

Reference No. MDN/PUR/EOI-RFP/001/02/20-21

Mishra Dhatu Nigam Limited (MIDHANI)
A Govt. of India Enterprise
P.O Kanchanbagh,
Hyderabad – 500058, Telangana, India

Expression of Interest (EOI)

cum

Request for Proposal (RFP)

For Selection of Consultant
For
Providing Strategic Advisory Services
for devising Business cum Growth Plan for
MIDHANI

1.1 ADVERTISEMENT FOR EOI cum RFP (Expression of Interest cum Request for Proposal)

The advertisement for selection of Consultant for providing strategic consulting services to assist MIDHANI, under administrative control of Ministry of Defence, Government of India, in the process of developing Business cum Growth Plan on MIDHANI website .

1.2 INVITATION FOR EOI cum RFP

MIDHANI invites **EOI cum RFP** from reputed India based Consulting Agencies (i.e. having registered office in India, hereafter referred as “Agencies”) to provide management consulting services for developing a detailed Business-cum-Growth strategy for MIDHANI in India and Global market. The project information and the broad scope of work are detailed below in **section 1.3 & 1.4**

1.3 INTRODUCTION TO THEPROJECT

1.3.1 MIDHANI is a Defence Public Sector Undertakings (DPSU) under the administrative control of the Department of Defence Production (DDP), Ministry of Defence (MoD), Government of India.

1.3.2 MIDHANI is an autonomous corporate agency with Board of Directors (BoD) and is administered by DDP, MoD.

1.3.3 It has been decided to appoint a Consultant to provide management consulting services across topics like long term growth strategy in tune with emerging trends in material sector in India & globally

1.3.4 Goals of the engagement:

The study would target unleashing a new chapter of growth in the history of MIDHANI. The following goals are proposed for the DPSU in this regard:

- i. Define vision statement of MIDHANI
- ii. Unleash new business cum growth potential and innovation in MIDHANI.
- iii. Make MIDHANI as the Market Leader in Materials Sector
- iv. Identify new markets as well as new products for growth.
- v. Promote indigenous defence production/ manufacturing to attain self-reliance in defence sector.
- vi. Identify growth opportunities in component / sub-assemblies /

- products for Defence, Space, Energy & Commercial sector
- vii. Establish India as a regional defence production hub and enable MIDHANI to contribute towards making India a USD 25 billion defence industry by 2025
 - viii. Recommend optimum utilization of resources including human capital and other assets.

1.3.5 Geographical coverage of the Project: MIDHANI corporate head quarter & production facility is at Kanchanbagh Hyderabad. MIDHANI are in the process of setting up new facilities at IMT Rohtak & Nellore (JV) for Armour & High-end aluminium alloy respectively. The applicant must undertake physical survey of the units in the preparation of the report.

1.3.6 Availability of the funding for the Project: The project will be funded by MIDHANI.

1.3.7 Timelines for the project: The consultant shall commence work within a week of signing of the contract and shall complete the assignment within a period of 6 months with all the deliverables during the time, as mentioned in Section 1.4. The contract can be extended for a further period of time for carrying out additional related work, on mutually agreed terms and conditions between MIDHANI and the Consultant in case required.

1.4 SCOPE OFWORK

- 1.4.1** The Consultant shall work in close coordination with **MIDHANI** to produce a comprehensive report for growth strategy for the Company, keeping in mind the background and goals. This must enable the DPSU to determine the best-suited model for unleashing new growth drivers, in light of the existing financial, legal, operational and economic scenario.. The Consultant will be required to present various deliverables as outlined below based on discussions with **MIDHANI**. The project will consist of 4 phases of approximately 6 Months in total.
- (i) **Phase1**-Overall As-Is state and operating model along with financial details will be outlined by the Consultant.
 - (ii) **Phase2**- Consultant shall baseline and benchmark it with leading organizations / OEMs across the world in the defence domain with

details of history, facilities, products, strategy, competitive differentiator, strength etc. of at least 5 each of domestic and global OEMs

- (iii) **Phase3** -Consultant will assist in developing a To-Be state for MIDHANI. Bring out details like opportunities in products, services for defence, space, energy & commercial sector. Additional details like potential buyers, facilities, technology/process required along with required resources – people, plant, machine & material
- (iv) **Phase 4** –A comprehensive model implementation report for the identified strategy shall be developed and submitted to **MIDHANI** after mutual discussion and acceptance.

1.4.2 Phase 1 As-Is Assessment (1.5 Months)

A) Product and Service Portfolio

- i. List of Product, Equipment and Services provided by DPSU as Material Provider or Value-Added Reseller (VAR).
- ii. Average Import component percentage for each product / Platform with details of HSN code, buyer and seller.
- iii. Identification of non-productive/ surplus capital/assets/Inventory

B) Design Capabilities

- i. Equipment for which in-house design capability exists.
- ii. Design tools (hardware & Software) availability.
- iii. List of Clients supplied designs and Contractual obligations for Design ownership
- iv. Modeling and simulation tools (physical and Computer application based)

C) Manufacturing / Assembly line capability

- i. Assessment of manufacturing capability in terms of in house and outsourced scope of work for product development and manufacturing.
- ii. Certification, Empanelment and Third party audited and approved manufacturing capability for components, equipment, assembly and Platforms.
- iii. Availability of in-house dies, patterns, jig and fixtures and other physical infrastructure for product development.

D) Research, Development & testing Facilities

- i. The R&D organization. Annual expenditure data for last ten years by the DPSU on R&D.
- ii. Technology patent / Copy rights held
- iii. Value added to New technology imbibed as part of Transfer of Technology (ToT).
- iv. Indigenization R&D efforts in developing imported components with reverse engineering or alternate technology.
- v. Organization and process in place for new product development.
- vi. Dependence on organizations such as DRDO, ADA etc. for R&D requirements
- vii. Testing Infrastructure for developed products at subcomponent, assembly, equipment and Platform levels

E) Supply Chain and Product marketing

- i. Reviewing the complete spectrum of supply chain from material sourcing, value addition to final customer
- ii. Ease of Doing Business for registered and capable supplier base especially MSMEs
- iii. Existing Marketing strategies for products manufactured and Business development efforts to expand client base
- iv. Economies of scale available for products developed for non-military applications.
- v. Government policies and treaties hindering mass marketing of products
- vi. Potential buyers affected by government policies and other regulations in vogue
- vii. Product price competitiveness in global market
- viii. Taxation, “if any” affecting competitive pricing as per market trends for products developed by MIDHANI

