



DELHI DEVELOPMENT AUTHORITY

**Request for Proposal**

**For**

**Selection of Advisory Firm**

**For**

**Procurement of**

**Project Management**

**Consultant**

4 December 2014

## **Disclaimer**

1. Though adequate care has been taken in preparation of this Request for Proposal (RFP) document, bidders submitting the proposals in response should satisfy itself that the information provided in this document is complete in all respects.
2. Delhi Development Authority (DDA), Government of India does not make any representation or warranty as to the accuracy, reliability or completeness of the information in this document.
3. Neither DDA nor its employees will have any liability to any prospective Advisory Company/ Firm or any other person under the law of contract, tort, the principles of restitution or unjust enrichment or otherwise for any loss, expense or damage which may arise from or be incurred or suffered in connection with anything contained in this document, any matter deemed to form part of this document, the award of the assignment, information or any other information supplied by or on behalf of DDA or their employees, to any advisor or otherwise arising in any way from the selection process for the assignment.
4. DDA reserves the right to withhold or withdraw the process at any stage with intimation to all who submitted the proposal.
5. DDA reserves the right, without any obligation or liability, to accept or reject any or all the bids at any stage of the process, to cancel or modify the process or change/ modify/ amend any or all provisions of this document, at any time, without assigning any reason whatsoever.

## Abbreviations

Advisory Firm	A company or firm selected by DDA to perform this Assignment.
Assignment	Services rendered by Advisory Firm to DDA for procurement of Project Management Consultant.
Project Management Consultant	A company or firm selected by DDA, with assistance from Advisory firm, to provide project management consultancy services to DDA in planning, implementation and monitoring of infrastructure development in Land Pooling areas of Delhi.

## Table of Contents

---

<b>SECTION 1: CONTEXT .....</b>	<b>5</b>
1.1 BACKGROUND.....	5
1.2 SCHEDULE FOR SUBMISSION OF THE PROPOSAL.....	6
<b>SECTION 2: ELIGIBILITY CRITERIA.....</b>	<b>7</b>
2.1 TECHNICAL CRITERIA.....	7
2.2 FINANCIAL CRITERIA .....	8
2.3 KEY PROFESSIONALS.....	8
2.4 EVALUATION OF BIDS.....	9
2.4.1 EVALUATION AND SCORING.....	10
<b>SECTION 3: INSTRUCTIONS TO BIDDERS .....</b>	<b>11</b>
3.1 SCOPE OF WORK .....	11
<b>SECTION 4: OTHER BIDDING TERMS.....</b>	<b>13</b>
4.1 GENERAL TERMS & CONDITIONS .....	13
4.2 PREPARATION AND SUBMISSION OF PROPOSAL .....	13
4.3 CORRUPT OR FRAUDULENT PRACTICES .....	13
4.4 PERFORMANCE SECURITY .....	14
<b>SECTION 5: TECHNICAL PROPOSAL - STANDARD FORMS.....</b>	<b>15</b>
<b>SECTION 6: FINANCIAL PROPOSAL .....</b>	<b>21</b>

