

Request for Expression of Interest (REOI)

for

Consultancy on Mail & Parcel Optimization Project

of

Department of Posts

Ministry of Communications

Government of India

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Part I: REOI Process

Section I: Request for Expression of Interest (REOI)

1. Invitation

The President of India, through DDG (Mails Operations) of the Mail Operations Division in Department of Posts, Ministry of Communications, Government of India (hereinafter referred to as 'the Procuring Entity' and 'the Procuring Organization' respectively), invites Expression of Interest (hereinafter referred to as the 'EOIs') from eligible and qualified Indian companies or firms for shortlisting for the delivery of Consultancy Services as described in '**Part II: Schedule of Requirements**' (hereinafter referred to as 'the Services'). Interested Consultants should provide sufficient and relevant information demonstrating that they meet the specified eligibility criteria and have the required qualifications to be shortlisted for providing the Services. This Request for Expression of Interest (REOI) document, reference number, REOI/Mail-20/02/2024-D, details the process of such shortlisting. As part of this procurement process, a Request for Proposals (RFP) for selecting Consultants shall be subsequently issued only to such shortlisted Consultants.

2. Instructions for EOI

2.1. Governing Language and Law

- 1) The EOI submitted by the consultant and all subsequent correspondence and documents relating to the EOI exchanged between the consultant and the Procuring Entity should be written in the language specified in **Section II: Appendix** (or English, if nothing is specified - hereinafter referred to as the 'EOI Language'). However, the language of any printed literature furnished by a Consultant in connection with its EOI may be written in any other language provided a certified translation accompanies the same in the EOI language. For interpretation of the EOI, translation in the language of the EOI shall prevail.
- 2) The REOI process shall be subject to the laws of the Union of India and the exclusive jurisdiction of courts relevant to the address of the Tender Inviting Authority.

2.1. Acronyms

The following Acronyms have been used in this REOI document:

Acronym	Definition
DPIIT	Department for Promotion of Industry and Internal Trade (DPIIT)
RFP	Request for Proposals
EOI	Expression of Interest
TIA	Tender Inviting Authority
JV/C	Joint Venture/ Consortium
TOR	Terms of Reference
REOI	Request for Expression of Interest

2.2. The Contents of the REOI document

This REOI document provides the relevant information and instructions to assist the prospective Consultants in preparing and submitting EOIs. It also includes the mode and procedure for receipt/ opening, evaluation of EOIs, and shortlisting of consultants. The REOI document consists of the following parts. If additional sections/ appendices are included in a specific EOI, these would be detailed in **Section II: Appendix**.

Part I: REOI process

- 1) Section I: Request for Expression of Interest (REOI)
- 2) Section II: Appendix
- 3) Section III: Qualification Criteria

Part II: Schedule of Requirements

- 1) Section IV: Terms of Reference

Part III: EOI Submission Formats

- 1) Form 1: EOI Form (Covering Letter)
 - a) Form 1.1: Consultant Information
 - b) Form 1.2: Eligibility Declarations
- 2) Form 2: Qualification Criteria – Compliance
 - a) Form 2.1: Performance Capability Statement
 - b) Form 2.2: Financial Capability Statements
 - i) Form 2.2.1: Financial Statement
 - ii) Form 2.2.2: Average Annual Turnover
- 3) Form 3: Checklist for Consultants
- 4) Other Formats: Format 1: Authorization to Attend Pre-EOI Conference

2.3.1 Section II: Appendix

Variable parameters and information related to this specific REOI process are summarized in the appendix.

2.3.2 Section III: Qualification Criteria

This section lays down the Qualifying Criteria for shortlisting consultants. The Consultants must have requisite experience with assignments similar in nature in general and specific sectors relevant to the subject assignment. It may indicate the extent of dispensation, if any, allowed for Startups under Clause 5.1 below. Unless otherwise stated in **Section II: Appendix**, Consultants may associate with other firms to enhance their qualifications but should indicate clearly whether the association is in the form of a joint venture/consortium (JV/C) and/or a sub-consultancy. In response to this section, Consultant must submit Form 2: Qualification Criteria – Compliance and its sub-forms 2.1, 2.2, 2.2.1 and 2.2.2.

2.3.3 Section IV: Terms of Reference (TOR)

‘Section IV: Terms of Reference (TOR)’ describes the background, purpose/ objectives, description/ scope, deliverables/ outcomes, and timelines of Consultancy Services

(hereinafter called the 'Service') required. The 'Service' may include incidental Goods, Works, and other Services if so indicated therein. Any generic reference the 'Service' shall be deemed to include such incidental Goods, Works, and other Services.

2.3.4 EOI Formats for submission (To be filled, digitally signed, and uploaded by consultants)

The consultant must fill, digitally sign and upload the EOI in the Formats given in **Part III: 'EOI Submission Formats'**.

2.4 Corrigenda/ Addenda to REOI document

- 1) Before the deadline for submitting EOIs, the Procuring Entity may update, amend, modify, or supplement the information, assessment or assumptions contained in the REOI document by issuing corrigenda and addenda. The corrigenda and addenda shall be published in the same manner as the original REOI document. The consultants must check the website(s) for any corrigenda/ addenda. Any corrigendum or addendum thus issued shall be considered a part of the REOI document.
- 2) If considered necessary, the Procuring Entity may suitably extend the EOI submission deadline to give reasonable time to the prospective Consultants to take such corrigendum/ addendum into account in preparing their EOI. After the Procuring Entity makes such modifications, any Consultant who has submitted his EOI shall have the opportunity to either withdraw his EOI or re- submit his EOI superseding the original EOI within the extended time of submission as per Clause 8.4 below.
- 3) The Procuring Entity may extend the deadline for the EOI submission by issuing an amendment. In such a case, all rights and obligations of the Procuring Entity and the consultants previously subject to the original deadline shall then be subject to the new deadline for the EOI submission.

3. Procuring Entity - Right to Reject any or all EOIs

The issue of the REOI document does not imply that the Procuring Entity is bound to shortlist Consultants. The Procuring Entity reserves its right to accept or reject any or all EOIs, abandon/ bypass/ cancel the REOI process and issue another REOI for the same or similar Services before or after shortlisting Consultants. It would have no liability to the affected Consultant or Consultants or any obligation to inform the affected Consultant or Consultants of the grounds for such action(s).

4. Participation in REOI – Eligibility Criteria

4.1. Eligibility Criteria

Subject to other provisions in the REOI document, participation in this shortlisting process is open to all Consultants who fulfil the 'Eligibility' and 'qualification' criteria. Consultants should meet the following eligibility criteria as of the date of their EOI submission and should continue to meet these until the subsequent RFP process and contract award. Consultants shall be required to demonstrate fulfilment of the Eligibility Criteria in **Form 1.2 (Eligibility Declarations)**. Consultant unless otherwise stipulated in **Section II: Appendix:**

1) must be:

- (a) a natural person (an individual Consultant), a private entity (a Consulting Company/ LLP /Partnership firm/ Society registered under an applicable Act in India), a public Entity (Government-owned enterprise or institution), or unless otherwise stipulated in **Section II: Appendix** - Joint Venture/ Consortium (an association of several persons, firms, or companies - hereinafter referred to as JV/C).
- (b) a Consultancy Services provider with valid registration regarding GSTIN, PAN, EPF, ESI, Labour, or equivalent registration certificate issued by the concerned authority/government as applicable to the subject Services.

2) must:

- (a) not be insolvent, in receivership, bankrupt or being wound up, not have its affairs administered by a court or a judicial officer, not have its business activities suspended and must not be the subject of legal proceedings for any of aforesaid reasons.
- (b) (Including their affiliates, subsidiaries, or contractors/ sub-consultants for any part of the contract):
 - i) Not stand declared ineligible/ blacklisted/ banned/ debarred by the Procuring Organization or its Ministry/ Department from participation in its procurement processes; and/ or
 - ii) Not be convicted (within three years preceding the last date of EOI submission) or stand declared ineligible/ suspended/ blacklisted/ banned/ debarred by appropriate agencies of the Government of India from participation in procurement processes of all its entities, for:
 - offences involving moral turpitude in business dealings under the Prevention of Corruption Act, 1988 or any other law; and/or
 - offences under the Indian Penal Code or any other law for causing any loss of life/ limbs/ property or endangering Public Health during the execution of a public procurement contract and/ or
 - suspected to be or of doubtful loyalty to the Country or a National Security risk as determined by appropriate agencies of the Government of India.
 - iii) Not have changed its name or created a new "Allied Entity", consequent to having declared ineligible/ suspended/ blacklisted/ banned/ debarred as above.
- (c) Not have an association (as a consultant/ partner/ director/ employee in any capacity)
 - of any retired employee (of Gazetted Rank) or any retired Gazetted Officer of the Central or State Government or its Public Sector Undertakings, if such a retired person has not completed the one-year cooling-off period (or any other period stipulated by their erstwhile Employer) after his retirement. However, this shall not apply if such employees/ officers have obtained a waiver of the cooling-off period from their former organization.
 - of the near relations of executives of Procuring Entity involved/ likely to be involved in this procurement process
- (d) Not have a conflict of interest (as defined in clause 4.5 below), which substantially affects fair competition. No attempt should be made to induce any other consultant to submit or not to submit an EOI to restrict competition.

- (e) must fulfil any other additional eligibility condition, if any, as may be prescribed in the REOI document.
- 3) from certain countries shall be eligible subject to certain conditions as detailed in Clause 4.2 below.
- 4) must provide such evidence of their continued eligibility to the Procuring Entity if requested.

4.2 Eligibility of Consultants from Restricted countries

4.2.1 Restrictions based on Reciprocity

Entities from countries (if so, identified in **Section II: Appendix**) as not allowing Indian companies to participate in their Government procurement, shall not be allowed to participate (directly or as a sub-contractor or as a member of a JV/C) on a reciprocal basis in this REOI process under the “Public Procurement (Preference to Make in India) Order 2017¹” (MII – para 10 -d) of Department for Promotion of Industry and Internal Trade, (DPIIT). Consultants must apprise themselves of the latest version of this order.

4.2.2 Restrictions based on Land Borders

Order² (Public Procurement No. 1) issued by the Government of India (Ministry of Finance, Department of Expenditure, Public Procurement Division) restricting procurement from consultants from certain countries that share a land border with India shall apply to this procurement. Consultants must apprise themselves of the latest version of this order.

Any consultant from a country that shares a land border with India³, excluding countries to which the Government of India has extended lines of credit or in which the Government of India is engaged in development projects (as listed on the website of the Ministry of External Affairs⁴), – hereinafter called ‘Restricted Countries’, shall be eligible to participate in this REOI, only if the consultant is registered⁵ with the Registration Committee constituted by the Department for Promotion of Industry and Internal Trade (DPIIT). Consultants shall enclose the certificate in **Form 1 - EOI Form**.