F) Infrastructure plan

- i. Planned/ upcoming infrastructure
- ii. Analyzing the process of planning the infrastructure requirements
- iii. Analyzing the process of planning the investment requirement for planned infrastructure
- iv. Realisation / Revenue growth strategies of new projects

- G) Existing partnerships**
 - i. Reviewing the existing partnerships and joint ventures and assessment of their performance
 - ii. Pipeline of any such planned partnerships and JVs that are likely to come up in near future
- H) Human capital and interaction with key stakeholders**
 - i. Assessment of the skill set of the human capital
 - ii. Understand aspirations of the DPSU through stakeholder interaction including key management.
- I) Demand forecast**
 - i. Assessment of demand of product portfolio or related product portfolio
 - ii. Examine the current defence imports in India and devise an import substitution plan for MIDHANI
- J) Any previous study conducted by MIDHANI should be a part of this phase.**

1.4.3 Phase 2: Gap analysis through benchmarking and develop baseline report (next 1.5 months)

- A) Benchmarking with leading defence industry examples**
 - i. Assess key countries which are the global defence manufacturing hubs and study their operating model
 - ii. Identify leading Material Partner / OEMs (preferably owned by the state) and examine how they transformed into leading global OEMs
 - iii. Identify the key gaps and requirements of MIDHANIVs global benchmarks
 - iv. National/International best practices and benchmarking these in the Works/Tender Manual of MIDHANI.
- B) Baseline report for understanding the key challenges**
 - i. Interact with key customers and understand their perspective and expectations from MIDHANI
 - ii. Bring out key relevant gaps on the basis of various interaction with customers, key stakeholders and global benchmarks
 - iii. Develop a baseline report highlighting the key internal and external challenges/ issues faced by MIDHANI

1.4.4 Phase 3: Develop vision, strategy and to-be state for MIDHANI(next 1.5 months)

A) Define the to-be state for MIDHANI

- i. Define the vision statement keeping in mind the objectives and goals of MIDHANI
- ii. Define the overall strategy for achieving the following objectives:
 - MIDHANI become Market Leader in Materials Sector
 - Develop a plan for geographic expansion for MIDHANI
 - Identify and suggest product portfolio expansion basis current product portfolio, demand and capabilities
 - Examine all possible routes for expansion (both organic and inorganic)
- iii. Develop mutually agreed boundary conditions for evaluating new business opportunities viz. Go/No Go sectors, market size, revenue potential, synergy with existing capabilities, capital investment, ease of technology / sourcing / development, gestation period, etc.
- iv. Develop a list of Products/Services based business opportunities broadly based on above boundary conditions & other parameters. MIDHANI may also suggest internally generated ideas that are to be considered by the consulting firm while developing the opportunities.

1.4.5 Phase 4: Develop a comprehensive implementable Business cum Growth Model (next 1.5 months)

A) Deep-dive and develop detailed plan

- i. Develop an implementation roadmap for each of the identified area/segment
- ii. The detailed plan to include the following:
 - Business model with critical success factors
 - Market attractiveness: potential growth, market size, competition, customers, entry barriers, gestation period, value chain & sources of value creation
 - Technology assessment: depth of technology availability / acquisition, details on available options, ease of technology sourcing / development
 - Policy and regulatory framework

- Synergies with current assets and capabilities
- Estimated capital expenditure requirements
- Identification of government support – determine policies that can be leveraged by the organization and that would be advantageous in enabling MIDHANI achieve the vision
- Risk and mitigation strategy – identify potential risks (regulatory dependencies, execution challenges, business environment sensitivity) associated with each strategy initiative and define a suitable mitigation plan for overcoming the risks
- Marketing strategy which will include the best suited marketing channels. The marketing strategy will primarily include the following:
 - Define roadmap for capturing the export market
 - Suggest any Policy, Taxation amendments, G2G MoU's requirement to render products manufactured by MIDHANI to be sold at market competitive rates
 - Suggest utilization of available marketing channels for better visibility and reach for products developed by MIDHANI
 - Suggest methodologies to reduce the “time to market ‘and manage obsolescence of product developed as OEMs
- Manpower and skills required- training and development of management and skilled/unskilled manpower, including technological partnerships, in-line with the identified growth opportunities
- Organizational changes required - Identification of organizational requirements in terms of organization structure, top-management and leadership, capabilities, resourcing, incentive structures, labour welfare measures etc.

The ToR/Scope of work mentioned above are indicative and non- restrictive in nature. Other relevant services related to the growth strategy, not expressly captured in the aforesaid scope of work, which upon being brought to the notice of the Consultant by MIDHANI, will also form an integral and mandatory part of the ToR.

Phase-4 is further extendable by 3 months on mutual agreement between MIDHANI and the consultant. The fees for the extended period shall be the same as for the previous 3 months period. During this phase, the consultant shall assist the MIDHANI in the following:

1. Support in setting up initiative implementation teams, and conduct trainings/ workshops on the implementation road-map, initiative charters and implementations review process
2. Set up review mechanisms, preferably IT based, for monitoring execution
3. Support in planning and conducting regular reviews at various levels including CMD, Directors and Department Heads, in order to monitor implementations progress, and address issues, if any
4. Support initiative owners in preparation of detailed capex proposals for investment approval
5. Assist in defining the terms of reference for tenders for any works envisioned as a part of the defined strategic initiatives, if so desired by Client
6. Support initiative teams in identification of partners (e.g. ancillary, service providers, designers etc.) to enter new segments
7. Support initiative teams in establishing technology or any other partnerships as identified
8. Support initiative teams in implementation of organization changes, as required
9. Support initiative teams in setting up resources and other activities in the identified manufacturing units
10. Support initiative teams in rolling out pilot projects, if applicable in any of the opportunities identified
11. Guide the initiative teams to modify the initiatives and process based on learnings, if any
12. Support with a quarterly revisit of strategy with top management and course-correction, if needed
13. Design and rollout of KPIs, incentive plans to align and focus teams towards the target service metrics
14. Suggest initiatives, programs and organize workshops/ training programs to drive overall motivation and engagement of the team.