## **Section 1: Context**

### **1.1 Background**

- 1.1.1 The Master Plan of Delhi 2021 (MPD) has proposed a new approach to development of the proposed urbanisable areas in Delhi. In order to optimally utilize all available resources, public and private, in land assembly, infrastructure development and housing, a new approach of land aggregation based on Land Pooling and owner's participation has been formulated as an alternative to traditional, large scale land acquisition and development by the Government.
- 1.1.2 The Delhi Development Authority (DDA) has been mandated to undertake the urbanization of an area of about 20,000-24,000 ha. which will accommodate a population of 5mn, through the land pooling policy as per the Master Plan of Delhi 2021 (MPD). The policy has been notified vide S.O. 2687 (E) dt. 5th September 2013 and will be applicable in the planning zones K-I, L, N and P-II, for which zonal development plans (ZDP) have been approved. The details of the land pooling policy can be accessed at the DDA website.
- 1.1.3 Under this Policy, the private sector would be responsible for voluntary assembly of land which they would make available to DDA for reconstitution based on the Master Plan and ZDP. Once DDA hands back the private land owners / developers their share of the original land in reconstituted form, the latter would undertake internal planning, development of internal infrastructure and housing and other facilities as per the MPD and respective ZDP.
- 1.1.4 DDA will be responsible for overall planning and reconstitution of land parcels, development of Master Plan level infrastructure in a time bound manner, acquisition of left out land pockets necessary for contiguous development, and overall facilitation to encourage the participation of the private sector.
- 1.1.5 Preparations are in the final stages to launch and operationalise this policy. DDA wants to appoint a Project Management Consultant (PMC) of international repute to assist DDA in planning, implementation and monitoring of infrastructure development in Delhi, including the zones where land pooling would be applicable.
- 1.1.6 DDA now intends to hire services of an Advisory firm for procurement of PMC. Accordingly, this Request for Proposal (RFP) is issued to select an Advisory firm.
- 1.1.7 The Advisory firm is not envisaged to be involved in procurement of goods and services for specific projects, including the ones emanating from the land pooling program.
- 1.1.8 The Advisory firm and/ or any of its affiliates will not be allowed to participate in the downstream opportunities.

## 1.2 Schedule for submission of the Proposal

Release of this RFP (available on DDA website)	4 December 2014
Deadline for submission of queries in this RFP in hard copy format at Dy. Director (Plg.) Land Pooling, 11 <sup>th</sup> Floor, DDA, Vikas Minar, I.P. Estate, New Delhi-110002.	1700 Hours on 12 December 2014
Pre-bid meeting at the Conference hall of Pr. Commissioner (LD), 1 <sup>ST</sup> Floor, D Block, Vikas Sadan, INA, New Delhi-110023.	1500 Hours on 16 December 2014
Deadline for getting hard copy format of RFP from the office of Dy. Director (Plg.) Land Pooling, 11 <sup>th</sup> Floor, DDA, Vikas Minar, I.P. Estate, New Delhi-110002.	1700 Hours on 26 December 2014
Deadline for Proposal submission in hard copy format at the office of Pr. Commissioner (LD), 1 <sup>ST</sup> Floor, D Block, Vikas Sadan, INA, New Delhi-110023.	1500 Hours on 31 December 2014
Opening of Technical Bid at the Conference hall of Pr. Commissioner (LD), 1 <sup>ST</sup> Floor, D Block, Vikas Sadan, INA, New Delhi-110023.	1530 Hours on 31 December 2014

## Section 2: ELIGIBILITY CRITERIA

To be eligible for evaluation of its proposal, this applicant should fulfil all of the following conditions;

### 2.1 TECHNICAL CRITERIA

The applicant should have experience of providing PPP transaction advisory services to a Government Authority/ Public sector organization in at least 5 projects in any of the following sectors, leading to the appointment of a Developer/ Operator in last ten years. The applicant should provide documentary proof of each completed project in the form of a certificate from client.

For the purpose of evaluation, the PPP transaction advisory (TA) services shall mean; experience of providing multi-dimensional advisory services to a client assisting the client in managing the whole PPP transaction, which could inter alia include the following;

- i. Getting technical / planning/ feasibility studies/ DPRs done for the project & assisting the client in appointment of PMC Consultants
- ii. Understanding financial feasibility and project structuring on PPP format
- iii. Assisting the client in obtaining requisite approvals
- iv. Bid process management for selection of developer / operator
- v. Preparation of bidding documents – Request for Qualification (RFQ)
- vi. Request for Proposal (RFP), Draft Concession Agreement, etc.
- vii. Assisting client in organizing pre-bid conferences and preparing
- viii. Responses/ certifications to the queries raised by the bidders.
- ix. Drafting and Evaluation of RPQ and RFP applications
- x. Assisting the client in contract negotiations and signing of contract with Developer/ Operator as applicable
- xi. Assisting the client in financial closure.