4.3 Sub-consultants/ Sub-contracting

Consultants may propose to associate Sub-consultants for specialized parts of the Services provided their names and details are clearly stated in the EOI. Such Sub- consultants should not circumvent the eligibility condition laid down above. The value of such sub-contracts shall not exceed the limit specified (25% of the contract price, if not specified) in **Section II: Appendix**. Nevertheless, the consultant shall solely remain responsible for sub-

¹ [No. P-45021/2/2017-PP \(BE-II\) dated 16th September 2020](#)

² [F.NO.6/18/2019-PPD dated 23rd July, 2020](#)

³ <https://mea.gov.in/india-and-neighbours.htm>

⁴ <http://meadashboard.gov.in/indicators/92>

⁵ <https://dipp.gov.in/sites/default/files/Revised-Application-Format-for-Registration-of-Consultants- 15Oct2020.pdf>

contracted portions of the Services. Key and Non-key personnel, whether full-time employees or on contract, shall not be considered sub-consultants. Procurement of incidental goods, equipment hires, or labour engagement shall not be treated as sub-contracting.

4.3 Joint Venture/ Consortium (JV/C)⁶

- 1) In the case where a consultant is or proposes to be a Joint Venture/ Consortium (that is, an association of several persons, firms, or companies - hereinafter referred to as JV/C), then unless otherwise specified in **Section II: Appendix**, in JV/C:
 - a) members should not be more than four (04)
 - b) no member should have less than 10% participation;
 - c) members having participation between 10% and 20% shall be termed as non-substantial members.
 - d) Members having more than 20% participation shall be termed as substantial members.
 - e) The Lead member must have at least 40% participation.
 - f) The lead member/consultant and various categories of members of the JV/C must be identified.
 - g) Number of non-substantial members shall not be more than one (01)
- 2) The JV/C and all members must satisfy all the eligibility requirements in this REOI document.
- 3) JV/C and its members must jointly meet the qualification criteria in **Section III – Qualification Criteria**. The technical/ experience qualification of all JV/C members (substantial members, Lead member and non-substantial members) shall be evaluated jointly as per Evaluation Criteria. However, for financial criteria of qualification, credentials of substantial and lead members (excluding non-substantial members) shall only be considered.
- 4) All the members shall be jointly and severally liable for the entire contract if selected in the RFP Process.

4.4 Conflict of Interest

1. Any consultant with a conflict of interest that substantially affects fair competition shall not be eligible to participate in this procurement process. EOs found to have a conflict of interest shall be rejected as non-responsive. Consultant shall be required to declare the absence of such conflict of interest in **Form 1.2 - Eligibility Declarations**. A consultant in this procurement process shall be considered to have a conflict of interest if the consultant:
 - a. directly or indirectly controls, is controlled by or is under common control with another Consultant; or

⁶ the expressions "Joint Venture" or "JV" shall mean a joint venture, association, consortium, or other unincorporated grouping of two or more persons, whether in the form of a partnership or otherwise. Similarly, in the context of Joint Venture as the context permits, the word "leader, is synonymous with the words "representative" and "Lead Partner"; the word "member" is synonymous with the word with "partner".

- b) receives or has received any direct or indirect subsidy/ financial stake from another consultant; or
- c) has the same correspondence address or same legal representative/ agent as another consultant for purposes of this EOI; or
- d) has a relationship with another consultant, directly or through common third parties, which puts it in a position to have access to information about or influence the EOI of another Consultant; or
- e) would be providing goods, works, or non-consulting services resulting from or directly related to consulting services that it provided (or were provided by any affiliate that directly or indirectly controls, is controlled by, or is under common control with that firm) for the procurement planning (inter-alia preparation of feasibility/ cost estimates/ Detailed Project Report (DPR), design/ technical specifications, terms of reference (TOR)/ Activity Schedule/ schedule of requirements or the EOI/ RFP Document etc) of this procurement process; or
- f) has a close business or family relationship with a staff of the Procuring Entity who:
 - i. are directly or indirectly involved in the preparation of the REOI document or Terms of Reference of the procurement process and/or the evaluation in EOI and/ or RFP process; or
 - ii. would be involved in the implementation or supervision of the resulting contract

Any conflict stemming from such a relationship must be reported and resolved in a manner acceptable to the Procuring Entity throughout the REOI and RFP processes and execution of the contract.

- 2) A Consultant may participate as a sub-consultant in more than one bid but only in that capacity (i.e., without bidding in an individual capacity). Bids submitted in violation of this procedure will be rejected.
- 3) **Participation of only One Entity from Affiliates:** Only one entity from among a Consultant and its affiliates (that directly or indirectly control or are controlled by or are under common control with that firm) individually or as part of a joint venture or as a Sub-consultant shall be permitted to participate in EOI.
- 4) The consultant shall furnish information on commissions and gratuities, if any, paid or to be paid to agents or any other party relating to this REOI and RFP process.

5. Purchase Preference Policies of the Government

5.1. Relaxation in Prior Turnover and Experience to Startups

- 1) In this REOI process, under the policy of the Government⁷, the Procuring Entity reserves its right to relax the condition of prior turnover and prior experience for Startups (as defined by the Department for Promotion of Industry and Internal Trade) subject to meeting of quality & technical specifications. The quality and technical parameters shall not be diluted. The decision of the Procuring Entity in this regard shall be final.
- 2) Consultants with Startup status can claim relaxation for prior turnover and experience mentioned in Section III by providing a valid 'Certificate of Recognition' issued by the Department for Promotion of Industry and Internal Trade (DPIIT), Ministry of Commerce & Industry, Govt. of India. Such relaxation shall be given only for the specific domain of goods/ services they are registered for.

6. Downloading the REOI document, Clarifications and Pre-EOI Conference

6.1. Availability and Downloading of the REOI Document

The Request for Expression of Interest shall be published on the eProcurement Portal (the portal). It shall be available for download after the date and time of the start of availability till the deadline for availability as mentioned in **Section II: Appendix**. Unless otherwise stipulated in **Section II: Appendix**, the downloaded Request for Expression of Interest is free of cost. If the Procuring Entity happens to be closed on the deadline for submitting the EOIs as specified above, this deadline shall *not* be extended. Any query/ clarification regarding downloading Request for Expression of Interest and uploading EOIs on the portal may be addressed to their Help Desk (contact details given in **Section II: Appendix**).

6.2 Clarifications

A Consultant may seek clarification of the REOI document through the eProcurement portal before the date and time prescribed in **Section II: Appendix** (or, if not mentioned, before fourteen days of the deadline for the EOI submission). This deadline shall not be extended in case of any intervening holidays. No other means of submission of queries shall be entertained. All such queries shall relate to the REOI document alone, and queries related to a detailed analysis of Terms of Reference, payment terms and mode of selection shall only be entertained during the RFP Process. The Procuring Entity shall respond no later than seven days before the deadline for EOI submission. The query and clarification shall be shared with all prospective consultants on the portal without disclosing its source. If required, the Procuring Entity may modify the REOI document that may become necessary due to the clarification through an Addendum/ Corrigendum issued as per clause 2.4 above.

⁷ Rule 173 (i) of GFR 2017

6.3 Pre-EOI Conference

- 6.3.1 If a Pre-EOI conference is stipulated in **Section II: Appendix**, prospective consultants interested in participating in this REOI may attend a Pre-EOI conference to clarify the conditions of the REOI process at the venue, date and time specified therein. Participation in the Pre-EOI conference is not mandatory but is restricted to prospective consultants who have registered for the Pre-EOI conference.
- 6.3.2 The date and time by which the written queries for the Pre-EOI must reach the authority and the last date for registration for participation in the Pre-EOI conference are also mentioned in **Section II: Appendix**. If the dates are not mentioned, such date and time shall be seven days before the date and time of the Pre-EOI conference.
- 6.3.3 Delegates participating in the Pre-EOI conference must provide a photo identity and an authorization letter as per **Format 1: "Authorization to Attend Pre-EOI Conference"** from their organization; else, they shall not be allowed to participate. The Pre-EOI conference may also be held online at the discretion of the Procuring Entity.
- 6.3.4 After the Pre-EOI conference, minutes of the Pre-EOI conference (including the questions asked in writing and those asked during the meeting (without identifying the source) and the responses given, together with any responses prepared after the meeting, shall be published on the Procuring Entity's Portal within seven days from the Pre-EOI conference. If required, a clarification letter and corrigendum to the REOI document shall be issued, containing amendments, if any, of various provisions (including the TOR, if required) of the REOI document, which shall be deemed part of the REOI document. As per clause 2.4 above, the Procuring Entity may suitably extend by at least three days the deadline for the EOI submission to give reasonable time to the prospective consultants to consider such clarifications in preparing their EOIs.

7. Preparation of EOIs

7.1. EOI Submission Formats:

Consultants must fill and submit the EOI in the Formats in **Part III - 'EOI Submission Formats'**. EOI by the Consultant shall include inter-alia duly signed or digitally signed scanned copies of the original documents in pdf format.

7.2. EOI Validity

- 1) Unless specified to the contrary in **Section II: Appendix**, EOIs shall remain valid for a period not less than 120 (sixty) days from the deadline for the EOI submission stipulated in **Section II: Appendix**. An EOI valid for a shorter period shall be rejected as non-responsive.
- 2) In case the day upto which the EOIs are to remain valid falls on/ subsequently declared a holiday or closed day for the Procuring Entity, the EOI validity shall automatically be deemed to be extended upto the next working day.
- 3) In exceptional circumstances, before the expiry of the original time limit, the Procuring Entity may request the consultants to extend the validity period for a specified additional period. The request and the consultants' responses shall be made in writing or electronically. A consultant may agree to or reject the request. A consultant who has

agreed to the Procuring Entity's request for extension of EOI validity, however, in no case he shall be permitted to modify his EOI.

8. Signing and Uploading of EOIs

8.1. Relationship between Consultant and eProcurement portal

The Procuring Entity is neither a party nor a principal in the relationship between the consultant and the organization hosting the e-procurement portal (hereinafter called the portal). Consultants must comply with the rules, conditions, regulations, procedures, and implied conditions/ agreements of the eProcurement portal, including registration, compatible Digital Signature Certificate (DSC) etc. Consultants shall settle clarifications and disputes, if any, regarding the portal directly with them. In case of conflict between provisions of the portal with the REOI document, provisions of the portal shall prevail. Consultants may study the resources provided by the Portal for Consultants.

8.2. Signing of EOI

The individual signing/ digitally signing the EOI or any other connected documents should submit an authenticated copy of the document(s), which authorizes the signatory to commit and submit EOIs on behalf of the Consultant along with **Form 1.1: Consultant Information**.