1.4.6 Deliverables, Time Frame and Payment Schedule

The Consultant shall commence work within a week of signing of the contract and shall complete the assignment within a period of 6months. The following table lists the deliverables, their respective time frames and payment schedule:

S. No.	Deliverables	Time Frame (from the date of signing of the contract)	Payment Schedule
Phase -I			
1.	<p>a) Inception Report: Covering methodology and work plan</p> <ul style="list-style-type: none"> • Methodology and approach to be adopted for the study. • Detailed plan of work, with timelines for key mile stones. • Stakeholder engagement &alignment roadmap <p>b) As-Is assessment – first draft report: Existing operating models</p> <ul style="list-style-type: none"> • Detailed mapping of existing business of MIDHANI • Draft report shall cover product and service portfolio, existing plants and machinery, financial analysis, etc. <p>c) As-Is assessment – second draft report: Existing operating models</p> <ul style="list-style-type: none"> • Detailed mapping of existing infrastructure and investment plan • Draft report shall cover the supply chain, partnerships, vendor base and related analysis, etc. <p>d) As-Is assessment final report: Existing operating models</p> <ul style="list-style-type: none"> • Final report shall cover the demand assessment section along with an import substitution plan by MIDHANI 	8 th week	20%

Phase II			
2.	Base lining report & benchmarking report <ul style="list-style-type: none"> • Baseline report to identify the key challenges faced by MIDHANI • It shall also highlight how the issues will be addressed as part of the engagement Benchmarking report <ul style="list-style-type: none"> • Benchmarking of best-in-class defence related manufacturing entity structures / leading industry practices • Identify the key gaps and requirements of MIDHANI on the basis the global benchmarks 	12 th week	20%
Phase III			
3.	To-Be state report <ul style="list-style-type: none"> • Report covering the vision statement and strategy of MIDHANI • Report covering a detailed list of Products/ Services based on existing business opportunities for MIDHANI broadly based on decided boundary conditions & other parameters. 	21 st week	25%

S. No.	Deliverables	Time Frame (from the date of signing of the contract)	Payment schedule
Phase IV			
4.	Implementation draft report <ul style="list-style-type: none"> The draft report to include various new options of business models, market attractiveness, technology requirements, risk and mitigation strategies, etc. Final implementation roadmap report which will include the following aspects: <ul style="list-style-type: none"> Vision and mission Business operations strategy Finance Strategy Legal aspects, etc. 	26 th week	35%

1.4.3.1 The Consultant shall submit the final report to MIDHANI. Once submitted, the report/inputs/deliverables shall be the sole property of MIDHANI, and can be used by them in any manner felt necessary. The contracted consultancy firm shall have no proprietary claim on any part/whole report. The consultant may also be required to make detailed presentation(s) at every stage of report submission. The payment shall be made on acceptance & certification of the deliverables by MIDHANI.

1.4.7 Nodal Officer

Name : Shri D. Gopikrishna

Designation : GM(P&M)

Contact Number : +91 8978885168

Email : dgopikrishna@midhani-india.in

1.4.8 Place of Execution

The draft and final reports submission and the presentations will be at MIDHANI Hyderabad.

1.5 INSTRUCTIONS TO THE BIDDERS

1.5.1 Completeness of Response

- a. Bidders are advised to study all instructions, forms, requirements and other information in the EOI cum RFP documents carefully. Submission of the bid shall be deemed to have been done after careful study and examination of the EOI cum RFP document with full understanding of its implications.
- b. The response to this EOI cum RFP should be full and complete in all respects. Failure to furnish all information required by the EOI cum RFP documents or submission of a proposal not substantially responsive to this document will be at the Bidder's risk and may result in rejection of its Proposal.

1.5.2 EOI cum RFP Proposal preparation Costs & related issues

- a. The bidder is responsible for all costs incurred in connection with participation in this process, including, but not limited to, costs incurred in conduct of informative and other diligence activities, participation in meetings/discussions/presentations, preparation of proposal, in providing any additional information required by the MIDHANI to facilitate the evaluation process.
- b. MIDHANI will in no case be responsible or liable for those costs regardless of the conduct or outcome of the bidding process.
- c. This EOI cum RFP does not commit MIDHANI to award a contract or to engage in negotiations. Further, no reimbursable cost may be incurred in anticipation of award or for preparing this EOI cum RFP.
- d. All materials submitted by the bidder will become the property of MIDHANI and may be returned completely at its sole discretion.

1.5.3 Amendments to the EOI cum RFP Documents

MIDHANI reserves the right to amend or modify any part of the EOI cum RFP at any stage. Such amendments/modifications if any, shall be duly notified similarly as the EOI cum RFP. MIDHANI also reserves the right to withdraw the EOI cum RFP at any stage, should it so become necessary.

1.5.4 Right to Terminate the Process

- a. MIDHANI may terminate the EOI cum RFP process at any time and without assigning any reason thereof. MIDHANI makes no commitments, express or implied, that this process will result in a business transaction with anyone.
- b. This EOI cum RFP does not constitute an offer by MIDHANI. The bidder's participation in this process may result in short listing the bidders as per laid down procedure.

1.5.5 Submission of Proposals

- a. The bidders should submit their responses as per the format given in this EOI cum RFP in the following manner:
 - (i) The BIDDER shall seal the Proposal in one outer and two inner envelopes, as detailed below.
 - (ii) Technical Proposal - (1 Original + 1 Copy + 1 CD) in the first inner envelope, as detailed in **section 1.4** and as per the Technical bid forms given in **Appendix –I**.
 - (iii) Financial Proposal - (1Original) in the second inner envelope, as per Form 4 given in **Appendix-I**.
- b. The Response to Technical Proposal and Financial Proposal should be covered in separate sealed envelopes super- scribing, "Technical Proposal" and "Financial Proposal" respectively. Each copy of each bid should also be marked as "Original" OR "Copy", as the case maybe.
- c. Please Note that Prices **must not** be indicated in the Technical Proposal but should only be indicated in the Financial Proposal.
- d. The envelope containing the Financial Proposal should bear a warning as "DO NOT OPEN WITH THE TECHNICALPROPOSAL".
- e. The outer envelope should be marked with "EOI cum RFP for selection of Consulting Services for providing strategic advisory services to MIDHANI,

Department of Defence Production, Ministry of Defence for devising Business cum Growth Plan” and should also indicate clearly the name, address, telephone number, mobile number, E-mail ID and fax number of the bidder.

