

GOVERNMENT OF INDIA
MINISTRY OF TOURISM
(IT DIVISION)

File No. 5.IT(1)/2016

Transport Bhawan 1,
Parliament Street,
New Delhi
Date : 08/05/2019

MINUTES OF THE PRE-BID MEETING

Held On 08th May 2019 at 1100 hrs. in the Ministry of Tourism

Ref: RFP no. 5.IT(1)/2016 dated 25/04/2019 regarding Appointment of Consultants for PMU
for Incredible India website and Mobile App.

A pre-bid Meeting was held at 1100 hrs. on 08th May 2019 at MoT, Transport Bhawan, New Delhi under the chairmanship of Shri D. Venkatesan, DDG(IT) regarding the aforesaid RFP. Representative of PricewaterhouseCoopers(PwC) were not present in the meeting and representatives of the following agencies attended the Meeting:

- i) Ernst & Young
- ii) KPMG
- iii) Grant Thornton

2. During the Pre-Bid Meeting, queries received by e-mail from agencies were clarified. In addition, queries raised by the above agencies were clarified. The agencies were informed that response of the Ministry of Tourism with respect to the queries received by e-mail and clarifications sought during the Pre-Bid Meeting will be uploaded on the websites www.eprocure.gov.in and www.tourism.gov.in as mentioned in the RFP Document. Accordingly, in the following pages, a corrigendum (**Annexure I**) and Response of Ministry of Tourism(**Annexure II**) to the Pre-Bid Queries are included.

Annexure I

CORRIGENDUM

The following amendments have been made in the RFP No. 5.IT (1)/2016 dated 25/04/2019 regarding Appointment of Consultants for PMU for Incredible India website and Mobile App.

Under Section 5 Constitution of the Team

The following statement has been updated:

PMU shall deploy a team of a Project Manager, Adobe Solutions Expert ~~and two Management Consultants~~, One Management Consultant and One Technology Consultant.

Under Section 5.1 Project Manager

The following statement has been updated:

The project will be led by Project Manager, who should be a permanent employee of the organization with over 8 years of overall work experience, having led ~~large government~~ similar projects.

Under Section 5.2 Adobe Solutions Expert

The following statement has been updated:

Since the Incredible India website and mobile app are being built on the Adobe AEM platform, and use the services of Adobe Target, Adobe Livefyre and Adobe Analytics, it is required to have ~~80%~~ 50 % deployment of an Adobe solutions expert having at least 5 years of experience, meeting the following criteria.

Under Section 14.1 Indemnity and Limitation of Liability

The following statement has been added as point 11:

11. The Client (and any others for whom Services are provided) shall not recover from bidder, in contract or tort, under statute or otherwise, any amount with respect to loss of profit, data or goodwill, or any other consequential, incidental, indirect, punitive or special damages in connection with claims arising out of this Agreement or otherwise relating to the Services, whether or not the likelihood of such loss or damage was contemplated. The Client (and any others for whom Services are provided) shall not recover from bidder, in contract or tort, including indemnification obligations under this contract, under statute or otherwise, aggregate damages in excess of the fees actually paid for the Services that directly caused the loss in connection with claims arising out of this Agreement or otherwise relating to the Services.

Under Section 14.6 Confidentiality

The following statement has been added:

Except as otherwise permitted by this Agreement, neither of the parties may disclose to third parties the contents of this Agreement or any information provided by or on behalf of the other that ought reasonably to be treated as confidential and/or proprietary. Parties may, however, disclose such confidential information to the extent that it:

- (a) is or becomes public other than through a breach of this Agreement,
- (b) is subsequently received by the receiving party from a third party who, to the receiving party's knowledge, owes no obligation of confidentiality to the disclosing party with respect to that information,
- (c) was known to the receiving party at the time of disclosure or is thereafter created independently,
- (d) is disclosed as necessary to enforce the receiving party's rights under this Agreement, or
- (e) must be disclosed under applicable law, legal process or professional regulations. These obligations shall be valid for a period of 3 years from the date of termination of this Agreement