8.3. Submission/ uploading of EOIs.

8.3.1 Submission/ Uploading to the Portal

- 1) EOIs must be uploaded on the eProcurement Portal mentioned in **Section II: Appendix** until the submission deadline. If the office happens to be closed on the deadline to submit the EOIs as specified above, this deadline shall not be extended. No manual EOIs shall neither be made available nor accepted for submission. EOI submitted through modalities other than those stipulated in **Section II: Appendix** shall be liable to be rejected as non-responsive.
- 2) In the case of downloaded documents, Consultants must not make any changes to the contents of the documents while uploading, except for filling in the required information. Otherwise, the EOI shall be rejected as non-responsive. Uploaded Pdf documents should not be password protected. Consultants should ensure the clarity/ legibility of the scanned documents uploaded by them.
- 3) The date and time of the e-Procurement server clock, which is also displayed on the dashboard of the consultants, shall be taken as the reference time for deciding the closing time of EOI submission. Consultants are advised to ensure they submit their EOI within the deadline of EOI submission, taking the server clock as a reference, failing which the portal shall not accept the EOIs. No request on the account that the server clock was not showing the correct time and that a particular consultant could not submit their EOI because of this shall be entertained. Failure or defects on the internet or heavy traffic at the server shall not be accepted as a reason for a complaint. The Procuring Entity shall not be responsible for any failure, malfunction or breakdown of the electronic system used during the e-Tender process.
- 4) Only one copy of the EOI can be uploaded, and the Consultant shall digitally sign all statements, documents, and certificates uploaded by him, owning sole and complete responsibility for their correctness/ authenticity as per the IT Act 2000 as amended from

time to time. An EOI submitted by a Joint Venture shall be digitally signed by an authorized representative who has a written power of attorney signed by each member's authorized representative to be legally binding on all members.

- 5) All EOIs uploaded by Consultants to the portal shall get automatically encrypted. The encrypted EOI can only be decrypted/ opened by the authorized persons on or after the due date and time. The consultant should ensure the correctness of the EOI before uploading and take a printout of the system-generated submission summary to confirm successful EOI upload.

8.3.2 Implied acceptance of procedures by Consultants

Submission of EOI in response to the REOI document is deemed to be acceptance of the procedures and conditions of the e-Procurement and REOI document.

8.3.3 Responsibility of the Consultant to declare all changes.

Consultants must advise the Procuring Entity immediately in writing of any material change to the information provided in their EOI submission, including any substantial change in their ownership, eligibility, or financial or performance capacity. For shortlisted Consultants, this requirement applies until a contract is awarded in the following RFP process. For the consultant successful in the RFP process, this requirement shall apply till the execution of the resultant contract.

8.4. Modification, Resubmission and Withdrawal of EOIs

8.4.1 Modification & Resubmission

Once submitted in e-Procurement, Consultants cannot view or modify their EOI since it is locked by encryption. However, resubmission of the EOI by Consultants for any number of times superseding earlier EOI(s) is allowed upto the submission deadline by following procedures prescribed by the portal. Resubmission of an EOI shall require uploading all documents afresh. The system shall consider only the last EOI submitted.

8.4.2 Withdrawal

The consultant may withdraw his EOI before the submission deadline by following procedures prescribed by the portal, and it shall be marked as withdrawn and shall not get opened during the EOI opening. No EOI should be withdrawn after the submission deadline and before its validity period expires.

9. EOI Opening

EOIs received shall be opened online on or after the specified date and time in **Section II: Appendix**. EOIs cannot be opened before the specified date & time, even by the Tender Inviting Authority, the Procurement Officer, or the Publisher. If the specified date of EOI opening falls on or is subsequently declared a holiday or closed day for the Procuring Entity, the EOIs shall be opened at the appointed time on the next working day.

10. Evaluation of EOIs and Shortlisting of Consultants

10.1 General Norms

10.1.1 Evaluation is based only on declared criteria.

- 1) The evaluation shall be based upon scrutinizing and examining all relevant data and details submitted by Consultants in its/ his EOI and other allied information deemed appropriate by Procuring Entity. Evaluation of EOIs shall be based only on the criteria/ conditions included in the REOI document.
- 2) Information relating to the evaluation of EOIs and shortlisting results shall not be disclosed to any participant or any other persons not officially concerned with such process until the notification of shortlisting is made in accordance with clause 10.2.5 below.
- 3) The determination shall not consider the qualifications of other firms, such as the consultant's subsidiaries, parent entities, affiliates, or any other firm(s) different from the consultant.

10.1.2 Clarification of EOIs and shortfall documents

- 1) During the evaluation of EOIs, the Procuring Entity may, at its discretion, but without any obligation to do so, ask Consultants to clarify its EOI by a specified date (or, if not specified, seven days from the date of receipt of such request). Consultants should answer the clarification within that specified date. The clarification request and response shall be submitted in writing or electronically. No change in the substance of the EOI shall be sought, offered, or permitted that may grant any undue advantage to such a consultant. Any clarification submitted by a Consultant regarding its EOI that is not in response to a request by the Purchasing Entity shall not be considered.
- 2) The Procuring Entity reserves its right to, but without any obligation to do so, seek any shortfall information/ documents. Provided such information/ documents are historical, which pre-existed at the time of the EOI opening and which have not undergone change since then and do not grant any undue advantage to any consultant. There is a provision on the portal for requesting Short-fall documents from the consultants. The system allows taking the shortfall documents from consultants only once after the EOI opening.
- 3) If the consultant fails to provide satisfactory clarification and/or missing information, its EOI shall be evaluated based on available information and documents.

10.1.3 Contacting Procuring Entity during the evaluation

From EOI submission to shortlisting of Consultants, no Consultant shall contact the Procuring Entity on any matter relating to the submitted EOI. If a Consultant needs to contact the Procuring Entity relating to this EOI, it should do so only in writing or electronically. Any effort by a Consultant to influence the Procuring Entity during the REOI process shall be construed as a breach of the Code of Integrity, and EOI shall be liable to be rejected as non-responsive in addition to other punitive actions for such a breach as per the REOI document.

10.2. Evaluation of EOIs and Shortlisting

In evaluating the EOI, conformity to the eligibility and qualification criteria to those in the REOI document is ascertained. Additional factors incorporated in the REOI document shall also be considered as indicated therein.

10.2.1 Determining Responsiveness

Only substantively responsive EOIs shall be evaluated for shortlisting. A substantively responsive EOI is complete and conforms to the REOI document's essential terms and conditions. Unless otherwise stipulated in **Section II: Appendix**, the following are some of the crucial aspects for which an EOI shall be rejected as nonresponsive:

- 1) The EOI is not in the prescribed format or is not submitted as per the stipulations in the REOI document.
- 2) The consultant is not eligible to participate in the EOI as per laid down eligibility criteria;
- 3) The EOI validity is shorter than the required period.
- 4) The EOI departs from the essential requirements stipulated in the EOI document;
- 5) Non-submission or submission of illegible scanned copies of stipulated documents/ declarations, if any
- 6) The Consultant fails to provide and/ or comply with the required information, instructions etc., incorporated in the REOI document or gives evasive information/ reply against any such stipulations.
- 7) The Consultant furnishes wrong and/ or misleading data, statement(s) etc. In such a situation, besides rejecting the EOI as nonresponsive, it is liable to attract other punitive actions under relevant provisions of the REOI document for breach of the Code of Integrity.

10.2.2 Evaluation of Eligibility

Procuring entity shall determine, to its satisfaction, whether the Consultants are eligible as per Clause 4 above to participate in the REOI process as per submission in '**Form 1.2: Eligibility Declarations**'. The eligibility evaluation shall be on a "pass" or "fail" basis. A Consultant must achieve a "pass" on all the criteria to proceed to the next step. Any Consultant not achieving a 'pass' in any of the eligibility criteria shall be rejected as nonresponsive.

10.2.3 Evaluation of Qualification Criteria

- 1) Procuring entity shall determine whether the Consultants are qualified and capable in all respects to be shortlisted to provide the 'Services' (subject to dispensation, if any, for Startups, as per clause 5.1 above), as per **Section III: Qualification Criteria** and submission in Forms listed in **Part II: 'EOI Submission Formats'**. The determination shall not consider the qualifications of other firms, such as the consultant's subsidiaries, parent entities, affiliates, or any other entity different from the consultant. The Procuring Entity reserves the right to waive minor deviations in the qualification criteria if they do not materially affect the capability of a Consultant to perform the contract. The age and Experience of Key Experts are not included in the shortlisting criteria but shall be evaluated at the RFP stage.
- 2) Consultants planning to subcontract any of the Key Activities indicated in Part III, Schedule of Requirements to Sub-consultants in accordance with clause 4.3 above,

shall specify the activity(ies) or parts of the Services to be subcontracted in their EOI identifying the proposed Sub-consultants in their EOI. Experience (but not Financial Qualifications) of such proposed Sub-consultant(s) can be used to meet the experience requirements specified in Section III, Qualification Criteria.

- 3) Unless otherwise stipulated in **Section II: Appendix**, assignments completed by the Consultant's individual experts working privately or through other consulting firms cannot be claimed as the relevant experience of the Consultant or that of the Consultant's partners or sub-consultants in **Form 2.1: Performance Capability Statement**.

10.2.4 Verification of Original Documents at RFP Process

The Procuring Entity reserves its right to call for verification, originals of all self-certified copies of uploaded documents from the Consultants during the following RFP Process. If the shortlisted consultant fails at that stage to provide such originals or, in case of substantive discrepancies in such documents, it shall be construed as a breach of the Code of Integrity (see clause 12 below). Such RFP proposals shall be liable to be rejected as non-responsive in addition to other punitive actions for such a breach.

10.2.5 Declaration of Shortlisted Consultants

- 1) EOIs of Consultants that succeed in the above evaluation shall be shortlisted. Provisionally shortlisted consultants will be informed of the condition(s) that must be met before submitting their Proposal in the RFP process. Such shortlisting shall remain valid for a period specified in **Section II: Appendix** (six months from the date of declaration, if not so specified).
- 2) Only shortlisted (including provisionally shortlisted) Consultants shall be invited to participate in the following RFP process. If stipulated in **Section II: Appendix**, if there are a larger number of consultants meeting the evaluation criteria, the shortlist shall be restricted to a specified number of Consultants (if not specified, eight (8) consultants) based on higher Average Turnover (or any other criteria, if so, stipulated therein).
- 3) The name and address of the shortlisted consultant (s) shall be published in the portal and notice board/ bulletin/website of the Procuring Entity. All Consultants shall be advised about shortlisting of their EOIs or otherwise without disclosing the comparative position of their EOIs with that of others. Shortlisted Consultants must not advertise or publish the same in any form without the prior written consent of the Procuring Entity.
- 4) Shortlisting a consultant is an administrative process and does not confer any legal or contractual rights on him. Since original documents/ certificates are not being called for and examined at this stage, all shortlisted shall be conditional upon final verification of such documents/ certificates during the RFP Process.

10.3 Publication of RFP following this EOI

The Procuring Entity shall publish a Request for Proposal (RFP) addressed exclusively to shortlisted Consultants for the following procurement process through the eProcurement portal. Procuring Entity/ the Portal may issue notifications/ alerts to such Consultants but without any liability. Such Consultants shall be responsible for being on the lookout for the RFP on the portal. While publishing the RFP, the Procuring Entity reserves its right to elaborate further on the brief overview of the proposed procurement/scope of work, qualification Criteria and other terms & conditions without vitiating the shortlisting process. Shortlisted Consultants shall have no claim in this regard.