- f. All the pages of the proposal must be sequentially numbered and must contain the list of contents with page numbers. Any deficiency in the documentation may result in the rejection of the Bid.
- g. The original proposal/bid shall be prepared in indelible ink. It shall contain no interlineations or overwriting, except as necessary to correct errors made by the bidder itself. Any such corrections must be initialed by the person (or persons) who sign(s) the proposals.
- h. All pages of the bid including the duplicate copies, shall be initialed and stamped by the person or persons who sign the bid.
- i. In case of any discrepancy observed by MIDHANI in the contents of the submitted original paper bid documents with respective copies, the information furnished on original paper bid document will prevail over others.
- j. Bidder must ensure that the information furnished by him in the CD is identical to that submitted by him in the original paper bid document. In case of any discrepancy observed by MIDHANI in the contents of the CDs and original paper bid documents, the information furnished on original paper bid document will prevail over the softcopy.
- k. Information which the bidder considers proprietary, if any, should be clearly marked “proprietary” next to the relevant part of the text and it will then be treated as such accordingly.

1.5.6 Authentication of Bids

A Proposal shall be accompanied by a power-of-attorney in the name of the signatory of the Proposal.

1.5.7 Language

The Proposal should be filled by the bidders in **English language only**. If any supporting documents submitted are in any language other than English, translation of the same in English language is to be duly attested by the Bidders. For purposes of interpretation of the documents, the English translation shall govern. All correspondence and documents relating to the Proposal exchanged

by the bidder and MIDHANI shall also be written in the English language.

1.5.8 Venue & Deadline for Submission of proposals

Proposals, in its complete form in all respects as specified in the EOI cum RFP, must be submitted to MIDHANI at the following address:

To, DGM (Purchase)
MISHRA DHATU NIGAM LIMITED
P.O KANCHANBAGH
HYDERBAD -500058 TELANGANA INDIA

The proposals must be submitted on or before **09.03.2021 UPTO 1000 Hrs.**

1.5.9 Late Proposals

- a. Bids received after the due date and the specified time (including the extended period if any) for any reason whatsoever, shall not be entertained at all and shall be not be opened.
- b. The bids submitted by telex/telegram/ fax/e-mail etc. shall not be considered. No correspondence will be entertained on this matter.
- c. MIDHANI shall not be responsible for any postal delay or non-receipt/ non-delivery of the documents. No further correspondence on the subject will be entertained.

1.5.10 Period of validity of proposals

Proposals shall remain valid for Ninety (90) days from the date EOI cum RFP opening, submission prescribed by MIDHANI, pursuant to the deadline clause. A Proposal valid for a shorter period may be rejected by MIDHANI on the grounds that it is non-responsive.

In exceptional circumstances, MIDHANI may solicit the bidder's consent to an extension of the period of validity. The request and the responses thereto shall be made in writing. A bidder consenting to such request will not be required nor permitted to modify its Proposal.

1.5.11 Tender Opening

The Proposals submitted up to **09.03.2021 @ 1000 hrs** will be opened at **09.03.2021 at 1100 hrs**, in the presence of such of those Bidders or their representatives who may be present at the time of opening.

The representatives of the bidders should be advised to carry the identity card or a letter of authority from the tendering firms to identify their bonafide for attending the opening of the proposal.

1.5.12 Evaluation Process

- a. MIDHANI will constitute an Evaluation Committee to evaluate the responses of the bidders.
- b. The Evaluation Committee constituted by MIDHANI shall evaluate the responses to the EOI cum RFP and all supporting documents & documentary evidence. Inability to submit requisite supporting documents or documentary evidence, may lead to rejection of the EOI cum RFP proposal.
- c. Each of the responses shall be evaluated to validate compliance of the bidders according to the eligibility criteria, technical evaluation Forms and the supporting documents specified in this document.
- d. The decision of the Evaluation Committee in the evaluation of responses to the Expression of Interest shall be final. No correspondence will be entertained outside the evaluation process of the Committee.
- e. The Evaluation Committee may ask for presentation / meetings with the bidders to evaluate its suitability for the Consulting assignment.
- f. The Evaluation Committee reserves the right to reject any or all proposals.
- g. The Evaluation Committee would submit its recommendations to the Competent Authority.

1.6 SELECTION CRITERIA & METHODOLOGY

1.6.1 High level desired capability of the Consultant

The Consultant should have a deep knowledge and wide experience of current trends in defence industry in India and around the world, the strategies being adopted by leading defence manufacturing companies, knowledge on defence

production industry of India, growth strategy and demonstrated knowledge of various aspects involved for expansion such as organic growth, inorganic growth, diversification strategy, growth strategy, technologies etc.

1.6.2 Eligibility Criteria

a. Agency should have satisfactorily done at least **2 similar projects** in terms of the broad scope and nature of the work in the last **5** years.

b. Experience:

(i) Minimum **5** years experience in consultancy services relating to the broad scope and nature of the work and Firm should have completed at least **2** projects devising the growth strategy in the last **5** years of companies operating in the defence sector in India.

c. Turnover: Minimum Rs.100 Crore per annum in Consultancy services during the last 3 years.

d. Resources: The team should necessarily comprise of the following members

(i) Project Director-01

(ii) Project Leader-01

(iii) Defence Industry Expert (SME)-01

(iv) Sub-team leads

(v) Other related experts and adequate support staff.

The resources should be a balance of experience and youth. The proposed Team will be evaluated based on the years of experience and the relevance to the assignment for the selection of the consultancy service.

e. Registration: Entities registered in India.

1.6.3 Selection methodology

1.6.3.1 Initial Bid scrutiny will be held and incomplete details as given below will be treated as non-responsive. If Proposals;

- Are not submitted in as specified in the EOI cum RFP document.
- Received without the Letter of Authorization (Power of Attorney).
- Are found with suppression of details.
- With incomplete information, subjective, conditional offers and partial offers submitted.

1.6.3.2 Selection of Bidders will be on the basis of Quality cum Cost based Selection (QCBS) system:

- Proposals of bidders will be evaluated for minimum eligibility criteria.
- Technical proposals of only “Eligible Bidders” will be evaluated as per process & criteria mentioned below.

1.6.3.3 Proposals of the eligible Bidders during the process of evaluation will finally be ranked according to their combined score of the Technical proposal (ST) and Financial proposal (SF) scores.