The applicant should demonstrate a resource pool of full time/ equivalent sector for considering experience in PPP transaction advisory including PPP project structuring, financial modelling and feasibility analysis, contract and tender design and documentation project marketing, bid process management, tender evaluations and closure of transactions in following specialized sectors:

- a. Physical Infrastructure (Power, Water, Sewerage, Drainage, Solid Waste Management etc.)
- b. Housing / Townships / Commercial Development
- c. Social Infrastructure (Health, Education, Skill Development)
- d. Public Transport / Urban Transport
- e. Roads, Bridges & Highways

- f. Industrial parks/ SEZs
- g. Logistics parks/ Warehousing Zones/ Food Processing Parks
- h. Tourism (Exhibition cum Conventional Centre, Hotels etc.)
- i. Ports, Airports.

## 2.2 FINANCIAL CRITERIA

The applicant shall have received a minimum of Rs. 25 Crore (Rs. Twenty Crore) per annum as professional fees from Advisory business and Infrastructure sectors during each of the last three financial years. For avoidance of doubt, the professional fees hereinafter refer to fees received by the applicant for providing advisory or consultancy services full time/ equivalent sector projects to its clients. In the case of a Consortium, the Lead member for the Consortium is required to meet the above condition.

## 2.3 KEY PROFESSIONALS

SN	Key Expert	Qualification	Minimum Experience
	Team Leader / PPP Transaction Specialist	An Engineering Graduate with / MBA (Finance)	Minimum 20 years of experience in planning, managing team resources, structuring of project transactions, management consultancy, design and development through conduct of feasibilities and detailed project reports of mega infrastructure projects. Should have minimum 5 years of hands on experience in transaction advisory of infrastructure project with public sector clientele. The candidate should possess a sound commercial knowledge to be able to communicate to various stakeholders. Added knowledge on municipal finance and other Urban Local Bodies (ULBs) will be an added advantage.
	Financial Expert	Chartered Accountant or / MBA (Finance)	Minimum 10 years of experience in financial modelling with at least 5 years at financial expert on urban infrastructure projects and should have worked as financial expert in at least two PPP projects in India.
	Infrastructure Expert	Civil Engineering Graduate	Minimum 20 years of experience in overseeing the feasibility studies and detailed project reports of infrastructure projects in roads, bridges, urban infrastructure, terminals, housing, social and recreational sector.



	Urban Planner	Masters in Urban Planning	Minimum 15 years of experience in preparation master / development/ city development plans for urban areas in India.
	Procurement Expert	Engineering Graduate preferably with MBA Finance	Minimum 10 years of experience in Government infrastructure – bid process management, Procurement and Contracting.
	Legal Expert	Graduate in Law	20 years of experience in legal documentations, contract conditions, policy framework review legal aspects of Real Estate. Tourism, Power Transportation, Urban Infrastructure and general infrastructure projects under PPP Mode.

## 2.4 EVALUATION OF BIDS

The evaluation of the bid would be carried out in two stages;

### Stage-1 Technical Evaluation

Technical evaluation of the bid would be carried out applying the evaluation criteria specified below. Combined Quality and Cost Based Selection method (CQCBS) will be followed during the evaluation stage. Each respective technical bid will be attributed a technical score as per following breakup:

Sl. No.	Description	Weightage
1	Financial capability of the applicant	20 marks
2	Specific experience of the firm in equivalent/ relevant sectors – experience in carrying out similar assignments of eligible projects in the last ten years	40 marks
3	Project understanding, approach & methodology (to be evaluated by Committee based on presentation of the proposal)	10 marks
4	Key professional experience of the personnel engaged in the firm	30 marks

Based on the evaluation of technical bids, the bidders shall be ranked highest to lowest technical score ( $S_t$ ) in accordance with the total marks obtained. The bidders with technical bid score of minimum 70%. The number of applicants ranked on the basis of technical scores, not more than six shall be prequalified and shortlisted for financial evaluation in the second stage.