11. Grievance Redressal/ Complaint Procedure

- 1) Consultants have the right to submit a complaint or seek de-briefing if he is not shortlisted in this REOI process, in writing or electronically, within ten days of the declaration of EOI evaluation results. The complaint shall be addressed to the Head of Procurement.
- 2) Within five working days of receipt of the complaint, the Tender Inviting Authority shall acknowledge the receipt in writing to the complainant, indicating that it has been received. The response shall be sent in due course after a detailed examination.
- 3) The Tender Inviting Authority shall convey the final decision to the complainant within 15 days of receiving the complaint. No response shall be given regarding the confidential process of evaluating EOIs before the results are notified, although the complaint shall be kept in view during such a process. However, no response shall be given regarding the following topics explicitly excluded from such complaint process:
 - a) Only a consultant who has participated in the REOI process and has not been shortlisted can make such a representation. Complaints regarding shortlisting or exclusion of other consultants shall not be entertained.
 - b) No third-party information (EOIs, eligibility/ qualification) shall be sought and must not be included in the response.
 - c) Following decisions of the Procuring Entity shall not be subject to review:
 - i) Determination of the need for procurement.
 - ii) Complaints against eligibility and qualification criteria except under the premise that they are either vague or too specific to limit competition.
 - iii) Choice of the selection procedure.
 - iv) Provisions limiting the participation of consultants in the REOI process, in terms of policies of the Government
 - v) Provisions regarding purchase preferences to specific categories of consultants in terms of policies of the Government
 - vi) Cancellation of the REOI process except where it is intended to subsequently re-tender the same Services.

12. Code of Integrity in Public Procurement, Misdemeanours and Penalties

Code of Integrity⁸ and penalties for violating the Govt of India, Ministry of Finance, Department of Expenditure shall apply to this REOI process. Procuring authorities, consultants, suppliers, contractors, and consultants should observe the highest standard of integrity and not indulge in

prohibited practices or other misdemeanours, either directly or indirectly, during the entire procurement Process (including this EOI) or the execution of resultant contracts.

*Note: For further details, please refer to appended **Section II: Appendix**.*

(Dushyant Mudgal)
DDG (Mail Operations)
ddgmb@indiapost.gov.in
Ph. No.011--23096093

⁸ as detailed in Rule 175 and Rule 151 of the General Financial Rules, 2017 (and its amendments, if any)

Section II: Appendix

Expression of Interest Document No. REOI/ Mail-20/02/2024-D; Tender Title: Consultancy Services

{Note for Procuring Entity: Some sections/ rows may be added/ deleted as per requirement.}

1.0 Basic REOI Details			
Tender Title	Request for Expression of Interest for Consultancy Services for Mail & Parcel Optimization Project		
Name of Project	<i>Mail & Parcel Optimization Project</i>		
Tender Reference Number	REOI/ Mail-20/02/2024-D	Tender ID	Mail-20/02/2024-D
Tender Type	<i>Expression of Interest</i>	Tender Category	<i>Services</i>
No. of Covers	Single Cover	Product Category	Consultancy
Domestic/ Global Procurement	<i>Domestic Procurement</i>	Organisation:	Department of Posts Ministry of Communications, Government of India
The Procuring Entity:	Mail Operations Division	Authority on whose behalf EOI is invited	President of India
Through the	ADG (Mail Operations)	Tender Inviting Authority (TIA)	<i>ADG (Mail Operations)</i>
Address	<i>Room No. 335, Third Floor, Dak Bhawan, Department of Posts, New Delhi - 110001</i>		
2.0 Critical Dates (Clause 6; 7; 8, and 9)			
Published Date	<i>02/07/2024 09.00 hrs.</i>	EOI Validity (Days from the date of EOI Opening) – REOI Clause 7.2	<i>120 days</i>
Document Download Start Date & Time	<i>02/07/2024 09.00 hrs</i>	Document Download End Date & Time	<i>23/07/2024 11.00 hrs.</i>
Clarification Start Date & Time	<i>02/07/2024 09.00 hrs</i>	Clarification End Date & Time	<i>09/07/2024 09.00 hrs</i>

EOI Submission Start Date & Time	02/07/2024 09.00 hrs.	EOI Submission Closing Date & Time	23/07/2024 11.00 hrs.
EOI Opening Date & Time	24/07/2024 at 11.00 hrs.		
3.0 Eligibility and Qualification Criteria (Clauses 2.3.2, 4.1 to 4.5, 10.2 and Section III)			
Nature of Consultants eligible and association with sub-consultants/ JV	<i>Consortium/Joint Venture allowed</i>		
Any additional Eligibility or responsiveness Criteria	<i>[Mention any additional eligibility or responsiveness criteria, especially relating to clause 4.2.1, if any. Or any additional documents required to be submitted]</i>		
Maximum limit of the value of Subcontracting permitted	25%	Various JV parameters: Maximum number of members etc., as per clause 4.4.-1)	<i>Four</i>
4.0 Obtaining the REOI document and clarifications (Clauses 6 & 8)			
eProcurement and Procuring Entity's Portal/ Help Desk	https://eprocure.gov.in/eprocure/app	<i>[0120-4001 002; 0120-4001 005; 0120-6277 787 or support-eproc@nic.in]</i>	
	www.Indiapost.gov.in		
Cost of REOI document (INR)	<i>Nil</i>		
Office/ Contact Person/ email for clarifications	<i>Shri Dushyant Mudgal, DDG (Mail Operations) Ph. No.011-23096093 e-mail: ddgmb@indiapost.gov.in</i>		

5.0 Pre-EOI Conference (Clause 6.3)	
Is a Pre-EOI Conference proposed to be held?	Yes
Place, time, and date of the Pre-EOI Conference	<i>Dak Bhawan</i>

Place, time, and date before which Written queries for the Pre-EOI conference must be received	09/07/2024 at 09.00 hrs.		
Place, time, and date before which registration of participants for the Pre-EOI conference must be received	08/07/2024 at 09.00 hrs.		
6.0 Preparation and Submission and Opening of EOIs (Clauses 7 and 8)			
EOIs to be Addressed to	President of India, Through Head of Procurement, Procuring Entity		
Instructions for Online EOI Submission	[https://etenders.gov.in/eprocure/app?page=HelpForContractors&21ervices=page]		
Language of Submission	[English]	EOI Validity	120 days from Bid opening date
EOI Opening Place	On e-procurement portal(s) mentioned above		
7.0 Evaluation of EOI and Qualification Criteria (clause 10 and Section III: Qualification Criteria)			
Maximum number of consultants on the shortlist and criteria on which it would be based	Top 8 consultants at EOIs stage will be shortlisted on the basis of Average Annual Turnover.	Minimum qualifications to be met by Lead Member and Substantial members	Lead members and Substantial members should meet a minimum of 40% & 20% of the qualifying criteria
8.0 About RFP that would follow – clause 10.3			
RFP to be issued	Limited to shortlisted Consultants from this EOI	Form of Contract from RFP	Time-based (inputs admeasurement)
Selection Method	Quality & Cost Based Selection (QCBS)	Bid Security Requirements	Yes – shall be detailed in the RFP
Performance Security	Yes – shall be detailed in the RFP		

Section III: Qualification Criteria

REOI document No. REOI/ Mail-20/02/2024-D; Tender Title: Consultancy Services
(Ref REOI Clause 2.3)

[Note for Procuring Entity: Retain or change the relevant variables in the 2nd column of the table below and convert the font to regular and black. Procuring entity should mention if any and to what extent dispensation from qualifying criteria shall be permissible for Startups under REOI Clause 5.2).

Note for Consultants: Regarding this Section, Consultants shall submit the following forms:

- 1) Form 2: Qualification Criteria – Compliance
 - a) Form 2.1: Performance Capability Statement
 - b) Form 2.2: Financial Capability Statements
 - i) Form 2.2.1: Financial Statement
 - ii) Form 2.2.2: Average Annual Turnover
 - c) Relevant date when the specified period ends for different supporting reports shall be:
 - i) For all annual reports, the periods mentioned end with the financial 31st March, 2023.
 - ii) For other statements, the periods mentioned end on the month before the last date of EOI submission.

<p>Similar Assignments for Qualification Criteria</p> <p>The qualification criteria aim to shortlist Consultants who have been providing Consultancy services for at least the specified period and have completed the specified volume of assignments during the specified period.</p> <p>The contractor should demonstrate experience relevant to the subject assignment by way of the specified volume of assignments of similar nature and in General and Specific Sectors.</p>	
Similar Nature of Assignments	<i>Network and process optimization project undertaken for postal administrations and companies/firms working in the postal sector including courier & express parcel industry.</i>
General Sector	<i>Consultancy work for Network and process optimization</i>
Specific Sector	<i>Postal sector including courier industry</i>

Criteria 1 General and Similar Experience:	Submission Form
<p>i) Consultants must have at least 10 years' experience in Consultancy Services</p> <p>ii) During the last 10 years, Consultancy Assignments completed or substantially completed (at least 80% payments received) should be at least 7</p> <p>iii) Out of the Consultancy Assignments mentioned above, 2 should be similar assignments</p> <p>Note: During the RFP Process, assignment experience certificates may be called for to substantiate qualifications. Such certificates from the public sector or publicly listed companies/private companies/Trusts must be issued from their Head office by a person of the organisation duly enclosing his authorisation by the Management for giving such credentials. A certificate from a private individual shall not be accepted. Certificates shall be acceptable only from publicly listed companies/private companies/Trusts with an annual turnover of Rs 500 crore and above.</p>	<p>Form 1.1: Consultant Information</p> <p>Form 2.1: Performance Capability Statement.</p>
Criteria 2 - Financial Capability	Submission Form
<p>Turnover:Minimum average annual turnover of at least Rs. 40 Crores, at least 50% of which should be from Consultancy Service Contracts, calculated as total certified payments received for contracts in progress or completed within the last 5 years.,</p> <p><i>Note: During RFP Process Consultant shall be asked to furnish documentary evidence to demonstrate his current Financial Capability and demonstrate it as per Criteria 2.</i></p>	<p>Form 2.2: Financial Capability Statements</p>
<p>No relaxation for Start ups.</p>	<p>Refer to REOI clause 5.2</p>

Note to Consultant: During RFP Process, while original documents/ certificates are called for to authenticate the qualification claimed, the following may be kept in mind:

- 1) When a joint venture or other association submits the bid, in that case, all members (other than non-substantial members) in the JV/C must submit their financial statements in order of the member's share in the partnership, greatest to least. The figures of members of a JV/C (other than non-substantial

members) shall be added to determine compliance with the minimum financial qualifying criteria. However, unless otherwise stated in Section II: Appendix, for a JV/C to qualify, the Lead member must meet at least 40 percent of those minimum criteria for an individual Bidder and other members at least 20% of the criteria. Failure to comply with this requirement shall result in the rejection of the JV/C's bid.

- 2) The consultant shall submit the audited balance sheet and/or banking reference along with their RFP proposal. An authorized representative of the consultant must -sign the statement.