1.6.3.4 The Technical proposal will be evaluated on the basis of bidder’s experience, its understanding of scope of services, proposed methodology and work plan, and the experience of key & sub-key Personnel. Only those bidders whose technical marks as per the technical evaluation criteria mentioned in para 1.6.4 of this EOI cum RFP is more than 70 marks or more out of 100 shall be declared as qualified for evaluation of their financial proposals. Bidders who have secured less than 70 marks shall be rejected. The marks obtained by all technically qualified bidders will be communicated before opening of the Financial bid. The bidder with highest marks will be given a technical score (TM) of 100 marks. The technical scores of other bidders will be computed as follows:

$$ST = 100 \times T/TM$$

(T= Technical marks scored as per Technical evaluation criteria)

1.6.3.5 After technical evaluation, financial proposals of the successful bidders will be evaluated. The lowest financial proposal (Fm) will be given a financial score (SF) of 100 points. The financial scores (SF) of other financial proposals will be determined using the following formula:

$$SF = 100 \times Fm/F$$

(F= Price (in INR) of the proposal under consideration)

1.6.3.6 The weightage given to the technical and financial proposals are: **Tw = 0.70, and Fw = 0.30** and the combined score will be arrived at using the following formula:

$$\text{Combined total score (S)} = (ST \times Tw) + (SF \times Fw)$$

Note:

- a. Only fixed price financial bids indicating total price for all the deliverables and services specified in this bid document will be considered.
- b. The bid price will include all taxes and levies and shall be in Indian Rupees.
- c. Any conditional bid would be rejected.
- d. Errors & Rectification: Arithmetical errors will be rectified on the following basis:

“If there is a discrepancy between the unit price and the total price that is obtained by multiplying the unit price and quantity, the unit price shall prevail and the total price shall be corrected. If there is a discrepancy between words and figures, the amount in words will prevail”.

1.6.3.7 The Selected Bidder shall be the Bidder having the highest combined total score (S). The second highest Bidder shall be kept in reserve and may be invited for negotiations in case the first-ranked Bidder withdraws, or fails to comply with the requirements, as the case maybe.

1.6.3.8 In the event the composite total score is „tied“, the bidder securing the highest technical score will be adjudicated as the Best Value Bidder for award of the Project.

1.6.4 Evaluation Criteria:

1.6.4.1 The technical evaluation shall be based on the following criteria:

S. No.	Criterion	Weightage
1.	Methodology & Project planning	10
2.	Presentation to be made before MIDHANI(in person preferably or through VC, depending upon the prevailing COVID 19 situation and GoI guidelines for the same)	25
3.	Resource commitment for the Project - Evaluation would be based on the number of resources deployed their qualification and experience:	30
		Adequate resources for completion of engagement
		Qualification: 15
		Experience: 15

4.	<p>Past experience in execution of strategy consulting projects in last 5 years for public sector defence entities in India (handling contracts, devise growth strategy, assistance in new partnerships, new businesses, etc.)</p> <ul style="list-style-type: none"> • 1-2 projects – 5 points • 3 or more projects – 10 points • 5 or more projects -15 points 	15
5.	<p>Past experience in devising strategy for private companies for defence business last 5years (diversification strategy, growth strategy, DPR for entry into defence business/ new segment in defence production)</p> <ul style="list-style-type: none"> • 1-2 projects – 4 points • 3-4 projects – 8 points • 5 or more projects – 10 points 	10
6.	<p>At least one large strategy consulting contract (in terms of consulting fee) as described above for the defence sector.</p> <ul style="list-style-type: none"> • Fee > INR 05 Crores:05 marks • Fee >= INR 02 Crores & <= INR 05 Crores: 02 marks • Fee < INR 02 Crores: Nil 	05
7.	<p>Financial capacity of the bidder</p> <p>Average annual turnover of the bidder from consulting works in India during last three years (2017-18,2018-20 19, 2019-20)</p> <ul style="list-style-type: none"> • Turnover >=INR 325 Crores:05 marks • Turnover >=INR 250 Crores & < INR 325 Crores: 04 marks • Turnover >=INR 175 Crores & <INR 250 Crores: 03 marks • Turnover >=INR 100 Crores & <INR 175 Crores: 02 marks 	05

Detailed breakdown of scoring mechanism

S. No	Criteria/Sub Criteria	Description	Point System	Max Criteria/ Sub Criteria Points	Documents to be submitted
1.	Methodology and project planning			10	<ul style="list-style-type: none"> — Overall approach — Detailed methodology — Complete work plan
	Project methodology, approach and work plan	Technical approach and methodology for executing the project	Adequacy of the proposed approach and methodology	05	
			Work plan including calculation of man-days with respect to the proposed scope	05	

2.	Presentation to be made before MIDHANI			25	— Detailed presentation to be submitted to MIDHANI covering the highlighted areas — Detailed work plan — Detailed case-study — Project monitoring mechanism plan
	Presentation to MIDHANI on the project journey	Technical presentation for explaining the execution of project	Understanding of the objectives	05	
			Appropriateness of the proposed A&M	05	
			01 Case study of similar SoW and methodology followed for execution	05	
			Coverage of objectives in the timeline and adherence to timelines	05	
			Project monitoring mechanism	05	
3.	Resource commitment for the Project			30	Required documents
	Role	Number	Requirements	Evaluation breakdown	
a.	Project Director (overall lead)	01	Max marks	05	— Detailed CV in the world bank format
			Overall Experience	More than 15 years: 01 12-15 years: 0.5	
			Educational background	Postgraduate : 01 Graduate: 0.5	
			Relevant work-experience (in defence production/ consulting domain)	More than 12 years: 01 10-12 years: 0.5	
			Assignments in a leadership capacity with accountability and responsibility for overall performance including quality, budget, schedule client, and stakeholder management of DPR/Strategic/Advisory reports in the A&D sector.	>10 projects: 02 5-10 projects: 01 <5 projects: 00	
b.	Team Leader(Strategic expert)	01	Max marks	05	
			Overall Experience	More than 15 years: 01 12-15 years: 0.5	
			Educational background	Postgraduate : 01	