Annexure II

Sr. No.	RFP Page No	RFP Section Sub-section No.	RFP Section Sub-section Title	Content of the RFP requiring clarification	Query or point of clarification required	MoT Response
1	9	6	Minimum Eligibility Criteria	As per the RFP, bidder needs to Client Work Order/ contract documents/ project completion certificate for completed projects	Since, most of the government projects are of longer duration (approximately 3-5 yrs.) so bidder would request to allow submission of on-going projects	Agreed by MoT
2	7	5.2	Adobe Solutions Expert	As per the RFP, bidder needs to be deploy an expert having sufficient know how on adobe AEM platform, Adobe Target, Adobe Livefyre and Adobe Analytics since the website and mobile app are built on Adobe AEM platform	Bidder has following queries/suggestions against this requirement 1. Please clarify the features of the Adobe products being used in the current website and app. 2. As per the Government Policy on open source, it is advised to built solutions based on open source and technology agnostic platform, thus avoiding vendor lock-in and allowing for innovation and better performance, outcome and quality. So clarify the reason for choice to continue with the requirement of Adobe specified solutions. 3. Bidder would like to have a clarification on other	Since we already have deployed adobe solutions we will be requiring adobe expert to be deployed in the project PMU team

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					<p>products/solutions evaluated in comparison to specified Adobe solutions. Various solutions such as Drupal/ Wordpress on PHP platform, Google Analytics etc. exist for offering open source environment.</p> <p>4. Considering the scope of revamp and new procurement we would suggest to have a digital solutions expert or a solutions architect, who in collaboration with SI will recommend best-in-breed open source solutions for the website and mobile app in place of a specific technology/ product expert.</p>	
3	4	2	Introduction	The website and mobile app are built on Adobe platform AEM 6.3	We request to share the existing documents for website and mobile app(FRS, BRD or any other)	Documents pertaining to the same will be shared once the team is onboarded

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4	6	4	Scope of Work- New Procurement	As per pt. a., under New procurement, PMU shall support the MOT in identification of various technologies and services which will be required for the Incredible India Website and Mobile App	Pl. clarify the scope of work which requires only the monitoring part and which requires procurement of new technologies and services. If website and mobile app are supposed to be built in new technologies, then as specified in S.No. 2 it is suggested to have a digital solutions expert or solutions architect in place of Adobe solution expert.	Technology consultant to handle this scope of work
5	6	4/g	Scope Of Work- New Procurement	Support the MOT in responding to various queries from vendors and service providers at various stages of any procurement process	Please clarify if support is only limited to procurement related to mobile app and website of Incredible India, not for any procurement	Support related to Incredible India project
6	34	5.4	Technology Consultant	Technology Consultant - He Should be able to identify channel strategy for digital and social media channels	Bidder suggests to incorporate one more role of social media/digital channels expert, dedicated on enhancing social media presence	Scope of Work for this is handled by another agency. Consultant should only be required to give inputs for process reengineering/impro

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						vements in current implementation vetted by MoT.
7	7,8,14	5.2, 5.4, 10.1.1	Adobe Solutions Expert, Technology Consultant, Technical Evaluation Criteria	As per section 5.4, bullet no. 3, channel strategy experience is required of technology consultant but according to 10.1.1 Sr. No. 2 experience in social media marketing is required of adobe solutions expert	Bidder suggests to incorporate one more role of social media/digital channels expert, dedicated on enhancing social media presence	Scope of Work for this is handled by another agency. Consultant should only be required to give inputs for process reengineering/improvements in current implementation vetted by MoT.
8	9, 14	6,10.1.1	Minimum Eligibility Criteria, Technical Evaluation Criteria	As per the RFP, bidder needs to submit proofs for 3 completed projects worth 1 Cr. each, 2 completed projects worth 2 Cr. each & 1 completed project over 3 Cr. totalling to minimum 6 projects.	According to section 6, if each bidder is supposed to submit minimum 6 projects then as per 10.1.1, all bidders will score maximum marks 30. Pl. clarify	No Change in RFP clause 10.1.1. Only relevant projects will be considered for technical evaluation.
9	7	5	Constitution of the Team	PMU shall deploy a team of a Project Manager, Adobe	But according to sub section 5.4 it talks about the role of Technology consultant which is	Resources: 1 project manager, 1 adobe solutions