Part II: Schedule of Requirements

Section IV: Terms of Reference (TOR)

REOI document No. REOI/ xxxx; Tender Title: Consultancy Services
(Ref REOI Clause 2.3)

TERMS OF REFERENCE

Part 1

Objective and Scope of Work

1. Background

1.1 India Post offers a variety of mail and parcel products in the domestic and international sectors to its customers. These include Speed Post (document & parcel), Registered Post, Business Parcel, Registered Parcel, Registered Parcel/packets and Unregistered mail services in the country. Besides, India Post is also providing various citizen centric services of Central Government and different State Government to the people of the country.

1.2 The mail network (collection, processing, transmission and delivery) of India Post consists of Speed Post Network (94 National Sorting Hub & 151 Intra Circle Hub), Registered Post Network (96 L-1 Registered hubs & 218 L-2 Registered Hubs), Unregistered Mail Network (96 L-1 Unregistered Mail Offices & 218 L-2 Unregistered Mail Offices), Parcel Network (77 L-1 Parcel Hubs & 113 L-2 Parcel Hubs) and International mail network (8 Office of Exchange) spread across the length and breadth of the country. Complemented by transit mail offices, transshipment centres and Record offices, these sorting hubs are administered by 69 administrative RMS Divisions (which, in turn, are part of the Circle/Regional Administration). Speed Post (document) are processed at National Sorting Hubs & Intra Circles Hubs, Registered Post at L-1/L-2 Registered Hubs (CRC), Speed Post Parcel, Business Parcel & Registered Parcel at L-1/L-2 Parcel Hubs, Unregistered mail articles in L-1/L-2 Unregistered mail offices and EMS & other international mail articles are processed at Office of Exchange (OE).

1.3 India Post maintains a network of 25,334 Post offices and 1,39,954 Branch Post Offices. These Post offices act as a mail & parcel induction point and mainly booked mail & parcel, tendered by the retail customers on the Post office counters. Besides, India Post also maintains BNPL Centres, BPCs and Parcel Booking Centres (PBCs) for catering to the mail and parcels tendered by the bulk customers/corporate customers. Recently, India Post has also introduced Self Booking Kiosks to provide 24 X 7 booking services to the customers.

1.4 Transmission of various categories of mail & parcels is carried out through a combination of air, rail and road network. Transmission of Speed Post (document & parcel) is mainly being carried out through air, whereas transmission of Business Parcel and Registered Parcels is primarily being carried out through the Road Transport Network (78 National routes & ~300 State routes). Transmission of unregistered mail is being carried out through 156 RMS sections functioning in 72 trains. Last mile connectivity to the 19,463 Delivery Post offices from sorting hubs is mainly being provided through a combination of MMS vehicles and outsourced vehicles.

1.5 19,463 Delivery Post offices and 1,38,059 Branch Post offices provide last mile delivery link reaching out to the customers at their doorsteps. These delivery post offices are supplemented by 228 Nodal Delivery Offices catering to the delivery of Parcels to the customers as well as Delivery Kiosks.

1.6 The mail network for document (including Speed Post, Registered Post and unregistered mail) was optimized as part of Mail Network Optimization Project (2010-13). As part of this project, the erstwhile network was restructured, processes followed at mail centres/Speed Post centres (hubs) were redesigned, an online monitoring system based on Key Performance Indicators (KPIs) developed to monitor the performance of mail delivery, features of application software for processing of Speed Post and Registered Post were improvised and delivery process (on a limited scale) was streamlined.

1.7 The exponential growth of e-commerce worldwide has presented a significant opportunity for postal systems, including the Department of Posts, Ministry of Communications, Government of India, in India to expand its presence in the courier, express, and parcel (CEP) business. With e-Commerce transactions relying on both online payment and Payment on Delivery (digital and cash), this sector has become a key driver for CEP market growth globally, including in India.

1.8 It was against this background that India Post implemented the Parcel Network Optimization Project (PNOP) during 2016-2018. As part of the PNOP, a business plan for the Department was devised to capture 15% of CEP market by 2025-26. Business processes were re-engineered to cater specifically to the requirements of parcel processing in the first mile, middle mile and last mile. Parcel Hubs (L1 and L2) in a hub and spoke model for exclusive processing of parcels with standardized equipment and processes, nodal delivery Centres (NDC) to cater to the last mile needs, KPIs to monitor transmission and delivery performance in all legs of the transmission were introduced. A Road Transport Network (RTN) was operationalized and trucks of varying capacities were introduced for the safe and secure

transmission of parcels. These RTN routes were supported by Transshipment Centres which were operationalized at various intersectional points. These changes were underpinned by a robust IT system to bring in reliability, scalability and end-to-end visibility in the parcel value chain.

1.9 With the rapidly evolving technology systems, advent of Artificial intelligence (AI) and machine learning, CEP operations globally have been revolutionized with the optimization of transmission and delivery routes and enabling predictive analytics to anticipate demand fluctuations, optimize resource allocation resulting in more efficient operations.

1.10 Further, the processes involved in mail & parcel sorting, transmission and delivery have evolved from the design and logic of a network as designed under MNOP & PNOP, which has not kept pace with the constantly evolving mail profile, customer demands and rapidly changing IT landscape. Process re-engineering and a re-look at mail /parcel network in tune with changed requirements of mail market is overdue to ensure process mapping to enable dynamic flow of Mail/Parcel and achieve efficiency in Mail and Parcel business.

1.11 This necessitates a review and analysis of the achievements and outcomes of MNOP and PNOP, and a need to understand the CEP market (Express document & parcel) as it is evolving today, the gap between India post operations (involving booking, processing, transmission & delivery), products, pricing, technology etc. and other major courier operators working in the CEP market.

2. Project Objectives:

2.1 Looking at the challenges mentioned in the foregoing paragraphs, it is clear that a fundamental redesign of the current mail & parcel network and operating procedures is required. The network structure needs to be optimized considering the changes in the technology, change in mail & parcel profile, induction points, customer behaviour and the flow between the centres (based on current and future expected mail & parcel volume and flows), the underlying processes in first mile, middle mile and last mile would be redesigned (based on current and future expected customer requirements) and appropriate supporting technologies would be identified, evaluated, and implemented. Core mail operations in first mile, middle mile and last mile would be streamlined both from a cost and quality perspective as well as to enable dynamic flow of Mail/Parcel and efficiency in Mail & Parcel business. Finally, the required organizational adjustments as well as the appropriate performance management systems as well as report shall also be put in place.

2.2 The network re-design exercise should enable India Post to improve quality which will be a key enabler for attracting more mail & parcel volume. This will come from both regaining market share (from competition) as well as extending the current market size.

2.3 The consultant, therefore, would be expected to prepare a business and marketing strategy & business and marketing plans for India Post in the context of new opportunities in express document/parcel/e-commerce market in India and undertake survey of existing and potential express document/parcel and e-commerce customers to study their requirements as part of this project. Accordingly, the pan-India as well as intra-city network would be rebuilt/optimized in terms of number and locational logic and network flow among them, process redesign would be undertaken. The new network and redesigned processes would ensure that each piece of document or parcel or bag would be properly accounted for at each stage of processing with a safe, secure, reliable and timely booking, processing, transmission and delivery mechanism. An online monitoring system based on Key Performance Indicators (KPIs) would also be developed in line with the best practices prevalent in the courier market keeping in view of the developing IT architecture in the CEP market to ensure robust monitoring of mail & parcel operations.

3. Scope of Work:

3.1 This project seeks a structural, operational and technical improvement of the entire mail handling chain in First mile, Middle mile & Last mile for Express document (including Speed Post document & Registered Post) and Parcel (including Speed Post Parcel, Business Parcel & Registered Parcel) based on learnings from past projects of MNOP & PNOP in line with the changing and emerging IT landscape and CEP market practices as well as to enable dynamic flow of Express document & parcel and to bring efficiency in Express document & parcel business. India Post intends to work with a Consultant having adequate experience in assisting postal administrations and companies & firms working the courier & express parcel market in network optimization, process redesign and migration to a new set up. The consultant would be required to assist India Post in attaining its business objectives through a strategic roadmap in terms of short-term, medium-term and long-term milestones. Primarily, the project would include the following:

(A) Business & Marketing Strategy

I. Market Analysis:

- i. Analyze the size and growth trends individually for express document and parcel market, especially the e-commerce segment globally and nationally through primary and secondary market research.
- ii. Study market and industry players to identify major line of business, revenue trends, growth drivers, customer behaviour, demographics, projections and challenges.
- iii. Determine India Post position and potential to grow in the express document and parcel market.

II. Market Segmentation:

i. Determine express document and parcel market segmentation by;

- a) Business model: B2B, B2C, D2C, C2C, DOC (Direct Online Channel)
- b) Weight category
 1. Express documents: upto 50 gms, 50 gms to 100 gms, 100 gms to 500 gms,
 2. Parcels : Upto 500 grams, 500 gms to 2 kgs, 2kgs to 5 kgs, 5kgs to 10 kgs, 10kgs to 20 kgs, 20 kgs to 50 kgs, 50 kgs and above.
 3. Delivery Speed: Express-same day/next day, express, air, surface
- c) Product categories:
 1. Express documents: Debit & credit card and other major categories in express document segment
 2. Parcels : Electronics & appliances, fashion & apparel, beauty and personal care, etc.

III. Business Marketing Plan:

- i. Benchmark India Post product offerings, pricing models, marketing strategy against global industry standards and best practices.
- ii. Develop a comprehensive business & marketing plan, dynamic pricing models, and service enhancements for India Post to become the dominant player in all segments of the express document and parcel market especially in the e-commerce market.
- iii. Prescribe an appropriate marketing structure for India Post at all levels for express document and parcels, separately.

(B) Re-designing Operational Processes & Systems in the Value Chain

I. First Mile:

- i. Do an 'As Is' study to understand existing systems and processes in the first mile for express document and parcels, separately.

- ii. Define protocols, standards, functionalities for India Post to integrate directly and completely with all B2B, B2C, C2C, D2C, and DOC businesses, through a dynamic and agile API and EDI for seamless flow of orders to India Post systems for real-time order processing, tracking and status updates between the seller/printer/aggregator and India Post systems. These must be benchmarked against best practices in the industry.
- iii. Define essential elements and features for an online portal and dashboards, benchmarked against best practices in the industry, for business partners to log in to manage shipments, book pickups, track deliveries, access reporting & analytics and log requests & complaints.
- iv. Define features and functionalities for a mobile app for businesses and customers to manage shipments, track orders, and place orders directly from their mobile devices and integrated with backend systems of businesses and customers for seamless order management.
- v. Define essential elements for an induction module to interface with retail stores, partner networks, agents, or third-party logistics providers (3PLs) who can handle order induction and processing.
- vi. Define essential elements and features for door step pick-up service benchmarked against best practices in Industry like same day/next day pick-up, pick-up charges..
- vii. Define and enable India Post to implement a robust order management system which incorporates scalability, absorbs volatile volumes and adjust processes and pricing to streamline order processing, inventory management, and order tracking to ensure efficient handling of incoming orders.
- viii. Review the performance and utility of existing operational equipment used in BNPL Centres, BPCs and Parcel Booking Centres and redesign them for optimally handling of express documents and parcels.
- ix. Develop quality control protocols and processes to prevent fraudulent, prohibited items being inducted.

I. Middle Mile:

i. Transmission

- a) Do an 'As Is' study to understand existing systems and processes in the middle mile.
- b) Evaluate performance of India Post Road Transport Network in terms of route planning, capacity carriage against industry requirements. Develop applications for route planning, optimise capacity, minimise transportation costs and delivery times.
- c) Consolidate shipments (combining multiple smaller shipments into larger ones) on its trucking routes wherever possible to reduce transportation costs, optimize load carrying capacity and reduce carbon footprint.
- d) Develop processes and interfaces for India Post to partner with other logistics providers for capacity sharing at competitive and dynamic pricing and implement service level agreements (SLAs) to expand its carrying capacity and reach.
- e) Develop processes and interface for India Post to integrate with the systems of commercial airlines and Railways

- f) Define a new road transport network, identify OD pairs with potential for direct connection, location of transshipment centres, carrying capacity etc.
- g) Review the performance and utility of existing operational equipment used in mail agencies, transit mail offices and transshipment centres and redesign them for optimally handling parcels.
- h) Develop a telematics solution to enable efficient trucking operations through route optimization, live tracking and monitoring, optimal capacity utilization analysis.
- i) Develop a transport management system (TMS) for planning, implementing, and optimizing its transportation activities including real time visibility of movement of shipments and determine the expected date and time of delivery.
- j) Integrate use of technologies such as AI, RFID tags, and GPS tracking to plan and monitor fleet management, shipment movement, route optimisation and contingency plan to tackle unexpected disruptions from weather, traffic or supply chain issues.
- k) Design data analytics to assess middle mile performance on metrics such as transit times, on-time delivery rates, and transportation costs. Identify opportunities for improvement and cost savings through data-driven insights.

ii. Processing

- a) Do an 'As Is' study to understand existing systems and processes in the operative offices i.e. For express documents: National Sorting Hubs & Intra Circle Hubs, Registered Mail Offices, For parcels: Parcel Hubs, Transit Mail Offices, Mail Agencies and their integration with RTN and air and railways connections.
- b) Review the existing network of Express documents- National Sorting Hubs & Intra Circle Hubs, L1/L2 Registered Mail Offices,; and Parcels- L1/L2 Parcel hubs and redesign the network considering the air and road connectivity, high-volume generating and high-volume consuming points etc.
- c) Examine whether the operative offices, especially for Express documents- National Sorting Hubs & Intra Circle Hubs, Registered Mail Offices, and for Parcels- Parcel Hubs, are performing optimally in terms of throughput, efficiency in terms of processes, IT systems, equipment design.
- d) Examine whether the operative offices, especially for Express documents- National Sorting Hubs & Intra Circle Hubs, Registered Mail Offices, and for Parcels- Parcel Hubs, can be co-located in the same premises for optimal utilization of Mail vehicles/transport mode especially in Metros. What is the industry standard on this.
- e) Design and develop processes separately for express documents and parcels, including automation depending upon express document and parcel volumes, for induction, processing at primary and secondary stages, optimum number of selections for sortation.

- f) Design and define appropriate IT technology for all aspects of processing and seamless flow of data throughout the value chain to achieve efficiencies in the system.
- g) Enable predictive analytics for the value chain, using AI, machine learning to leverage data, statistical algorithms to determine volumes, expected date of delivery for appropriate planning and resource deployment.
- h) Improve upon the design including material, specifications and type of equipment which would improve efficiencies and ergonomics in all operative offices.
- i) Examine and recommend use of Positive Bag closing for areas where load is sufficient but it is not part of core network (L1 or L2 Parcel Hub).

(C) Capacitating Last Mile

- I. Do an 'As Is' study to understand existing systems and processes for delivery of express document and parcels by India Post through delivery Post offices (departmental & non-departmental) and Nodal Delivery Centres (NDC)
- II. Examine and recommend improvements in the existing delivery system including systems & processes, optimal performance of NDC, equipment design etc.
- III. Recommend a robust, agile IT systems incorporating AI and self-learning systems for efficient delivery of express document, parcels and management of the delivery centre.
- IV. Recommend revised designs and specifications of operational equipment to be used in delivery centres.
- V. Examine and recommend usage of electric and non-electric delivery vehicles in Department based on the locations, distance and volumes etc.
- VI. Examine and recommend setting up independent delivery centers to meet expectations of Government, citizens for delivery of express document, parcel
- VII. Study and recommend how India Post can develop systems to anticipate peak demand periods and seasonal fluctuations and ensure scalable delivery capacity through optimal utilisation of resources and facilities and deployment of additional resources etc.
- VIII. Examine how India Post can partner with other reliable and reputable delivery companies with service level agreements that ensure timely and consistent delivery performance.
- IX. Examine and recommend how India Post can offer flexible delivery options such as same-day delivery, next-day delivery, weekend delivery, and time-specific delivery slots at doorstep, through smart parcel delivery systems and through a third party delivery agent.
- X. Examine and recommend automation of last mile i.e. NDC, delivery post office (departmental & non-departmental) etc. depending upon volumes of express document and parcel including sortation, dispatch, route optimization etc.
- XI. Examine and recommend how India Post can set up a robust and adaptive returns management system and processes in place including prompt processing of refunds on returned items and provision for capturing images of returned items.
- XII. India Post to be enabled to offer multiple payment options at the time of delivery including UPI and other digital payment modes to its e-commerce partners and its end customers along with seamless online settlement of all payments.

- XIII. Design and develop route planning and optimization application models to plan the most efficient delivery routes factoring verified points of delivery, traffic conditions, delivery windows, and proximity to customer locations to minimize delivery times and costs. For this purpose, a tool to capture historic data and GIS of the region will be required to be developed.
- XIV. Study the existing hierarchy involved in delivery operations and suggest restructuring of supervisory, operative and delivery staff engaged in delivery of express document and parcels to enable progressively increasing specialization.
- XV. Recommend how India Post can provide customers with real-time tracking information via SMS, email, and visibility on e-commerce or aggregator platform. Enable customers to track their deliveries from dispatch to arrival, enhancing transparency and reducing inquiries.
- XVI. Examine and recommend how delivery will be completely paperless with seamless data flow between the IT system and the handheld device/ smartphone etc. and vice versa. Signatures as a record of receipt shall be obtained digitally and delivery information transmitted on real-time or near real time basis.
- XVII. Design and develop for India clear and proactive communication standards with customers throughout the delivery process. Send notifications regarding order confirmation, dispatch, estimated arrival times, and any delays or exceptions etc. India Post will encourage customers to provide feedback on their delivery experience. Use customer reviews and ratings to assess delivery performance and identify areas for improvement.

(D) Organisational Structure

- i. Critically examine how the organizational structure of India Post since the implementation of Parcel Network Optimisation Project has dealt with handling competition in the parcel market effectively and leveraged parcel market opportunity.
- ii. Examine how effectively the sales and marketing structure at all levels achieved its sales targets for express document and parcel.
- iii. Examine critically how effective the creation of a Parcel Directorate and Parcel divisions at the Circle level has been in tackling all the operational, marketing and technological challenges of India Post especially in the context of the industry requirements.
- iv. Recommend structural changes in the organisation with clearly defined roles and powers for express document and parcels, separately.

(E) Management Information Systems

I. Design and develop the following essential elements of an MIS for India Post

- i. Seamless integration between India Post MIS and that of e-commerce/aggregator platforms and other partners to facilitate real-time data exchange for accurate reporting and analysis.
- ii. Establish a centralized database to store all relevant data including customer information, sales data, inventory levels, marketing metrics etc. to have a single source of truth for data consistency and accurate analysis.

- iii. Implement automated reporting tools and dashboards within its MIS. These tools shall provide customizable views of key performance indicators (KPIs).
- iv. Use advanced analytics and business intelligence (BI) tools to derive actionable insights into its business through analysis of customer behaviour, market trends, and competitive intelligence to identify opportunities for growth and optimization.
- v. Leverage predictive analytics models to forecast volumes, customer lifetime value etc. This proactive approach helps in strategic decision-making.
- vi. Ensure that robust security measures to protect sensitive data within its MIS. Implement encryption, access controls, and compliance with all data privacy regulations to safeguard customer information and maintain trust.
- vii. Foster collaboration between IT, marketing, sales, operations, and finance teams to ensure alignment in MIS utilization. Encourage cross-functional analysis and reporting to gain holistic insights into business performance.
- viii. Be scalable and flexible to accommodate business growth and changing needs. Ensure that the system can handle increasing data volumes, new integrations, and evolving analytics requirements.
- ix. Continuous Monitoring and Optimization through audits to identify areas for improvement in data accuracy, reporting efficiency, and system reliability. Continuously optimize processes and workflows based on feedback and changing business requirements.
- x. Design and invest in training programs to ensure employees understand how to effectively use the MIS tools and interpret data. Provide ongoing education on new features, updates, and best practices to maximize ROI from your MIS investment.

(F) Reports

I. Design and develop the following essential reports for India Post

- i. Sales Performance Report for an overview of sales trends, revenue, and profitability metrics to help track sales growth over time, identify top-selling products, and analyse sales by channels (e.g., website, mobile app, marketplace).
- ii. Traffic and Conversion Report to analyse website traffic sources (organic search, paid search, direct, referral) and conversion rates (visitors to customers). It helps optimize marketing campaigns, improve SEO efforts, and enhance user experience to increase conversions.
- iii. Shipping and Fulfilment Report to analyse shipping costs, delivery times, and fulfilment accuracy. It helps optimize shipping methods, negotiate rates with carriers, and improve order fulfilment efficiency.
- iv. Product Performance Report to evaluate the performance of individual products based on sales, margins, and returns. It helps optimize product assortment, pricing strategies, and inventory allocation.
- v. Customer Service Report to track customer service metrics such as response times, resolution rates, and customer satisfaction scores (CSAT). It helps identify areas for improvement in customer support processes and enhance overall customer experience.
- vi. Financial Report to provide an overview of revenue, expenses, profitability, and key financial ratios (e.g., gross margin, net profit margin).

It helps monitor financial health, assess cost-effectiveness, and make informed financial decisions.

(G) Sustainable Development Practices

- I. Examine and recommend how India Post can implement environmentally friendly practices in the value chain by recycling, reusing and reducing its paper consumption. Implementing sustainable procurement policies, increasing collaborations, develop sustainable packaging, using electric vehicles or bicycles for transport and deliveries, optimizing routes to reduce carbon emissions etc.