				Graduate: 0.5	
			Relevant work- experience (in defence production/ consulting domain)	More than 12 years: 01 10-12 years: 0.5	
			Assignments in a management capacity with accountability and responsibility for overall delivery and stakeholder management of DPR/Strategic/Advisor y reports in the A&D sector.	>10 projects: 02 5-10 projects: 01 <5 projects: 00	
c.	Subject Matter Expert - Defence industry	01	Max marks	04	
			Overall Experience	More than 15 years: 02 12-15 years: 01	
			Assignments in a SME capacity on DPR/Strategic/Advisor y reports in the A&D sector.	>10 projects: 02 5-10 projects: 01 <5 projects: 00	
d	Team member (sub-leads)	09	Max marks	18 (9 X 2) Each sub lead will be evaluated basis the below criteria	
			Overall Experience	More than 8 years: 01 5-8 years: 0.5 <5 years: 00	

			Assignments related to corporate and growth strategy. Sound experience and understanding of defence production/ industry	5 or more projects: 01 3-4 projects: 0.5 <3 projects: 00	
In addition to the required team listed above, there shall be a working team of support staff which together with the sub-leads shall be deployed for on-ground activities. Bidder has to furnish indicative duly signed CVs of such support staff as part of the bid and the same resources or resources of similar qualifications shall be deployed for the project.					
4.	Experience in execution of consulting projects in last 5 years for public sector defence entities and/or central and state governments in India excluding IT implementation, Audit/Compliance/Risk Assessment /Taxation			15	— Letter of Award (LoA) — Completion certificate/ self-certification from MD of the bidder — Self-certificate (in case of ongoing projects)
	Handling strategy consulting projects in defence sector with public entities	Engagements related to new contracts, assistance in new partnerships, new businesses, investment promotion, sector-specific strategy consulting etc.	1-2 projects	05	
			3-4 projects	10	
			5 or more projects	15	
5.	Past experience in devising strategy for private companies for defence business			10	— Letter of Award (LoA) — Completion certificate/ self-certification from MD of the bidder — Self-certificate (in case of ongoing projects)
	Handling strategy consulting projects in defence sector with public entities	Engagements related to entry strategy, diversification strategy, growth strategy for defence business/ new segment in defence production	1-2 projects	04	
			3-4 projects	08	
			5 or more projects	10	
6.	Large strategy consulting project in the defence sector			05	— Letter of Award (LoA) having value of the contract — Completion certificate/ self-
	To assess their ability of bidder to undertake large project	Engagements related to entry strategy, diversification	Consulting fee > INR 05 Crores	05	
			Fee >= INR 02 Crores & <= INR 05 Crores	02	
			Fee < INR 02 Crores	00	

		strategy, growth strategy for defence business/ new segment in defence production			certification from MD of the bidder — Self-certificate (in case of ongoing projects)
7.	Financial capacity of the bidder			05	— Certificate from statutory auditor — Last three years audited financial statements
	Average annual turnover of last three financial years	From consulting services	Turnover \geq INR 325 Crores	05	
			Turnover \geq INR 250 Crores & $<$ INR 325 Crores	04	
			Turnover \geq INR 175 Crores & $<$ INR 250 Crores	03	
			Turnover \geq INR 100 Crores & $<$ INR 175 Crores	02	

1.6.5 Debarment:

Debarment rules, as prescribed in GFR, 2017, shall be applicable, as follows:

- (i) A bidder shall be debarred if he has been convicted of an offence:
- i. under the Prevention of Corruption Act, 1988 (and amendment thereof);
 - or
 - ii. the Indian Penal Code or any other law for the time being in force, for causing any loss of life or property or causing a threat to public health as part of execution of a public procurement contract.
- (ii) A bidder debarred under sub-section (i) or any successor of the bidder shall not be eligible to participate in a procurement process of any procuring entity for a period not exceeding three years commencing from the date of debarment.
- (iii) **MIDHANI** may debar a bidder or any of its successors, from participating in any procurement process undertaken by it, for a period not exceeding two years, if it determines that the bidder has breached the code of integrity.

1.6.6 Appointment of Consultant

1.6.6.1 Award Criteria

MIDHANI will award the Contract to the successful bidder whose proposal has been determined to be substantially responsive and has been determined as the most responsive bids as per the process outlined above.

1.6.6.2 Right to accept any Proposal and to reject any or all Proposal(s)

MIDHANI reserves the right to accept or reject any proposal, and to annul the tendering process / Public procurement process and reject all proposals at any time prior to award of contract, without thereby incurring any liability to the affected bidder or bidders or any obligation to inform the affected bidder or bidders of the grounds for action of **MIDHANI**.

1.6.6.3 Notification of Award

Prior to the expiration of the validity period (or extended validity period), **MIDHANI** will notify the successful bidder in writing or by fax or email, that its proposal has been accepted. The notification of award will constitute the formation of the contract. Upon the successful bidder's furnishing of Performance Bank Guarantee, **MIDHANI** will notify each unsuccessful bidder and return their EMD.

1.6.7 Performance Guarantee

MIDHANI will require the selected bidder to provide a Security Deposit, within 15 days from the Notification of award, for a value equivalent to 3% of the total cost of the contract, as per Form 5. The Security Deposit should be valid for a period of 18 months. The Security Deposit shall contain a claim period of three months from the last date of validity. The selected bidder shall be responsible for extending the validity date and claim period of the Performance Guarantee as and when it is due on account of non-completion of the project. In case the selected bidder fails to submit performance guarantee within the time stipulated, **MIDHANI** at its discretion may cancel the order placed on the selected bidder without giving any notice. **MIDHANI** shall invoke the performance guarantee in case the selected Consultant fails to discharge their contractual obligations during the period or **MIDHANI** incurs any loss due to Consultant's negligence in carrying out the project implementation as per the agreed terms & conditions.

1.6.8 Signing of Contract

Post submission of Performance Guarantee by the successful bidder, **MIDHANI** shall enter into a contract, incorporating all clauses, pre-bid clarifications and the proposal of the bidder between **MIDHANI** and the successful bidder.

1.6.9 Failure to agree with the Terms and Conditions of the EOI cum RFP

Failure of the successful bidder to agree with the Proposed Contract terms and Terms & Conditions of the EOI cum RFP shall constitute sufficient grounds for the annulment of the award, in which event **MIDHANI** may award the contract to the next best value bidder (as specified in section 1.6.3.8). In such a case, **MIDHANI** shall invoke the PBG of the most responsive bidder.