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				Solutions Expert and two Management Consultants.	<p>completely different from the role of Management Consultant. Please clarify</p> <p>Also it is suggested to have following composition team structure for better product delivery and innovation</p> <ol style="list-style-type: none"> 1. One Project Manager - for overall project management and monitoring 2. 1 Solution Architect - for finalisation of solutions in consultation with SI 3. 1 Management Consultant to perform functions required as per RFP (excluding those related to social media channel strategy) 4. 1 Technology Consultant to perform functions required as per RFP (excluding those related to social media channel strategy) 5. 1 Social Media/ Digital Channels Expert to enrich social media presence 	<p>expert, 1 management consultant, 1 technology consultant</p> <p>Please refer corrigendum for updates in Clause 5</p>

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10	11	8	Instructions for preparation of proposals	An authorized representative of the firm should authenticate all pages of the Technical and Financial Proposals. The authorization in the form of Power of Attorney for the representative of the firm to sign the proposal should be attached	Bidder request to submit Board Resolution Meeting Document in place of Power of Attorney that shall consist the details of signing authority	Agreed by MoT
11	12	8.2 pt. 4	Financial Proposal	For avoidance of doubt, it is clarified that all taxes, excluding GST, shall be deemed to be included in the cost shown under different items of Financial Proposal. The Applicant shall be paid only GST over and above the cost quoted in the Financial Proposal. Further, all payments shall be subjected to deduction of taxes at source as per applicable Laws.	Since consulting assignment deals with provisioning of services so as per the understanding developed by the bidder, the assignment shall include only the GST component of taxes. So, Pl. clarify the taxes to be included, besides GST, in the financial proposal.	Only GST will be included.

12	14	10.1.1 Sr. No. 2	Technical Evaluation Criteria	Key Personnel	<p>Bidder suggests to provide a breakup of marks for experience required against each personnel. For instance,</p> <p>1. Project Manager (10 marks) Experience in e-Governance projects - 5 marks Internal Experience - 2 marks Experience in tourism/ travel / Hospitality / Aviation sector related projects - 3 marks</p> <p>2. Digital Solutions Expert/Solution Architect (In place of Adobe Solutions Expert) (10 marks) Experience of designing architecture of large e-gov projects - 4 Experience with open source solutions - 2 marks Experience in tourism/ travel / Hospitality / Aviation sector related projects - 2 Experience with Adobe products - 2 marks</p> <p>3. Management Consultant (5 marks) Experience with Government of India projects - 2 Experience in tourism / travel / Hospitality / Aviation sector projects- 2</p>	Not Agreed
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					<p>Experience of project management, contract management, public procurement - 1</p> <p>4. Technology Consultant (5 marks)</p> <p>Experience of working in e-governance domain-2</p> <p>Experience in vendor coordination and multiple stakeholder management-1</p> <p>Experience with IT e-governance/ process reengineering projects and/or emerging technologies like AI/ Blockchain/ NLP-2</p>	
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13	17	13 Pt. 2	Terms of Payment	Payments will be made every month, basis the attendance of the appointed personnel as per their required deployment plan. The consultant will submit a Monthly Performance Report which should be duly signed by the authorised MOT representative.	Bidder has an understanding that the consultants will be deployed full time at MOT for project delivery. Also, if any travel is required then out of pocket expenses shall be taken care by MOT	Agreed by MoT
14	15	10.1.1 Sr No. 3	Presentation on Strategy, Approach & Methodology including but not limited to the following:	As per the RFP, bidder is supposed to share (i) Profile and track record of the company in terms of credentials and existing client base (ii) Showcasing experience in tourism, travel and hospitality industry	The two mentioned points are already covered under SrNo.1 of section 10.1.1. Bidder would like to get a clarification on this requirement for SrNo. 2. Also please provide the breakup of marks on the presentation required	It is part of overall approach -No breakup
15	21	15 Pt.2	Additional Information to bidders	Sub-contracting the work to other consultants is NOT allowed for this project.	Bidder suggests to allow sub-contracting in case the Adobe solutions are required for the project delivery since such specific expertise would not be available with the consulting organizations	No Change in current RFP Clause. Sub-contracting the work to other consultants is NOT allowed for this project.