### Stage-2 Financial Evaluation

The financial proposals of the firms which are not pre-qualified and shortlisted shall not be opened. The financial evaluation shall be carried out by assigning a financial score ( $S_f$ ) to each financial proposal. The lowest financial proposal ( $F_M$ ) will be given

a financial score ( $S_f$ ) of 100 Points. The financial scores ( $S_f$ ) of the other financial proposals will be determined using the following formula;

( $S_f = 100 \times F_m / F$ , in which  $S_f$  is the financial score,  $F_m$  is the lowest price, and  $F$  is the price of the proposal (in INR) under consideration)

Proposals will be finally ranked in accordance with their combined technical ( $S_t$ ) and financial ( $S_f$ ) scores;

$$S = S_t \times T_w + S_f \times F_w$$

Where  $S$  is the combined score and  $T_w$  and  $F_w$  are the weights assigned to technical proposal and financial proposal that shall be 0.80 and 0.20 respectively.

#### 2.4.1 EVALUATION AND SCORING

S.N.	Parameter	SCORE (MARKS)
<b>A</b>	<b>FINANCIAL CAPABILITY (MAX. 20 MARKS)</b>	
	<b>Annual Average Turnover from the lead member in Advisory/ Consultancy Assignments in last 3 financial years</b>	
i)	INR 25 crore	10
ii)	Above INR 25 crore & upto INR 50 crore	15
iii)	Above INR 50 crore	20
<b>B</b>	<b>TECHNICAL CAPABILITY (MAX. 40 MARKS)</b>	
	<b>Successful completion of transaction advisory assignments &amp; consultancy works of eligible assignments in last 10 years.</b>	
i)	Successful completion of 5 transaction advisory assignments	25
ii)	On-going transaction advisory assignments up to 15 projects	35
iii)	On-going transaction advisory assignments (more than 15 projects)	40
<b>C.</b>	<b>APPROACH METHODOLOGY, WORK PROGRAMME AND MANPOWER RESOURCES (MAX 10 MARKS)</b>	10
<b>D.</b>	<b>KEY PROFESSIONALS (MAX. 30 MARKS)</b>	
	<b>Breakup of marks</b>	
a)	Team Leader	8
b)	Financial Expert	5
c)	Infrastructure Expert	5
d)	Urban Planner	4
e)	Procurement Expert	4
f)	Legal Expert	4

## Section 3: Instructions to Bidders

### 3.1 Scope of Work

The Advisory firm shall provide all services required by DDA in procurement of PMC and these services shall include, but not be limited to,

- Drafting of detailed terms of reference, which shall include
  - Detailed scope of work which shall include but not be limited to the following:
    - Preparing a vision document for the desired scope of work by drawing upon the best of technologies used in cities around the world and relevant to us;
    - Detailed zone wise infrastructure requirements comprising of roads, power, waste, sewerage, solid waste etc.;
    - Requirements of deliverables during Concept, Schematic, Detailed design & Construction documentation by the PMC along with associated deliverables including BIM, etc.;
    - Setting up zone wise priorities;
    - Environmental considerations to be followed;
    - Designing model for exploring ways and options of capital creation, bringing in investment, including PPP opportunities in the development of infrastructure in Delhi
    - Transaction advisory for procurement of developers, contractors, investors etc.
  - Desired project duration along with major and minor milestones.
  - Payment milestones
  - Service level agreements
- Preparation of tender document (RFQ as well as RFP), including finalization of the following in discussion with DDA
  - Pre-qualification criteria
  - Test of responsiveness
  - Earnest money deposit requirement
  - Performance security requirement
  - Bidding schedule
  - Consortium and sub-contract conditions
  - Selection basis
  - Technical evaluation parameters and format
  - Financial bid parameter format
- Preparation of draft consultancy agreement, including General Conditions of Contract or/and Special Conditions of Contract
- Assist DDA in bid process management, including
  - Preparation of notice/ advertisement for bid
  - Conducting pre-bid meeting
  - Compilation and drafting response to pre-bid queries

- Suggesting corrigendum to bid documents
- Assistance in receiving and opening of technical bids
- Examining test of responsiveness
- Preparation and submission of technical evaluation report
- Compilation of list of bidders for technical presentation
- Compilation of final combined technical and financial scores
- Drafting letter of award
- Compilation of consultancy agreement to be signed between DDA and PMC