1.6.10 Fraud and Corrupt Practices

a. The Applicants/Bidders and their respective officers, employees, agents and advisers shall observe the highest standard of ethics during the Selection Process. Notwithstanding anything to the contrary contained in this RFP, **MIDHANI** shall reject a Proposal without being liable in any manner whatsoever to the Applicant, if it determines that the Bidder has, directly or indirectly or through an agent, engaged in corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice (collectively the “Prohibited Practices”) in the Selection Process. In such an event, **MIDHANI** shall, without prejudice to its any other rights or remedies, forfeit and appropriate the EMD or PBG, as the case may be, as mutually agreed genuine pre-estimated compensation and damages payable to **MIDHANI** for, inter alia, time, cost and effort of **MIDHANI**, in regard to the RFP, including consideration and evaluation of such Applicant’s Proposal.

b. Without prejudice to the rights of **MIDHANI** under Clause above and the rights and remedies which **MIDHANI** may have under the LOI or the Contract, if an Applicant or Consultant, as the case may be, is found by **MIDHANI** to have directly or indirectly or through an agent, engaged or indulged in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice during the Selection Process, or after the issue of the LOI or the execution of the Contract, such Applicant or Consultant shall not be eligible to participate in any tender or RFP issued by **MIDHANI**, as per the Guiding Principles.

c. For the purposes of this Section, the following terms shall have the meaning hereinafter respectively assigned to them:

- i. “corrupt practice” means (i) the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence the action of any person connected with the Selection Process (for avoidance of doubt, offering of employment to or employing or engaging in any manner whatsoever, directly or indirectly, any official of **MIDHANI** who is or has been associated in any manner, directly or indirectly with the Selection Process or the LOI or has dealt with matters concerning the Contract or arising there from, before or after the execution thereof, at any time prior to the expiry of one year from the date such official resigns or retires from or otherwise ceases to be in the service of **MIDHANI**, shall be deemed to constitute influencing the actions of a person connected with the Selection Process); or (ii) save as provided herein, engaging in any manner whatsoever, whether during the Selection Process or after the issue of the LOA or after the execution of the Contract, as the case may be, any person in respect of any matter relating to the Project or the Award or the Contract, who at any time has been or is a legal, financial or technical consultant/ adviser of **MIDHANI** in relation to any matter concerning the Project;
- ii. “fraudulent practice” means a misrepresentation or omission of facts or disclosure of incomplete facts, in order to influence the Selection Process;
- iii. “coercive practice” means impairing or harming or threatening to impair or harm, directly or indirectly, any persons or property to influence any person’s participation or action in the Selection Process;
- iv. “undesirable practice” means (i) establishing contact with any person connected with or employed or engaged by **MIDHANI** with the objective of canvassing, lobbying or in any manner influencing or attempting to influence the Selection Process; or (ii) having a Conflict of Interest; and
- v. “restrictive practice” means forming a cartel or arriving at any understanding or arrangement among Applicants with the objective of restricting or manipulating a full and fair competition in the Selection Process.

1.6.11 Conflict of Interest

a. An Applicant shall not have a conflict of interest that may affect the Selection Process or the Consultancy (the “**Conflict of Interest**”). Any Applicant found to have a Conflict of Interest shall be disqualified. In the event of disqualification, **MIDHANI** shall forfeit and appropriate the EMD, if available, as mutually agreed genuine pre-estimated compensation and damages payable to **MIDHANI** for, *inter alia*, the time, cost and effort of **MIDHANI** including

consideration of such Applicant's Proposal, without prejudice to any other right or remedy that may be available to the DP hereunder or otherwise.

b. **MIDHANI** requires that the Consultant provides professional, objective, and impartial advice and at all times hold the interest's paramount of **MIDHANI**, avoid conflicts with other assignments or its own interests, and act without any consideration for future work. The Consultant shall not accept or engage in any assignment that would be in conflict with its prior or current obligations to other clients, or that may place it in a position of not being able to carry out the assignment in the best interests of **MIDHANI**.

c. Without limiting the generality of the above, an Applicant shall be deemed to have a Conflict of Interest affecting the Selection Process, if:

i. the Bidder, or Associates (or any constituent thereof) and any other Bidder, or Associate (or any constituent thereof) have common controlling shareholders or other ownership interest;

ii. such Bidder or its Associate receives or has received any direct or indirect subsidy or grant from any other Bidder or its Associate ;or

iii. such Bidder has a relationship with another Bidder, directly or through common third parties, that puts them in a position to have access to each other's information about, or to influence the Proposal of either or each of the other Bidder ;or

iv. there is a conflict among this and other consulting assignments of the Bidder (including its personnel and other members, if any) and any subsidiaries or entities controlled by such Bidder or having common controlling shareholders. The duties of the Consultant will depend on the circumstances of each case. While providing consultancy services to **MIDHANI** for this particular assignment, the Consultant shall not take up any assignment that by its nature will result in conflict with the present assignment ;or

v. A firm hired to provide consulting services for the preparation or implementation of a project, and its Members or Associates, will be disqualified from subsequently providing goods or works or services related to the same project;

d. In the event that the Consultant, its Associates or affiliates are auditors or financial advisers to any of the Bidders (for System Integration or any other activity) for the Project, they shall make a disclosure to **MIDHANI** as soon as any potential conflict comes to their notice but in no case later than 7 (seven) days from the receipt of such proposals and any breach of this obligation of disclosure shall be construed as Conflict of Interest. **MIDHANI** shall, upon being notified by the Consultant under this Clause, decide whether it wishes to terminate this Consultancy or otherwise, and convey its decision to the

Consultant within a period not exceeding 15 (fifteen) days.

e. A Bidder eventually appointed to provide Consultancy for this Project shall be disqualified from subsequently providing goods or services related to the same Project and any breach of this obligation shall be construed as Conflict of Interest; provided that the restriction herein shall not apply after a period of 12 months from the completion of this assignment; provided further that this restriction shall not apply to consultancy services performed for **MIDHANI** in continuation of this Consultancy or to any subsequent consultancy/advisory services performed for **MIDHANI** where the conflict of interest situation does not arise.

List of headquarters and plants of MIDHANI

Headquarters

Mishra Dhatu Nigam Limited, PO – Kanchanbagh, Hyderabad – 500058, Telangana, India

Plants

- 1) Mishra Dhatu Nigam Limited, PO – Kanchanbagh, Hyderabad – 500058, Telangana, India
- 2) Mishra Dhatu Nigam Limited, Armour plant Rohtak, Haryana, India
- 3) Utkarsha Aluminium Dhatu Nigam Limited Nellore Andhra Pradesh, India

Bid Submission forms

The bidders are expected to respond to the EOI CUM RFP using the forms given in this section and all documents supporting eligibility / EOI CUM RFP Criteria.