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16	5	4	Scope Of Work	The consultant will be required to undertake the following work in close coordination with various project stakeholders e.g. agency for content creation and translation, agency for creation of digital media content, and System Integrator (SI).	Please clarify if there are three separate agencies	Yes there are three separate agencies as given below : 1. Agency for content creation and translation 2. Agency for creation of digital media content. 3. System Integrator(SI) for Design, Development, Implementation and Maintenance of Incredible India Website and Mobile App.
17	7	5.1	Project Manager	The project will be led by Project Manager, who should be a permanent employee of the organization with over 8 years of overall work experience, having led large government projects	Please clarify criteria of large government project. Our suggestion is to make the language as "similar project"	Agreed by MoT. Please refer corrigendum for the updates for section 5.1 Project manager

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18	15	10.2/S.No. 5	Financial Evaluation	Any bidder which has an overall quote or category-wise individual man-month rate quote, which is less than 65% of the average overall quote or category-wise individual man-month quote respectively, will be deemed to be non-responsive and therefore the bid will be liable to be rejected at the stage of financial evaluation	1. Please clarify the rationale for this point as we have already established minimum turnover criteria for organization. 2. Second point is why the value is 65%.	Company turnover and financial quotes are separate criteria
19			General Query		Bidder has shared the RFP with internal risk and legal review team. So would request to allow additional time for submitting those queries as well	Not Agreed by MoT
20	8	5.4/5.5	Technology Consultant	He Should be able to identify channel strategy for digital and social media channels	As per scope of work, there should, minimum qualification should be MBA (Marketing) or Masters in Mass Comm	No such criteria.

Sr. No.	RFP Page No	RFP Section Sub-section No.	RFP Section Sub-section Title	Content of the RFP requiring clarification	Query or point of clarification required	MoT Response
21	15	10.2	Point 5	Any bidder which has an overall quote or category-wise individual man-month rate quote, which is less than 65% of the average overall quote or category-wise individual man-month quote respectively, will be deemed to be non-responsive and therefore the bid will be liable to be rejected at the stage of financial evaluation	We need to make out understanding clear that category wise quote should not be less than 65% of the average overall average	Yes. Understanding is right.
22	16	10.3	Point 4	For each of the bidders, a Normalized Commercial Score would be calculated by the Financial Evaluation Committee.	We need to make understand the purpose of calculating Normalized Commercial Score	Normalized commercial score is calculated as per norms

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23	5	Section 4	Scope of Work	Project vision management: Regularly validate the vision and objectives of the Incredible India website and mobile app, in line with the MoT mandate and new Developments.	Has the vision been already developed or is it expected to be developed as part of the engagement? If the vision has already been developed, we request the Ministry to share the vision document.	Vision document not available.
24	7&9	Section 5 & 5.5	Constitution of the Team & Team qualification and experience	PMU shall deploy a team of a Project Manager, Adobe Solutions Expert and two Management Consultants. All the team members should be full time staff of the organization, should have good communication skills and should be fluent in English and one regional Indian language.	Please clarify the team composition against the composition mentioned in Section 5.5 – Team qualification and experience. Section 5: 1 Project Manager, 1 Adobe Solutions Expert & 2 Management Consultants vis-à-vis Section 5.5: 1 Project Manager, 1 Adobe Solutions Expert, 1 Management Consultants and 1 Technical Consultant	Resources: 1 project manager, 1 adobe solutions expert, 1 management consultant, 1 technology consultant Please refer corrigendum for updates in Clause 5