## **Section 4: Other bidding terms**

### **4.1 General terms & conditions**

- 4.1.1 The offers should be made strictly as per the formats enclosed.
- 4.1.2 The advisory firm should bear all the costs associated with the preparation and submission of its proposal and DDA will in no case be responsible or liable for these costs, regardless of the conduct or outcome of the bidding process.
- 4.1.3 The advisory firm is expected to examine all instructions, forms, terms and conditions and technical specifications in the bidding documents.
- 4.1.4 Submissions with insufficient information and which do not strictly comply with the stipulations given above, are liable for rejection.
- 4.1.5 At any time, prior to the deadline for submission of proposals, DDA may modify the document/ issue addenda. These addenda shall be posted at the website of DDA and shall be treated as a part of the documents.
- 4.1.6 DDA may, at its discretion, extend the deadline for the submission of proposals.
- 4.1.7 DDA may, at its discretion, abandon the process of the selection associated with this document anytime.
- 4.1.8 The template for advisory agreement between DDA and the advisory firm is enclosed.

### **4.2 Preparation and submission of proposal**

- 4.2.1 The information on the outer sealed envelope should clearly mention:  
"Proposal for selection of advisory firm".
- 4.2.2 Two inner sealed envelopes should clearly mention
  - Technical proposal
  - Financial proposal

### **4.3 Corrupt or Fraudulent Practices**

DDA requires that bidders under this contract observe the highest standard of ethics. In pursuance of this policy, DDA defines, for the purpose of these provisions, the terms set forth below as follows:

- "Corrupt practice" means the offering, giving, receiving or soliciting of anything of value to influence the action of a public servant; and
- "Fraudulent practice" means a misrepresentation of facts in order to influence the decision to award the consultancy contract to the detriment of DDA and targeted stake holders and includes collusive practice among bidders (prior to or after the

proposal submission) designed to establish bid prices at artificial non-competitive levels and to deprive DDA and targeted stake holders of the benefits of free and open competition.

- DDA will reject a proposal for award of consultancy work if it is determined that the Bidder recommended for award has engaged in corrupt or fraudulent practices in competing for the contract in question.
- DDA will declare a Bidder ineligible, either indefinitely or for a stated period of time, to be awarded a contract/ contracts, if it at any time determines that the Bidder has engaged in corrupt or fraudulent practices in competing for, or in executing the consultancy contract.

#### **4.4 Performance Security**

The Successful Bidder, for due and faithful performance of its obligations and as a pre-condition for signing of the advisory agreement with DDA, shall be required to submit 'Performance security' of 5% of its total fee (as mentioned in Section 6). This security shall be in the form of a bank guarantee valid upto the signing of consultancy agreement between DDA and the PMC or 6 months, whichever is later.

### **Section 5: Technical Proposal – Standard Forms**

Form 5A	:	General information and Financials
Form 5B	:	Bidder's experience
Form 5C	:	Employee strength
Form 5D	:	Description of approach, methodology and work plan for performing the assignment/job

**Form 5A**

**General Information and Financials of the Firm**

(To be submitted on firm's letter head)

[Using the format below, provide information about your firm.]

**General information form**

1. State whether applying as sole Firm or Lead member of a Consortium:
2. Name of the Company/ Firm: .....  
(Attach an attested photocopy of Certificate of Registration.)
3. Legal status of the Firm:
4. If the applicant is a Lead member of a consortium, furnish the details of each of the other member firms.
5. Registered Address, telephone, tele-fax in Delhi  
.....  
.....
6. Contact Person, Designation and Address including email ID  
.....  
.....

Signature of the Consultant/Authorized representative



**Financials – Annual Turnover**

(To be submitted on Auditor's letter head)

S. No.	Financial Year	Annual Turnover from Infrastructure Advisory Business of Bidder in India (Indian Rs.)
1.	2011-12	
2.	2012-13	
3.	2013-14	

**Certificate from the Statutory Auditor**

This is to certify that .....[Name of the applicant] has received the payments shown above against the respective years on account of professional fees.