Technical Proposal:

Form 1: Letter of Proposal

To:

<Name>

<Designation>

<Address>

<Phone Nos.>

<Mobile No.>

<Fax Nos.>

<email id>

<Location, Date>

Subject: Submission of the Technical bid for <provide name of the consulting assignment>

Dear Sir/Madam,

We, the undersigned, offer to provide Consultancy Services to the <Nodal Agency> on <provide name of the consulting engagement> with your Request for Proposal dated <insert date> and our Proposal. We are hereby submitting our Proposal, which includes this Technical bid and the Financial bid sealed in a separate envelope.

We hereby declare that all the information and statements made in this Technical bid are true and accept that any misinterpretation contained in it may lead to our disqualification.

We undertake, if our Proposal is accepted, to initiate the consulting services related to the assignment not later than the date indicated in the EOI CUM RFP document.

We agree to abide by all the terms and conditions of the EOI CUM RFP document. We would hold the terms of our bid valid for 90 days as stipulated in the EOI CUM RFP document.

We understand you are not bound to accept any Proposal you receive.

Yours sincerely,

Authorized Signature (*In full and initials*):

Name and Title of Signatory:

Name of Firm:

Address:

Location: _ Date:

Form 2: Details of the Applicant's Operations and Consulting Business

A. Name and address of the bidding Company

B. Incorporation status of the firm(public limited / private limited, etc.)

C. Year of Establishment

D. Date of registration

E. ROC Reference No.

F. Details of company registration

G. Details of registration with appropriate authorities for service tax

H. Name, Address, email, Phone nos. and Mobile Number of Contact Person

Form 3: Compliance Sheet for Technical proposal

	Basic Requirement	Documents Required	Provided	Reference page no.
1	Covering letter for Technical Proposal	As per Form 1	Yes / No	
2	Turnover in Consulting services during the last 3 years excluding revenues from services related to Tax, Advisory,	Extracts from the audited Balance sheet and Profit & Loss; OR Certificate from the statutory auditor	Yes / No	

	Legal, Audit, IT			
3	Experience details relevant to the engagement	<p>Completion Certificates from the client; OR Self-Certificate of Completion (Certified by the Statutory Auditor / MD of firm); OR Work Order + Phase Completion certificate from the client</p> <p>If the project value is confidential, it is sufficient for the Bidder MD to self certify that the project value is above the cut-off indicated.</p>	Yes / No	
4	Resources to be committed for the Project	<p>Broad qualifications of each resource category</p> <p>Short Bio-data of all the resources for the project</p>	Yes / No	
5	Power of Attorney	Copy of Power of Attorney in the name of the Authorized signatory	Yes / No	
6	Debarment	A self certified letter	Yes / No	
7	Total Experience	Self-certified letter	Yes / No	

8	Approach & Methodology	A note on high level approach & methodology, including demonstration of understanding of MIDHANI requirements, project work breakdown structure.	Yes / No	
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Financial Proposal

Form 4: Financial Proposal Format

To:

<Name>

<Designation>

<Address>

<Phone/Mobile Nos.>, <Fax Nos.>

<email id>

<Location, Date>

Subject: Submission of the Financial bid for <provide name of the consulting assignment>

Dear Sir/Madam,

We, the undersigned, offer to provide the consulting services for <<*Title of consulting services*>> in accordance with your EOI CUM RFP dated [Date] and our Proposal - Technical and Financial Proposals.

Our Financial Proposal is for the sum of <<*Amount in words and figures*>>. This amount is inclusive of all expenses & taxes.

I understand that the payment would be made on the basis of actual Service tax rate prevalent during the time of payment.

Our Financial Proposal shall be binding upon us subject to the modifications resulting from Contract negotiations, up to expiration of the validity period of the Proposal.

We understand you are not bound to accept any Proposal you receive.

Yours sincerely,

Authorized Signature:

Name and Title of Signatory:

Name of Firm:

Address:

Form 5: Performance Bank Guarantee

<Name>

<Designation>

<Address>

<Phone/Mobile Nos.>

<Fax Nos.>

<email id>

<Location, Date>

Whereas, <<name of the supplier and address>> (hereinafter called “the applicant/supplier”) has undertaken, in pursuance of contract no. <<insert contract no.>> dated. <<insert date>> to provide consulting services for <<name of the assignment>> to **MIDHANI**(hereinafter called “the beneficiary”)

And whereas it has been stipulated by in the said contract that the applicant/supplier shall furnish you with a bank guarantee by a recognized bank for the sum specified therein as security for compliance with its obligations in accordance with the contract;

And whereas we, <<**Name of the Bank**>>a banking company incorporated and having its head /registered office at <<address of the registered office>> and having one of its office at <<address of the local office>> have agreed to give the supplier such a bank guarantee.

Now, therefore, we hereby affirm that we are guarantors and responsible to you, on behalf of the supplier, upto a total of **Rs. <<Insert Value>> (Rupees <<insert value in words>> only)** and we undertake to pay you, upon your first written demand declaring the supplier to be in default under the contract and without cavil or argument, any sum or sums within the limits of Rs. **<<Insert Value>>(Rupees <<insert value in words>>only)** as aforesaid, without your needing to prove or to show grounds or reasons for your demand or the sum specified therein.

We hereby waive the necessity of your demanding the said debt from the applicant/supplier before presenting us with the demand.

We further agree that no change or addition to or other modification of the terms of the contract to be performed there under or of any of the contract documents which may be made between you and the applicant/supplier shall in any way release us from any liability under this guarantee and we hereby waive notice of any such change, addition or modification.

This Guarantee shall be valid until *<<Insert Date>>*.

Notwithstanding anything contained herein:

I. Our liability under this bank guarantee shall not exceed Rs <<Insert Value>> (Rupees <<insert value in words>> only).

II. This bank guarantee shall be valid up to <<insert expiry date>>.

III. It is condition of our liability for payment of the guaranteed amount or any part thereof arising under this bank guarantee that we receive a valid written claim or demand for payment under this bank guarantee on or before <<insert expiry date>>failing which our liability under the guarantee will automatically cease.