate form to be endorsed by bank