(H) Project Implementation

- I. Development of training modules (identification of training needs of officials associated with express document and parcel operations) and organizing workshops,
- II. Implementation planning (sequencing of implementation of defined processes, systems and structures, definition of milestones, allocation of responsibilities)
- III. Pilots (at 6 metros and 6 non-metros), with revised operational processes, network structure and rollout and full implementation, based upon learnings during pilots. Roll out will involve full-scale roll out of activities in identified metros and non-metros i.e. identified all delivery offices in selected cities, etc.
- IV. Development of training modules (identification of training needs of officials associated with express document and parcel business, development of appropriate training tools and methods)
- V. Migration planning (sequencing of implementation of defined processes, systems and structures, definition of milestones, allocation of responsibilities)

3.2 Key Experts Required:

- (i) **Team Leader** with experience of working in projects of similar nature (network optimization, process redesign and implementation) with Postal Administrations/ Organizations
- (ii) **3 Domain Experts** with experience working in projects of similar nature (network optimization, process redesign and implementation)
- (iii) **1 Domain Expert** for developing business and marketing strategy
- (iv) **1 IT Professional with experience of working in projects** of similar nature in related sector

4. Deliverables and Time Schedule

The total project duration would be 18 months from the date of signing of the contract. It is expected that the development of the business & marketing plan, network concept, including the process redesign, IT architecture, optimization of transmission of mail & parcel, defining optimal delivery mechanism and definition of appropriate performance management systems & Reports can be realized within 12 months. After this period, the implementation and migration to the new network will take place. The full implementation of the structural changes and process will be carried out in the next six months. If necessary, the employer may decide to go for the pilot runs during interim phases. To this end, the following milestones are envisioned:

Sl. No.	Description of Deliverables	Completion Target Month No
i.	Business & Marketing Strategy	T+3
ii.	Re-designing Operational Processes & Systems in the Value Chain	T+6
iii.	Capacitating Last Mile	T+8
iv.	Organisational Structure	T+10
v.	Management Information Systems	T+12
vi.	Reports	T+12
vii.	Sustainable Development Practices	T+12
viii.	Project Implementation	T+6 to T+12

6. Reporting

The Consultant will report to and work under the supervision of the Consultant Monitoring Committee (CMC). A project management structure would be developed for day-to-day interactions, planning and monitoring after discussions with the Consultant hired for the project.

Part III: EOI Submission Formats

Form 1: EOI Form (Covering Letter)

(Ref REOI Clause 2.3)

(To be submitted with supporting documents, if any)

(On Consultant's Letter-head)

(Strike out alternative phrases not relevant to you)

Consultant's Name _____

[Address and Contact Details]

Consultant's Reference No. _____ Date.....

To

The President of India, through

Head of Procurement

Procuring Organisation

[Complete address of the Procuring Entity]

Ref: Your REOI document No. REOI/ xxxx; Tender Title: Consultancy Services for Mail & Parcel Optimization Project

Sir/ Madam

Having examined the abovementioned REOI document, we, the undersigned, hereby submit/upload our Expression of Interest (EOI) for being shortlisted for the performance of the Services. (Please tick appropriate boxes or strike out sentences/ phrases not applicable to you)

1) About us:

We, M/s _____, hereby certify that We are a firm (or members of our JV/C are) of proven, established, and reputed Consultant having the required Experience, Past performance, Personnel, and Financial capability, with offices at _____.

2) Our Eligibility and Qualifications to participate:

- a) We comply with all the eligibility criteria stipulated in this REOI document, and the relevant declarations are made along with documents in Form 1.2 of this EOI-Form.
- b) We fully meet the qualification criteria stipulated in this REOI document, and the relevant details are submitted along with documents in Form 2: 'Qualification Criteria – Compliance' and its sub-forms.
- c) We undertake to provide originals of all self-certified copies of uploaded documents during the RFP Process. We have understood the ramifications of failure to do so as detailed in clauses 10.2.4 and 10.2.5 of Section I: REOI.
- d) We have / don't have any conflict of interest with any other Consultant as per clause 4.5 of Section I: REOI.
- e) No commissions and gratuities have been paid or are to be paid to agents or any other party by us relating to this REOI and RFP processes.
 Following commissions and gratuities have been paid/ are to be paid to agents or any other party by us relating to this procurement process: -----

3) Affirmation of terms and conditions of the REOI document:

We have understood the complete terms and conditions of the REOI document. We accept and comply with these terms and conditions without reservations, although we are not

signing and submitting some of the sections of the REOI document.

4) Abiding by the EOI Validity

We agree to keep our EOI valid for acceptance for a period upto-----, as required in the REOI document, or for a subsequently extended period, if any, agreed to by us.

5) Non-tempering of Downloaded REOI documents and Uploaded Scanned Copies: We confirm that we have not changed/ edited the contents of the downloaded EOI Formats. We realise that any such change noticed at any stage, including after the contract award, shall be liable to punitive action in this regard stipulated in the REOI document. We also confirm that scanned copies of documents/ affidavits/ undertakings uploaded along with our EOI are valid, true, and correct to the best of our knowledge and belief. We shall be responsible if any dispute arises regarding the validity and truthfulness of such documents/ affidavits/ undertakings. Upon our successful shortlisting, we undertake to submit for scrutiny, on-demand by the Procuring Entity, originals and self-certified copies of all such certificates, documents, and affidavits/ undertakings.

6) Signatories:

We confirm that we are duly authorized to submit this EOI and make commitments on behalf of the consultant⁹. Supporting documents are submitted in Form 1.1, annexed herewith. We acknowledge that our digital/digitised signature is valid and legally binding.

7) Rights of the Procuring Entity to Reject EOI(s):

We understand that you are not bound to accept the lowest or any EOI you may receive against your above-referred REOI document.

.....

(Signature with date)

.....

(Name and designation)

Duly authorised to sign EOI for and on behalf of name, address, and seal of the Consultant]

⁹ In the case of a Joint venture/ Consortium, the lead member/consultant shall sign the document on behalf of JV/C members.

Form 1.1: Consultant Information

(Ref REOI Clause 2.3)

(On Consultant's Letter-head)

(Along with supporting documents, if any)

Consultant's Name _____

[Address and Contact Details]

Consultant's Reference No. _____ Date.....

REOI document No. REOI/ xxxx; Tender Title: Consultancy Services for Mail & Parcel Optimization Project

Note: Consultant shall fill in this Form following the instructions indicated below. Consultant shall enclose certified copies of the documentary proof/ evidence to substantiate the corresponding statement wherever necessary and applicable. Consultant's wrong or misleading information shall be treated as a breach of the Code of Integrity. Such EOI's shall be liable to be rejected as nonresponsive, in addition to other punitive actions provided for such a breach in the REOI document.

(Please tick appropriate boxes or strike out sentences/ phrases not applicable to you)

1) Consultant/ Contractor particulars:

a) Name of the Consultant's Organisation:	
b) Corporate Identity No. (CIN):	
c) Registration, if any, with The Procuring Entity:	
d) Date of incorporation/ start of business:	
e) Place of Registration/ Principal place of business":	
f) Number of Years in Business:	
g) Number of Years in providing Consultancy Services:	
h) Consultant's Website URL:	
i) Complete Postal Address:	
j) Pin code/ ZIP code:	
k) Telephone nos. (with country/ area codes):	
l) Mobile Nos.: (with country/ area codes):	
m) Contact persons/ Designation:	
n) Email IDs:	
o) PAN Number:	
p) GSTIN No:	

(In the case of JV/C, repeat these details for all members)

Submit documents to demonstrate eligibility as per REOI Clause 4.1-1) - A self-certified copy of registration certificate – in case of a partnership firm – Deed of Partnership; in case of Company – Notarised and certified copy of its Registration; In case of JV, letter of intent to form JV or JV agreement and in case of Society – its Byelaws and registration certificate of the firm.

2) Consultant/JV's Organisation Structure: *Submit the overall organisation structure of the firm.*

3) Consultant/JV's Overall profile: *Submit the overall profile of the firm, highlighting technical and managerial capabilities.*

4) Authorisation of Person(s) signing the EOI on behalf of the consultant a)

Full name: _____

b) Designation: _____

c) Signing as:

A sole proprietorship firm. The person signing the EOI is the sole proprietor/ constituted attorney of the sole proprietor,

A partnership firm. The person signing the EOI is duly authorised being a partner to do so under the partnership agreement or the general power of attorney,

A company. The person signing the EOI is the constituted attorney by a resolution passed by the Board of Directors or in pursuance of the authority conferred by the Memorandum of Association/ Articles of Association.

A Society. The person signing the EOI is the constituted attorney.

A Joint Venture/ Consortium. The person signing the bid is the designated lead member, as named in the JV/C agreement/ MOU or similar document in connection with the formation of the JV/C or are all future proposed members, in case (JV/C) has not been legally constituted at the time of bidding.

Documents to be submitted: Registration Certificate/ Memorandum of Association/ Partnership Agreement/ Power of Attorney/ Board Resolution

5) Consultant's Authorized Representative Information a)

Name:

b) Address:

c) Telephone/ Mobile numbers:

d) Email Address:

(Signature with date)

.....

(Name and designation)

Duly authorised to sign EOI for and on behalf of name, address, and seal of the Consultant]

DA: As above

Form 1.1: Consultant Information

Form 1.2: Eligibility Declarations

(Ref REOI Clause 2.3)

(On Consultant's Letter-head)

(Along with supporting documents, if any)

REOI document No. REOI/ xxxx; Tender Title: Consultancy Services for Mail & Parcel Optimization Project

Consultant's Name _____

[Address and Contact Details]

Consultant's Reference No. _____ Date.....

[Note: The list below is indicative only. You may attach more documents as required to confirm your eligibility criteria.]

Eligibility Declarations

(Please tick appropriate boxes or cross out any declaration not applicable to the consultant)

We hereby confirm that we comply with all the stipulations of REOI Clause 4.1 of the REOI document and declare as under and shall provide evidence of our continued eligibility to the Procuring Entity as and when it may be requested:

- 1) **Legal Entity of Consultant:** We are:
 - a) : _____ (relevant documents enclosed)
 - b) We are a Consultancy Services provider with valid registration regarding GSTIN, PAN, EPF, ESI, Labour, or equivalent registration certificate as applicable to the subject Services.
- 2) **Eligibility:** We solemnly declare that we (including our affiliates or subsidiaries, or constituents):
 - (a) are not insolvent, in receivership, bankrupt or being wound up, not have our affairs administered by a court or a judicial officer, not have our business activities suspended and are not the subject of legal proceedings for any of these reasons;
 - (b) (including our affiliates or subsidiaries, or constituents for any part of the assignment):
 - i) Do not stand declared ineligible/ blacklisted/ banned/ debarred by the Procuring Organisation or its Ministry/ Department from participation in its procurement processes; and/ or
 - ii) Are not convicted (within three years preceding the last date of EOI submission) or stand declared ineligible/ suspended/ blacklisted/ banned/ debarred by appropriate agencies of the Government of India from participation in procurement processes of all its entities for offences mentioned in REOI document in this regard.
 - iii) We have neither changed our name nor created a new "Allied Entity", consequent to the above disqualifications.