Name of Authorized Signatory:

Designation:

Name of the firm :  
(Signature of the Statutory Auditor)

Seal of the Firm

## Form 5B

### Bidder's experience

(To be submitted on firm's letter head)

[Using the format below, provide information on each assignment for which your firm, and each Affiliate for this assignment, was legally contracted either individually as a corporate entity or as one of the major companies within an JV for carrying out consulting services similar to the ones requested under this assignment.]

Assignment name and project cost:	Approx. value of the contract (in INR in Crore):
Country: Location within country:	Duration of assignment (months) :
Name of Client:	Total No. of staff-months of the assignment:
Address:	Approx. value of the services provided by your firm under the contract (in INR in Crore):
Start Date (Month/Year): Completion Date (Month/Year):	No. of professional staff-months provided by associated Consultants.
Name of Lead Partner: Name of Associated Consultants, If any:	Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader):
Narrative Description of Project: (highlight project capital cost in the narration)	
Description of actual services provided by your staff within the assignment:	

Firm's Name:

Authorized Signature:

#### Note:

For the purpose of evaluation of Bidders INR 60.0 (INR Sixty only) per USD shall be considered as the applicable currency conversion rate. In case of any other currency the same shall first be converted to USD as on the date 60 (Sixty) days prior to the proposal due date and the amount so derived in USD shall be converted in to INR at the aforesaid rate. The conversion rate of such currency shall be the daily representative exchange rates published by the IMF for the relevant date.

**Form 5C**

**Employee strength**

(To be submitted on firm's letter head)

We, *[Name of the Firm]*, confirm that we have at least 100 (one hundred) fulltime resources on our permanent payroll in India as on 1 December 2014.

(Signature of Authorized signatory)

Name of Authorized signatory:

## Form 5D

### **DESCRIPTION OF APPROACH, METHODOLOGY AND WORK PLAN FOR PERFORMING THE ASSIGNMENT/JOB**

(To be submitted on firm's letter head)

Technical approach, methodology and work plan are key components of the Technical Proposal. You are suggested to present your Technical Proposal divided into the following three chapters:

a. Technical Approach and Methodology:

In this chapter you should explain your understanding of the objectives of the assignment/job, approach to the assignment/job, methodology for carrying out the activities and obtaining the expected output. You should highlight the problems and their importance and explain the technical approach you would adopt to address them.

b. Work Plan:

The consultant should propose and justify the main activities of the assignment/job, their content and duration, phasing and interrelations, milestones (including interim approvals by the client), and delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan.

c. Organization and staffing:

The consultant should propose and justify the structure and composition of your team. You should list the main disciplines of the assignment, key expert responsible and proposed support technical staff.

### Section 6: Financial proposal format

Our professional fee for providing procurement services to DDA under this assignment shall be a lump sum fee of \_\_\_\_\_ [Amount in figures and words] which shall include out-of-pocket expenses but exclude service tax.

Although the term of this assignment shall be valid for a period of six months during which period there shall be no change in overall fee, however, we are expected to complete the procurement services in a time bound manner and within a maximum period of 12 weeks, unless the same is varied by DDA.

We are expected to provide a team of professionals having requisite skill, experience and qualifications for carrying out the scope of work and which team shall not, unless unavoidable, be changed/withdrawn during the entire duration of the scope of work, unless agreed by DDA.

Our offer shall be valid upto 28 February 2015.

We understand that our fee will be paid in accordance the following milestones:

Payment milestone	Percentage of total professional fee	Tentative timelines
Signing of advisory agreement between DDA and advisory firm	10%	T
Submission of draft project management consultancy agreement	10%	T+ 4 weeks
Submission of final project management consultancy agreement incorporating all comments	20%	T + 5 weeks
Floating the bids for appointment of project management consultants	Nil	T + 6 weeks
Answering queries and holding meeting with bidders.	10%	T + 8 weeks
Evaluate, review and advise on appointment	20%	T + 9 weeks
Following successful appointment of the PMC	30%	T + 12 weeks

(Signature of Authorized signatory)

Name of Authorized signatory: