

**Minutes of the Pre-Proposal Conference for
“Hiring of Consulting Services for:-“Study on “as-is” assessment, strengthening and
streamlining systems and processes of Assam Seeds Corporation Limited (ASCL)
1st February, 2023 at 11:00 AM in the PCU of ARIAS Society, Khanapara- 22,**

Ref. RFP No: ARIAS-13015/4/2022-APART-ARIAS/I/108681/2023 Dated Guwahati the 18th January, 2023

The following officials of ARIAS Society and representatives of the consultancy firms were present in the pre-proposal conference meeting:

Officials of the ARIAS Society:

1. Sri. Gunajeet Kashyap, MD, ASCL
2. Smti. Priyanka Hazarika, AO, ASCL
3. Sri. Priti Ranjan Dash, PCMS, ARIAS Society
4. Sri. Baljeet Singh, MAOS, ARIAS Society
5. Sri. Prasenjit Chaliha, PME, ARIAS Society
6. Smti. Priyakshi Borooah, PME, ARIAS Society
7. Smti Kangkana Deka, PME, ARIAS Society
8. Smti. Panchali Borthakur, ABE, ARIAS Society

Representative of the Firms:

1. Bishnu P Saikia, NISG
2. Sanjeev Borgohain, NISG
3. Devina Kuttappa, GT
4. Ahshan Khan, GT
5. Rakesh Chouhary, PwC
6. Probal Das, EY
7. Avishek Chakravarty, EY
8. Samudra Mukherji, Deloitte

Attendance sheet of the meeting is enclosed at **Annex-1**. The attendance sheet also consists name of participants virtually online.

1. The MD, ASCL welcomed all the participants present in the pre-proposal conference.
2. During the meeting, the ARIAS Society officials clarified the queries of the representatives of the firms who attended the meeting, subject to the approved minutes of pre-proposal conference to be formally issued. The queries received through email till the date of finalization of the pre-bid minutes were also clarified. The queries raised and the clarifications provided (including the clarifications received through email) are enclosed at **Annex-2**.

Minutes Reviewed by



(Baljeet Singh),
Market Analyst cum Operation Specialist,
ARIAS Society

Minutes Signed,



(Priti Ranjan Dash)
Procurement and Contract Management Specialist,
ARIAS Society

Dated Guwahati the 04th February, 2023

Copy by email to:

1. Service Provider Agency: (a) NISG: bishnu.prasad@nisg.org; sanjeev.borgohain@nisg.org; (b) GT: devina.kuttappa@in.gt.org; ahshan.khan@in.gt.com; (c) PwC: arvind.jha@pwc.com; (d) EY: probal.das@in.ey.com; avishek.chakravarty@in.ey.com; (e) DELOITTE: smukherji@deloitte.com; (f) BDO: SatyamModa@bdo.in;
2. The responses to the queries will be uploaded on official website. (www.arias.in)
3. Internal: All concerned officials of the ARIAS Society present in the meeting/ MIS Section for uploading in website.

Annex- 2

Queries and Responses on the RFP No ARIAS-13015/4/2022-APART-ARIAS/I/108681/2023 Dated Guwahati the 18th January, 2023 for Study on "as-is" assessment, strengthening and streamlining systems and processes of Assam Seeds Corporation Limited (ASCL)

#	REFERENCE	EXISTING CLAUSE	CLARIFICATION/QUARIES	REPLY
1	Page 15 Clause 10.1	(1) Power of Attorney to sign the Proposal	We request board resolution empowering the authorized signatory be allowed.	The board resolution is accepted.
2	Page 16 Clause 14.1.2	The total estimated time input of the Key Experts' would be for a period 19 months	As this is an Institutional Strengthening assignment we request you to increase the man months to account for additional positions aligned to the needs of the assignment. <Elaborated in query #7>	No change to the existing clause.
3	Page 16 Clause 17.4	(a) Technical Proposal: one (1) original and 2 copies; and soft copy in a Pen drive	We request that the soft copy be submitted over email due to organizational restrictions on use of pen drive due to cybersecurity implications	No change to the existing clause.
4	Page 17 Clause 19.1	The opening shall take place at: "same as the Proposal submission address" Date: 20th February 2023;Time: 2.30 PM (IST)	We request an online option for attending	The meeting ID and password for attending through online mode will be shared through ARIAS website.
5	Page 17 Clause 21.1	Completion or acceptance certificate(s), including experience, if any, of having worked in similar assignment	As many assignments are long duration projects we request that copy of work order be made sufficient	For ongoing assignments, contract agreement with scope of work must be enclosed along with the proposal.
6	Page 17 Clause iii	Key Experts' qualifications and competence for the Assignment:	Due to the core focus of the assignment, we request that the pool of following experts be incorporated to augment the team and bring in necessary skills to execute the project. <ul style="list-style-type: none"> • HR Expert – MBA/PGDM in Management • Institutional Strengthening and Capacity Building Expert – Masters degree in a relevant field • Change Management Expert– Masters degree in a relevant field 	The consultant may include additional experts depending on the proposed Technical Approach and methodology.
7	Page 18 Clause 27.1	The weights given to the Technical (T) and Financial (P) Proposals are: T = 70% P = 30%	We request that T = 80% P = 20% for an increased emphasis on quality.	No change to the existing clause.
8	Page 20 Section 3	If the Proposal is submitted by a joint venture (JV) , attach a letter of intent or a copy of an existing agreement. In the case of a Joint Venture, several are required: a power of attorney for the authorized representative of each JV member, and a power of attorney for the representative of the lead member to represent all JV members	We request that a letter signed by all parties be made sufficient.	No change to the existing clause.

Ranjit *Baljeet*

#	REFERENCE	EXISTING CLAUSE	CLARIFICATION/QUARIES	REPLY																		
	Page 40 Clause E	1 Inception Report 5% 2 Mid Term Report 15% 3 Draft final Report 35% 4 Final Report 45%	We suggest and request the following split please: 1 Inception Report 15% 2 Mid Term Report 35% 3 Draft final Report 35% 4 Final Report 15%	<table><tr><th colspan="3">% payment is revised as follows:</th></tr><tr><th>#</th><th>Deliverable</th><th>% payment</th></tr><tr><td>1</td><td>Inception Report</td><td>10%</td></tr><tr><td>2</td><td>Mid-Term Report</td><td>30%</td></tr><tr><td>3</td><td>Draft Report</td><td>30%</td></tr><tr><td>4</td><td>Final Report</td><td>30%</td></tr></table> Corrigendum is issued in this regard.	% payment is revised as follows:			#	Deliverable	% payment	1	Inception Report	10%	2	Mid-Term Report	30%	3	Draft Report	30%	4	Final Report	30%
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9	Page 41 Clause K3	Agronomist - Post-Graduate in Agriculture, preferably Agronomy	We request that qualifications in allied fields and equivalent degrees be allowed	No change to the existing clause.																		
10	Page 42 Clause NK 1	Seed Production and Processing Expert - Post-Graduate in Agriculture preferably in Seed Science & Technology or Genetics and Plant Breeding	We request that qualifications in allied fields and equivalent degrees be allowed	No change to the existing clause.																		
11	Page 16 Clause 17.7 and 17.9	The Proposals must be submitted no later than: Date:20th February2023;Time: 2.00 PM (IST)	We request two weeks extension to prepare a responsive bid uniquely tailored for this assignment	The Proposals must be submitted no later than: Date: 1 st March 2023;Time: 2.00 PM (IST) Corrigendum is issued in this regard.																		
12	Pg. 16 of 48 ITC Reference: 17.7 and 17.9	The Proposals must be submitted no later than: Date:20th February 2023; Time: 2.00 PM (IST)	Considering the highly technical nature of the bid, we request the authority to please provide at least 25 days after publishing the responses to the pre-bid queries. This will help us in developing a responsive proposal to the requirements and may also aid in getting an adequate number of responsive proposals	The Proposals must be submitted no later than: Date: 1 st March 2023;Time: 2.00 PM (IST) Corrigendum is issued in this regard.																		
13	Pg. 17 of 48 ITC Reference: 21.1 [for FTP] Part A: Mandatory Criteria: S. No.2	Completion or acceptance certificate(s), including experience, if any, of having worked in similar Assignment.	A self-certification may please be allowed for completed projects as well as a self-certification for phase completion of the ongoing projects. Alternatively, we can share the work order + revenue recognized under contract, certified by auditors. We request this as it is extremely difficult to obtain such certificates from the govt. clients, especially for ongoing projects.	For ongoing assignments or completed assignments, the work order/Contract document, completion certificates etc including scope of the work must be enclosed along with the proposal.																		
14	Pg. 18 of 48 ITC Reference: 27.1 (Quality and Cost- Based Selection)	The weights given to the Technical (T) and Financial (P) Proposals are: T = 70%, P = 30%	We request to please revise the weights to 80% for the technical proposal and 20% for the financial proposal. This is a highly technical bid and requires the engagement of technically experienced resources by an organization to implement the tasks at par with the requirements given in the ToR.	No change to the existing clause.																		

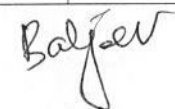
Rajiv

Baljeet

#	REFERENCE	EXISTING CLAUSE	CLARIFICATION/QUARIES	REPLY
15	Pg. 20 of 48 Section 3. Technical Proposal - Standard Forms- FORM TECH- 4	Description of the Approach, Methodology, (20 pages), and Work Plan for Performing the Assignment	We request that the page limit be removed, and the bidders are allowed to write the Approach and Methodology as they deem fit for the proposal. The detailed scope of work in the RFP (Section 7. C of Terms of Reference) itself includes 11 points to be covered in the A&M. As you would appreciate, each of the 11 points will need a detailed explanation of the approach to be followed for executing the given task. Therefore, limiting the pages to 20 as suggested would be inadequate. Hence, we request the authority to remove this clause	The variation in page number is accepted, however the consultant must restrict to a reasonable variation.
16	-----	Office space for the consultant: Not mentioned clearly in RFP	We request the authority to please clarify whether office space will be provided to the Consultant by APART for this assignment. If office space is not provided, then do we have to budget it into our financial proposal?	The office space will not be provided by ASCL or APART. The consultant may budget in the financial proposal, if required. However, the consultant need to consider that the assignment requires frequent consultation with APART and ASCL (including District offices) for carrying out the assignment.
17	Section 2. Instructions to Consultants - Mandatory Criteria: 21.1, Pg 17	Minimum annual turnover of Rs. 3 Crore in last 3 years (i.e. 2018-2019, 2019-2020 & 2020-21)	We request ARIAS to increase turnover criteria to 50-100 Cr to ensure decent firms with better creds participate and promote fair technical competition	No change to the existing clause.
18	Section 2. Instructions to Consultants: 27.1 (Quality and Cost Based Selection), Pg 18	The weights given to the Technical (T) and Financial (P) Proposals are: T = 70% P = 30%	In order to ensure better quality, we request ARIAS to consider following weightages: T = 80% P = 20%	No change to the existing clause.
19	7- Terms of Reference: C, 14 Page: 38	Benchmarking study with other state seed corporations to understand & incorporate the best practices at the levels of infrastructure and operations	ARIAS should provide the actual number of other state seed corporations whose best practices need to be studied.	The consultant need to carry out benchmarking study minimum for the following five state seed corporations i.e, Telangana, Rajasthan, Bihar, Odisha and Chhattisgarh. However, if required the consultant may cover more states.
20	7 - Terms of	Cost- benefit & impact analysis of the proposed	• We understand that cost-benefit and impact analysis	Cost-benefit and expected impact

Rajiv
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	Reference: C, 19 Page: 39	action plan	<p>is preferably carried out post implementation of action, but as mentioned in the objective-'ASCL would like to see such analysis in proposed action plan' which may not be reasonable at this stage.</p> <ul style="list-style-type: none">It may be advisable to ask for development of "Return on Investment (RoI) for the proposed plan than impact analysis.We request to kindly provide the further clarification/details on this objective	<p>analysis shall be for the proposed action plan.</p> <p>Return on Investment will also be required to carried out for the proposed action plan.</p>															
21	7 - Terms of reference: D 21 Page: 39	The duration of the assignment shall be six months from the date of contract effectiveness	<ul style="list-style-type: none">We understand that 360-degree assessment, organization analysis, benchmark analysis, institutional capacity analysis, need gap assessment, strategic action plan, drafting HR policy are some of the key tasks of the study to be carried out within 6 months.Looking at the volume & multiple work streams in terms of primary and secondary data analysis, triangulations, stakeholders' consultations and brainstorming, we request ARIAS to extend the overall assignment period to 9 months and increase the man months to 25 to organize and complete the tasks effectively.	No change to the existing clause.															
22	Sec 2E - Data Sheet 21.1	Part A: Mandatory Criteria	This is regarding the documents required, should all these documents need to be submitted or any one of the mentioned documents is sufficient.	Required documents as proof or substantiating the criteria need to be provided.															
23	Sec 2E - Data Sheet 21.1	Part B: Evaluation Criteria "Specific experience of the Consultant (as a firm) relevant to the Assignment."	How many credentials are required and what will be the scoring methodology.	The consultants need to submit all the assignments related to this assignment. The scoring methodology will be decided during the evaluation period after comparing the proposals received. More relevant assignment shall have higher score.															
24	Section 7: ToR	E- CHART OF DELIVERABLES Point no. 26	Request to modify the payment percentage to 20%, 20%, 30% and 30% for deliverables 1 to 4 respectively. This would be required to mobilize the team for the assignment.	<p>% payment is revised as follows:</p> <table><tr><th>#</th><th>Deliverable</th><th>% payment</th></tr><tr><td>1</td><td>Inception Report</td><td>10%</td></tr><tr><td>2</td><td>Mid-Term Report</td><td>30%</td></tr><tr><td>3</td><td>Draft Report</td><td>30%</td></tr><tr><td>4</td><td>Final Report</td><td>30%</td></tr></table> <p>Corrigendum is issued in this regard.</p>	#	Deliverable	% payment	1	Inception Report	10%	2	Mid-Term Report	30%	3	Draft Report	30%	4	Final Report	30%
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25	Section 7: ToR	G-CONSULTANT'S INPUTS & RESOURCES REQUIRED Point no. 28	For key experts K-1, K-2 & K-3, request to consider the experience in the Agri-Inputs sector as well with the same educational background and years of experience, as mentioned in the RFP	No change to the existing clause.
26	Section 7: ToR	G-CONSULTANT'S INPUTS & RESOURCES REQUIRED, Point no. 28	For key expert K-5, request to consider experts with MBA (Finance) as well with the same experience as mentioned in the RFP.	No change to the existing clause.
27	Page 17 and 41	Page 17: Key Experts' qualifications and competence for the Assignment: Position: (4) K-4: Crop Modellers (1) 5) Position K-5: Process Re-engineering expert (1) Page 41: K-4 Process Re-engineering expert (Time in put = 6 months) K-5 Agricultural Economist (Time in put = 1 months)	Kindly clarify which Key Experts are required- On page 17, under Section 2 E, Part B of the evaluation criteria, point number 3 mentions Crop Modellers for position no. K4 and process a Re-engineering Expert for K5 position. On page 41, under Section G- Consultants Inputs & Resources required, Agricultural Economist is mentioned for K 5 position	Existing Position as per RFP: Position K-4: Crop Modellers (1) New Clause: K4: Process Re-engineering expert K5: Agriculture Economist Corrigendum is issued in this regard.
28	Page 40	Page no 40. For Qualification and Experience for K-1: Team Leader & Seed Systems Specialist- Post-Graduate in Agriculture/MBA in Agribusiness/ Agribusiness Management /Agricultural Marketing & Cooperation/ Agribusiness Economics or a closely related field from any recognized University/ approved Institution.	Kindly consider an M.Sc. in Agriculture as a suitable qualification for the K1 position of team leader and seed system specialist	It is already included
29	Page 40	Page 40: For Qualification and Experience for K-2 Seed Business and Supply Chain Specialist- Post-Graduate/ MBA in Agribusiness/ Agribusiness Management /Agricultural Marketing & Cooperation/ Agribusiness Economics or a closely related field from any recognized University/ approved Institution.	Kindly consider a M.Sc. in Agriculture as a suitable qualification for the K2 position of Seed Business and Supply Chain Specialist.	No change to the existing clause.
30	Page 40	Page no 40. For Qualification and Experience for K-1: Team Leader & Seed Systems Specialist- At least 15 years of professional experience in the seed sector	Kindly consider readjusting the work experience range to 10 to 15 years for the position of K1, Team Leader and Seed System Specialist. The current qualifying experience is given as a minimum of 15 years.	No change to the existing clause.
31	Page 40	Page 40: For Qualification and Experience for K-2: Seed Business and Supply Chain Specialist- At least 10 years of professional experience in seed business, seed supply chain etc.	Kindly consider readjusting the work experience range to 8 to 10 years for the position of K-2, Seed Business and Supply Chain Specialist. The current qualifying experience is given as minimum of 10 years.	No change to the existing clause.

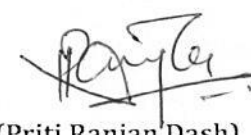
Rajiv

Baljeet

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32	Page 41	Page 41: For Qualification and Experience for K-3: Agronomist At least 10 years of professional experience in seed production, seed agronomy etc.	Kindly consider readjusting the work experience range to 8 to 10 years for the position of K-3, Agronomist The current qualifying experience is given as minimum of 10 years.	No change to the existing clause.																																				
33	Page 41	Page 41: For Qualification and Experience for K-4: Process Re-engineering expert 10 years of relevant experience in process studies, business process re-design, government process re-engineering preferably in the field of Agriculture	Kindly consider readjusting the work experience range to 8 to 10 years for the position of K-4, Process Re-engineering expert The current qualifying experience is given as 10 years	No change to the existing clause.																																				
34	Page 41	Page 41: For Qualification and Experience for K-5: Agricultural Economist 10 years of professional experience in cost benefit analysis, scenario analysis, impact analysis etc. preferably of agricultural projects/ initiatives	Kindly consider readjusting the work experience range to 8 to 10 years for the position of K-5, Agricultural Economist The current qualifying experience is given as 10 years.	No change to the existing clause.																																				
35	Page 17	Page 17, Part A: Mandatory Criteria: Agency/service provider should have executed projects/assignments (Minimum 3 no.s) related to study on "as-is" assessment, strengthening and streamlining systems and processes in the last 5 Years.	Kindly consider ongoing projects in addition to completed projects, related to "as-is" assessment, strengthening and streamlining systems and processes.	For ongoing assignments or completed assignments, the work order/Contract document, completion certificates etc including scope of the work must be enclosed along with the proposal.																																				
36	Page 16	Page 16, Section 2, C. Submission, Opening and Evaluation- The Proposals must be submitted no later than: Date:20th February 2023; Time: 2.00 PM (IST)	In order to provide a quality bid proposal, we kindly request the department to extend the submission deadline for the bid	The Proposals must be submitted no later than: Date: 1 st March 2023;Time: 2.00 PM (IST) Corrigendum is issued in this regard.																																				
37	Data Sheet – 17.4	Technical proposal submission - soft copy in a Pen drive	We would request to consider submission of technical proposal via email in encrypted format instead of only allowing for pen-drive based submission.	No change to the existing clause.																																				
38	Data Sheet – 21.1	Mandatory criteria - Completion or acceptance certificate(s), including experience, if any, of having worked in similar assignment	We would request to also consider work order / engagement letters / self-certification as in many cases clients do not issue completion certificates	Work orders/Contract document including scope of work is required. Self certification will not be considered.																																				
39	Section 7 – Terms of Reference	<p>% payment</p> <table><tr><th>#</th><th>Deliverable</th><th>% payment</th></tr><tr><td>1</td><td>Inception Report</td><td>5%</td></tr><tr><td>2</td><td>Mid-Term Report</td><td>15%</td></tr><tr><td>3</td><td>Draft Report</td><td>35%</td></tr><tr><td>4</td><td>Final Report</td><td>45%</td></tr></table>	#	Deliverable	% payment	1	Inception Report	5%	2	Mid-Term Report	15%	3	Draft Report	35%	4	Final Report	45%	<p>Currently the payment terms are extremely back-ended with almost 80% dependent on the final deliverable. Given significant manpower costs and expenses involved in the initial 4-5 months, we would request to kindly consider increasing the % payment for inception report milestone by at least 5%. An indicative break-up which may be considered has been shown below:</p> <table><tr><th>#</th><th>Deliverable</th><th>% payment</th></tr><tr><td>1</td><td>Inception Report</td><td>10%</td></tr></table>	#	Deliverable	% payment	1	Inception Report	10%	<p>% payment is revised as follows:</p> <table><tr><th>#</th><th>Deliverable</th><th>% payment</th></tr><tr><td>1</td><td>Inception Report</td><td>10%</td></tr><tr><td>2</td><td>Mid-Term Report</td><td>30%</td></tr><tr><td>3</td><td>Draft Report</td><td>30%</td></tr><tr><td>4</td><td>Final Report</td><td>30%</td></tr></table> Corrigendum is issued in this regard.	#	Deliverable	% payment	1	Inception Report	10%	2	Mid-Term Report	30%	3	Draft Report	30%	4	Final Report	30%
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Rajiv *Baljeet*

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			2	Mid-Term Report	15%	
			3	Draft Report	35%	
			4	Final Report	40%	
40	Section 7 – Terms of Reference	<ul style="list-style-type: none"> Team Leader - At least 15 years of professional experience in the seed sector Seed Business and Supply Chain Specialist - At least 10 years of professional experience in seed business, seed supply chain etc. Agronomist - At least 10 years of professional experience in seed production, seed agronomy etc. Seed Production and Processing Expert (Non-key) - At least seven years of professional experience in seed production and processing 	For all the positions mentioned educational qualification in agriculture / agribusiness / related fields are being considered. In line with the same, we would request that professional experience criteria for work done in agriculture be considered as well and not limit the same to only seed sector as there are related fields and will allow to provide more suitable and relevant profiles from a wide pool of people who have done relevant work.			No change to the existing clause.
41	Section 7 – Terms of Reference	Team Leader - Post-Graduate in Agriculture/MBA in Agribusiness/ Agribusiness Management /Agricultural Marketing & Cooperation/ Agribusiness Economics or a closely related field from any recognized University/ approved Institution • Agriculture Economist - A Post Graduate in Agricultural Economics or a closely related field	We would request that for the Team Leader and Agriculture Economist positions post graduate in any relevant field be considered as well instead of restricting to agribusiness only. Same has been allowed for Seed Business and Supply Chain Specialist as well and will allow to provide more suitable and relevant profiles from a wide pool of people who have done relevant work.			No change to the existing clause.



(Priti Ranjan Dash)
Procurement and Contract Management Specialist,
ARIAS Society




Attendance Sheet of the Pre-Proposal Conference

Hiring of Consulting Services for:- " Study on "as-is" assessment, strengthening and streamlining systems and processes of Assam Seeds Corporation Limited (ASCL)"

Date: 1st February, 2023
Time: 11:00 AM

Venue: PCU of ARIAS Society,
Khanapara, Guwahati -22

Sl.	Name of the Attendant	Organization name, Contact no & Email id	Signature
1	Bishnu P. Saikia	NISG, bishnu.prasad@nisg.org	Bishnu 11/02/23
2	Sanjeev Borgohain	NISG, sanjeev.borgohain@nisg.org	Sanjeev Borgohain 01/02/23
3	Demina Kuttappa	GT, demina.kuttappa@in.gt.org	Demina
4	Ahshem Khan	Li.T. ahsham.khan@in.gt.com	A 11/2/23
5	Rakesh Choudhary	arvind.jha@pwc.com	Rakesh 11/2/23
6	Baljeet Singh	ARIAS Soc, 8128818162 baljeetsingh@arias.in	Baljeet
7	Panchali Borah	ABE, APART	
8	Gurajeel Karthyap	MD, ASCL	Karthyap
9	Priyanka Hazarika	Admin. Officer, ASCL	Priyanka 11/02/23
10	P. Ranjan Dash	pems, ARIAS Society	Ranjan Dash 11/02/23
11	Prasenjit Chaliha	PME, ARIAS Society	P. Chaliha 01/02/2023
12	Priyankshi Borooah	PME, ARIAS Society	Priyankshi Borooah 01/02/2023

Sl.	Name of the Attendant	Organization & Contact no. & Email.id	Signature
13	Ranghama Bha	PME, Arca Society	
14	Prabhat Das	EY (8420396465) prabhat.das@in.ey.com	
15	AVISHEK CHAKRAVARTY	EY (97060-25670) avishek.chakravarty@in.ey.com	
16	Samudra Mukherji	Deloitte. (9830895496) smukherji@deloitte.com.	Present Online -
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