- (c) Do not have any association (as consultant/ partner/ Director/ employee in any capacity) with such retired public official or near relations of such officials of Procuring Entity, as counter-indicated, in the REOI document.
 - (d) We have no conflict of interest, which substantially affects fair competition. The quoted prices are competitive without adopting unfair/ unethical/ anti- competitive means. No attempt has been made or shall be made by us to induce any other consultant to submit or not to submit an EOI to restrict competition.
 - (e) We certify that we fulfil other additional eligibility conditions if prescribed in the REOI document.
- 3) We certify that we are not an entity from a country identified to restrict Consultants from India from participation in their Government Procurements as per EOI clause 4.2.1
- 4) **Restrictions on procurement from consultants from a country or countries or a class of countries under Rule 144 (xi) of the General Financial Rules 2017:**
"We have read the clause regarding restrictions on procurement from a consultant of a country which shares a land border with India and on sub-contracting to contractors from such countries, and solemnly certify that we fulfil all requirements in this regard and are eligible to be considered. We certify that:
- a) *we are not from such a country or, if from such a country, we are registered with the Competent Authority (copy enclosed). and;*
 - b) *we shall not subcontract any assignment to a contractor from such countries unless such a contractor is registered with the Competent Authority.*
- 5) **Startup Status:**
 We confirm that we are (Certificate of Recognition issued by the Department for Promotion of Industry and Internal Trade (DPIIT) enclosed herewith)/ are not a Startup entity as per the Department of Promotion of Industrial and Internal Trade – DPIIT.
- 6) **Penalties for false or misleading declarations:**
 We hereby confirm that the particulars given above are factually correct and nothing is concealed and undertake to advise any future changes to the above details. We understand that any wrong or misleading self-declaration would violate the Code of Integrity and attract penalties.

.....
(Signature with date)	(Name and designation)

Duly authorised to sign EOI for and on behalf of

.....

.....Name, address, and seal of the Consultant]

DA: As in Sr 1 to 5 above, as applicable

Form 2: Qualification Criteria - Compliance

(Ref REOI Clause 2.3, Section III: Qualification Criteria)

(Along with supporting documents, if any)

(On Consultant's Letter-head)

REOI document No. REOI/ xxxx; Tender Title: Consultancy Services for Mail & Parcel Optimization Project

Consultant's Name _____

[Address and Contact Details]

Consultant's Reference No. _____ Date.....

Note to Consultant: The Procuring Entity reserves its right to call for verification originals of all self-certified copies of stipulated documents supporting the fulfilment of qualifying criteria during the following RFP Process. If the shortlisted consultant fails at that stage to provide such originals or, in case of substantive discrepancies in such documents, it shall be construed as a breach of the Code of Integrity (see clause 12 below). Such RFP proposals shall be liable to be rejected as nonresponsive in addition to other punitive actions for such a breach.

Summary of Response to Qualification Criteria

Criteria 1 –General and Similar Experience:	Quantum, as detailed in Sub-forms	Qualification Criteria Met (Yes, or No)
a) The number of years of our experience in Consultancy Services is (see Form 1.1):		
b) In the specified period (as per Section III: Qualification Criteria), the number of Consultancy Services assignments completed or substantially completed by us is (see Form 2.1):		
c) In the specified period, out of the Consultancy Assignments mentioned above, the number of Similar assignments (as per Section III: Qualification Criteria) are (see Form 2.1):		

Criteria 2 - Financial Capability	Quantum, as detailed in Sub-forms	Qualification Criteria Met (Yes, or No)
Average Turnover: During the specified period (as per Section III: Qualification Criteria):		

a) Average Total Turnover (see Form 2.2)		
b) Average Turnover from Consultancy Services (see Form 2.2)		

Note: Consultants shall provide evidence of their continued qualification to perform the Services satisfactorily to the Procuring Entity, as the Procuring Entity may request at any stage during the RFP process that would follow this EOI.

.....
 (Signature with date)

.....
 (Name and designation)

Duly authorised to sign EOI for and on behalf of

.....Name, address, and seal of the Consultant]

DA: As above, if any

Form 2.1: Performance Capability Statement

Statement of Performance of Consultancy Services (Ref

(Ref. REOI Clause 2.3, Section III: Qualification Criteria)

(On Consultant's Letter-head)

REOI document No. REOI/xxxx; Tender Title: Consultancy Services for Mail & Parcel Optimization Project

Consultant's Name _____

[Address and Contact Details]

Consultant's Reference No. _____ Date.....

Note to Consultant:

1. *Consultant or member of a Joint Venture/Consortium (JV/C) must fill in this Form to prove conformance to Criteria 1 –General and Similar Experience. Mention contracts in which a Consultant or a member of a JV/C is or has been a party, whether as a Consultant, affiliate, associate, subsidiary, Sub-consultant, or any other role. The list below is indicative only. You may attach more documents as required to highlight your past performance. Add additional details not covered elsewhere in your EOI in this regard. Statements and Documents may be mentioned/ attached here.*
2. *List only those assignments for which the Consultant was legally contracted as a company or was one of the joint venture members. Assignments completed by the Consultant's individual experts working privately or through other consulting firms cannot be claimed as the relevant experience of the Consultant or that of the Consultant's partners or sub-consultants but can be claimed by the Experts themselves in their CVs. Assignments of Sub-consultant(s) can be used to meet the Experience requirements specified in Section III, Qualification Criteria. The Consultant should be prepared to substantiate the claimed experience by presenting copies of relevant documents and references if the Client requests.*
 - 1) **The number of years of experience in Consultancy Services:** Provide evidence for the required length of experience in Consultancy Services and cross-reference the list of assignments below.
 - 2) **In the specified period, list Consultancy Services assignments completed or substantially completed in a tabular form** (Period specified in Section III – Qualification Criteria Note: List only the most important and relevant ones. List the largest value and most relevant projects to this assignment first)

- a) country, client, (source of funding),
- b) project title, project reference number, project value, project period
- c) brief description of the consultant's role in the project
- d) # of international staff months, # of national staff months deployed by you on the project
- e) Is it a Similar Experience as per Section III: Qualification Criteria (Yes or No)
- f) Is it in General Sector as per Section III: Qualification Criteria (Yes or No)
- g) Is it in Specific Sector as per Section III: Qualification Criteria (Yes or No)

.....
(Signature with date)

.....
(Name and designation)

Duly authorised to sign EOI for and on behalf of

.....
..... Name, address, and seal of the Consultant]

DA: Performance records/ contracts

Form 2.2 Financial Capability Statements

(Ref REOI Clause 2.3, Section III: Qualification Criteria)

(On Consultant's Letter-head)

REOI document No. REOI/ xxxx; Tender Title: Consultancy Services

Consultant's Name _____

[Address and Contact Details]

Consultant's Reference No. _____ Date.....

Note to Consultants: Fill out this Form for the consultant and each member of a joint venture or other association that is a party to the consultant to highlight conformance to Criteria 2: Financial Capability. The list below is indicative only. You may attach more documents as required. Add additional details not covered elsewhere in your EOI in this regard.

Form 2.2.1: Financial Statements

Note: Each Consultant or member of a Joint Venture/Consortium making up a Consultant must fill in this Form.

Financial Data for Previous Three (3) Years			
	Year 1:	Year 2:	Year 3:
Information from the Balance Sheet			
Total Assets			
Total Liabilities			
Net Worth			
Current Assets			
Current Liabilities			
Current Liabilities			
Information from Income Statement			
Total Revenues			
Profits Before Taxes			
Profits After Taxes			

- Attached are copies of financial statements (either audited financial statements supported by audit report or certified financial statements supported by Income tax returns), complying with the following conditions.
- All such documents reflect the financial situation of the Consultant or a member of a Joint Venture or other association and not a sister or parent company.
 - A Chartered accountant must audit historical financial statements.
 - Historical financial statements must be complete, including all notes to the financial statements.
 - Historical financial statements must correspond to accounting periods already completed and audited (no statements for partial periods shall be requested or accepted).

.....

(Signature with date)

.....

(Name and designation)

Duly authorised to sign EOI for and on behalf of

.....

.....Name, address, and seal of the Consultant]

Form 2.2.2: Average Annual Turnover

(Ref REOI Clause 2.3, Section III: Qualification Criteria)

(On Consultant's Letter-head)

REOI document No. REOI/ xxxx; Tender Title: Consultancy Services for Mail & Parcel Optimization Project

Consultant's Name _____

[Address and Contact Details]

Consultant's Reference No. _____ Date.....

Note: Each Consultant or member of a Joint Venture/Consortium making up a Consultant must fill in these forms.

Annual Turnover Data (Rs. Crores) for the Last Three (3) Financial Years		
Year	Total Turnover Amount	Turnover from Consultancy Services (supported by a certificate from the Chartered Accountants)
Average Annual Turnover		

.....
(Signature with date)

.....
(Name and designation)

Duly authorised to sign EOI for and on behalf of

.....
.....Name, address, and seal of the Consultant]

Form 3: Checklist for Consultants

(Ref REOI Clause 2.3)

(On Consultant's Letter-head)

Consultant's Name _____

[Address and Contact Details]

Consultant's Reference No. _ Date.....

REOI document No. REOI/ xxxx; Tender Title: Consultancy Services for Mail & Parcel Optimization Project

Note to Consultants: This checklist is merely to help the consultants to prepare their EOIs. It does not override or modify the requirement of the EOI. Consultants must do their due diligence also.

Sr.	Documents submitted, duly filled, signed	Yes/ No/ NA
1.	Form 1.- EOI Form (to serve as covering letter and declarations)	
2.	Form 1.1: Consultant Information and Power of attorney and Registration Certificates etc.	
3.	Form 1.2: Eligibility Declarations, along with supporting documents	
4.	Form 2: Qualification Criteria - Compliance	
4.a	Form 2.1, 2.2 (and its sub-forms) to support Form 2 along with supporting documents	
5.	Form 3: This Checklist	
6.	Any other requirements, if stipulated in Section II: Appendix; or if considered relevant by the consultant	

.....
(Signature with date)

.....
(Name and designation)

Duly authorised to sign EOI for and on behalf of..... Name, address, and seal of the Consultant]

Format 1: Authorisation to Attend Pre-EOI Conference

(Refer to REOI Clause 6.3)

(On The Consultant Letter Head)

Consultant's Name _____ [Address and Contact Details]

Consultant's Reference No. _____

Date...

..... To

The President of India,

through Head of

Procurement Procuring

Organisation

[Complete address of the Procuring Entity]

Ref: REOI document No. REOI/ xxxx; Tender Title: Consultancy Services

Subject: Authorisation to attend Pre-EOI Conference on

(date).

The following persons are authorised to attend the Pre-EOI Conference for the EOI mentioned above on behalf of _____

(Consultant) in the order of preference given below.

Sr.	Name	Government Photo ID Type/ Number
I.		
II.		
Alternate Representative		

Note:

1. Maximum of two representatives (carrying valid Government photo IDs) shall be permitted to attend the Pre-EOI opening. An alternate representative shall be permitted when regular representatives are not able to participate.

2. Permission to enter the hall where the Pre-EOI conference is conducted may be refused if authorisation as prescribed above is not submitted.

Signatures of

consultant

or

The officer authorised to sign the EOI.

Documents on behalf of the consultant

Name, address, and seal of the

Consultant]