Sr. No.	RFP Page No	RFP Section Sub-section No.	RFP Section Sub-section Title	Content of the RFP requiring clarification	Query or point of clarification required	MoT Response
25	9	Section 6	Minimum Eligibility Criteria	<p>In the last 3 years - FYs (2015-16), (2016-17) & (2017-18) the Firm/Agency, as the Prime Contractor, should have successfully executed/completed projects of providing consultancy services for e-Governance project to Central/State Government/PSU as per the below criteria:</p> <p>a. Three completed projects each with project fee over INR 1 crore; or</p> <p>b. Two completed projects each with project fee over INR 2 crore; or</p> <p>c. One completed project, with project over 3 crore</p>	Request for the inclusion of ongoing projects as well	Agreed by MoT

Sr. No.	RFP Page No	RFP Section Sub-section No.	RFP Section Sub-section Title	Content of the RFP requiring clarification	Query or point of clarification required	MoT Response
26	15	10.1.1	Technical Evaluation Criteria	<p>Presentation on Strategy, Approach & Methodology including but not limited to the following:</p> <ul style="list-style-type: none"> i. Profile and track record of the company in terms of credentials and existing client base ii. Showcasing the project understanding and its approach and methodology for project delivery iii. Showcasing the framework and innovation in project delivery iv. Demonstrating bidders capability, appreciation of requirements and suggestions v. Showcasing experience in tourism, travel and hospitality industry 	To reflect a global standard implementation we suggest that some weightage be given to international project experience when evaluating the expertise of the bidder.	Not Agreed by MoT. No change in existing clause in RFP.
27	7	Section 5	Constitution of the Team	All the team members should be full time staff of the organization, should have good communication skills and should be fluent in English and one regional Indian language	Can Hindi be considered as a regional language for all four resources?	Yes.

Sr. No.	RFP Page No	RFP Section Sub-section No.	RFP Section Sub-section Title	Content of the RFP requiring clarification	Query or point of clarification required	MoT Response
28	7, 9	Section 5.2 and Section 5.5	Section 5.2 - Adobe Solutions Expert and Section 5.5 Team qualification and experience	Adobe Solutions Expert – Deployment in section 5.2 is mentioned 80% and in section 5.5 it is mentioned 50%	Due to the conflicting clauses, what would be the exact deployment of the expert	Exact deployment of Adobe Solutions Expert should be 50%. Please refer corrigendum for updates in Clause 5.2
29	16	Section 11	Award of Contract / Work order	A performance guarantee Para 12 below will be submitted within 15 working days of receiving LOI.	A performance guarantee Para 12 below will be submitted within 15 working days of receiving LOI. Due to stringent internal processes, banks take about a months' time to issue a PBG, so request MOT to extend the number of days for PBG submission	Permission may be given by MoT in lieu of submission of written request with valid reason by bidder.

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30	19	Point 7-10 of clause 14.1	Indemnity and Limitation of Liability	<p>Request for addition of following to the existing clause-</p> <p>The Client (and any others for whom Services are provided) shall not recover from bidder, in contract or tort, under statute or otherwise, any amount with respect to loss of profit, data or goodwill, or any other consequential, incidental, indirect, punitive or special damages in connection with claims arising out of this Agreement or otherwise relating to the Services, whether or not the likelihood of such loss or damage was contemplated. The Client (and any others for whom Services are provided) shall not recover from bidder, in contract or tort, including indemnification obligations under this contract, under statute or otherwise, aggregate damages in excess of the fees actually paid for the</p>		Agreed by MoT. Please refer corrigendum for updates in Clause 14.1 point 11

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				Services that directly caused the loss in connection with claims arising out of this Agreement or otherwise relating to the Services.		

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31	21	Clause 14.6	Confidentiality	<p>Request for addition of following to the existing clause-</p> <p>Except as otherwise permitted by this Agreement, neither of the parties may disclose to third parties the contents of this Agreement or any information provided by or on behalf of the other that ought reasonably to be treated as confidential and/or proprietary. Parties may, however, disclose such confidential information to the extent that it: (a) is or becomes public other than through a breach of this Agreement, (b) is subsequently received by the receiving party from a third party who, to the receiving party's knowledge, owes no obligation of confidentiality to the disclosing party with respect to that information, (c) was known to the receiving party at the time of disclosure or is thereafter</p>		Agreed by MoT. Please refer corrigendum for updates in Clause 14.6

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				<p>created independently, (d) is disclosed as necessary to enforce the receiving party's rights under this Agreement, or (e) must be disclosed under applicable law, legal process or professional regulations. These obligations shall be valid for a period of 3 years from the date of termination of this Agreement</p>		

Sr. No.	RFP Page No	RFP Section Sub-section No.	RFP Section Sub-section Title	Content of the RFP requiring clarification	Query or point of clarification required	MoT Response
32	21	Point 14 of clause 15	Additional information to bidders	Bidder may use data, software, designs, utilities, tools, models, systems and other methodologies and know-how ("Materials") that bidder own in performing the Services. Notwithstanding the delivery of any Reports, bidder retain all intellectual property rights in the Materials (including any improvements or knowledge developed while performing the Services), and in any working papers that bidder compile and retain in connection with the Services (but not Client Information reflected in them). Upon payment for the Services, Client may use any Materials included in the Reports, as well as the Reports themselves as permitted by this Agreement	Request for addition of following to the existing clause- bidder may use data, software, designs, utilities, tools, models, systems and other methodologies and know-how ("Materials") that bidder own in performing the Services. Notwithstanding the delivery of any Reports, bidder retain all intellectual property rights in the Materials (including any improvements or knowledge developed while performing the Services), and in any working papers that bidder compile and retain in connection with the Services (but not Client Information reflected in them). Upon payment for the Services, Client may use any Materials included in the Reports, as well as the Reports themselves as permitted by this Agreement	Not Agreed by MoT. No Change in existing clause in RFP.

Sr. No.	RFP Page No	RFP Section Sub-section No.	RFP Section Sub-section Title	Content of the RFP requiring clarification	Query or point of clarification required	MoT Response
33	20	clause 14.3	Termination		Request for addition of following to the existing clause- Bidder may terminate this Agreement, or any particular Services, immediately upon written notice to Client if bidder reasonably determine that bidder can no longer provide the Services in accordance with applicable law or professional obligations	Not Agreed by MoT. No Change in existing clause in RFP.
34	9	6	Minimum Eligibility Criteria(4)	In the last 3 years - FYs (2015-16), (2016-17) & (2017-18) the Firm / Agency, as the Prime Contractor, should have successfully executed/ completed projects of providing consultancy services for e-Governance project to Central/ State Government/ PSU as per the below criteria: a. Three completed projects each with project fee over INR 1 crore; or b. Two completed projects each with project fee over INR 2 crore; or c. One completed	As the projects are for longer duration in the particular sector, we request that on-going projects with valid client certification as proof of phase completion may kindly be accepted. For the purpose of this clause , projects that have fee collected to the effect as mentioned in the said clause be accepted as completed projects.	Agreed by MoT

Sr. No.	RFP Page No	RFP Section Sub-section No.	RFP Section Sub-section Title	Content of the RFP requiring clarification	Query or point of clarification required	MoT Response
				project, with project over 3 crore		
35	15	10.1.1	Technical Evaluation criteria(3)	Presentation on Strategy, Approach & Methodology including but not limited to the following Marks(35)	As per standard followed across various procurement process. Presentation for the approach and methodology are usually capped at 25% of the total marking . Here however it is pegged at 35%.We request that marking be reduced to 25 from existing 35and remaining 10 marks be adjusted with the experience required at Sr. No. 1 under section 10.1.1,Technical Evaluation criteria.	Not Agreed by MoT. No change in existing clause in RFP