

**MINISTRY OF HUMAN RESOURCE  
DEVELOPMENT**

**REQUEST FOR PROPOSAL (RFP)  
FOR APPOINTMENT OF  
TRANSACTION ADVISER  
FOR SETTING UP SCHOOLS  
THROUGH PPP**

## DISCLAIMER

The information contained in this Request for Proposal document (“**RFP**”) or subsequently provided to Applicants, whether verbally or in documentary or any other form by or on behalf of the Authority or any of its employees or advisers, is provided to Applicants on the terms and conditions set out in this RFP and such other terms and conditions subject to which such information is provided.

This RFP is not an agreement or an offer by the Authority to the prospective Applicants or any other person. The purpose of this RFP is to provide interested parties with information that may be useful to them in the formulation of their Proposals pursuant to this RFP. This RFP includes statements, which reflect various assumptions and assessments arrived at by the Authority in relation to the Consultancy. Such assumptions, assessments and statements do not purport to contain all the information that each Applicant may require. This RFP may not be appropriate for all persons, and it is not possible for the Authority, its employees or advisers to consider the objectives, technical expertise and particular needs of each party who reads or uses this RFP. The assumptions, assessments, statements and information contained in this RFP, may not be complete, accurate, adequate or correct. Each Applicant should, therefore, conduct its own investigations and analysis and should check the accuracy, adequacy, correctness, reliability and completeness of the assumptions, assessments and information contained in this RFP and obtain independent advice from appropriate sources.

Information provided in this RFP to the Applicants may be on a wide range of matters, some of which may depend upon interpretation of law. The information given is not intended to be an exhaustive account of statutory requirements and should not be regarded as a complete or authoritative statement of law. The Authority accepts no responsibility for the accuracy or otherwise for any interpretation or opinion on the law expressed herein.

The Authority, its employees and advisers make no representation or warranty and shall have no liability to any person including any Applicant under any law, statute, rules or regulations or tort, principles of restitution or unjust enrichment or otherwise for any loss, damages, cost or expense which may arise from or be incurred or suffered on account of anything contained in this RFP or otherwise, including the accuracy, adequacy, correctness, reliability or completeness of the RFP and any assessment, assumption, statement or information contained therein or deemed to form part of this RFP or arising in anyway in this Selection Process.

The Authority also accepts no liability of any nature whether resulting from negligence or otherwise however caused arising from reliance of any Applicant upon the statements contained in this RFP.

The Authority may in its absolute discretion, but without being under any obligation to do so, update, amend or supplement the information, assessment or assumption contained in this RFP.

The issue of this RFP does not imply that the Authority is bound to select an Applicant or to appoint the Selected Applicant, as the case may be, for the

Consultancy and the Authority reserves the right to reject all or any of the Proposals without assigning any reasons whatsoever.

The Applicant shall bear all its costs associated with or relating to the preparation and submission of its Proposal including but not limited to preparation, copying, postage, delivery fees, expenses associated with any demonstrations or presentations which may be required by the Authority or any other costs incurred in connection with or relating to its Proposal. All such costs and expenses will remain with the Applicant and the Authority shall not be liable in any manner whatsoever for the same or for any other costs or other expenses incurred by an Applicant in preparation or submission of the Proposal, regardless of the conduct or outcome of the Selection Process.

**GLOSSARY**

<b>Additional Costs</b>	As in Item Gof Form-2 of Appendix-II
<b>Agreement</b>	As defined in Schedule -2
<b>Agreement Value</b>	As defined in Clause 6.1.2 of Schedule -2
<b>Applicable Laws</b>	As defined in Schedule – 2
<b>Applicant</b>	As defined in Clause 2.1.1
<b>Associate</b>	As defined in Clause 2.3.3
<b>Authorised Representative</b>	As defined in Clause 2.13.3
<b>Authority</b>	As defined in Clause 1.1.1
<b>Bid Documents</b>	As defined in Clause 1.2
<b>Concession Agreement</b>	As defined in Clause 1.1.2
<b>Concessionaire</b>	As defined in Clause 1.1.2
<b>Conditions of Eligibility</b>	As defined in Clause 2.2.1
<b>Conflict of Interest</b>	As defined in Clause 2.3.1
<b>Consultancy</b>	As defined in Clause 1.2
<b>Consultancy Team</b>	As defined in Clause 2.1.4
<b>Consultant</b>	As defined in Clause 1.2
<b>CV</b>	Curriculum Vitae
<b>DBFOT</b>	Design, Build, Finance, Operate and Transfer
<b>Deliverables</b>	As defined in Clause 4 of Schedule-1
<b>Documents</b>	As defined in Clause 2.12
<b>Effective Date</b>	As defined in Clause 2.1 of Schedule-2
<b>Eligible Assignments</b>	As defined in Clause 3.1.4
<b>Expatriate Personnel</b>	As defined in Clause 1.1.1(i) of Schedule-2
<b>Transaction Expert</b>	As specified in Clause 2.1.4
<b>Financial Proposal</b>	As defined in Clause 2.15.1
<b>Form of Agreement</b>	Form of Agreement as in Schedule -2
<b>INR, Re, Rs.</b>	Indian Rupee(s)
<b>Inception Report</b>	As specified in Clause 4(A) of Schedule-1
<b>Key Date or KD</b>	As defined in Clause 5.2 of Schedule-1
<b>Key Personnel</b>	As defined in Clause 2.1.4
<b>LOA</b>	Letter of Award
<b>Lead Member</b>	As defined in Clause 2.1.1
<b>MCA</b>	As defined in Clause 1.1.3
<b>Member</b>	As defined in Clause 2.3.3 (a)

<b>Official Website</b>	As defined in Clause 1.11.2
<b>PPP</b>	Public Private Partnership
<b>Personnel</b>	As defined in Clause 1.1.1(n) of Schedule-2
<b>Project</b>	As defined in Clause 1.1.1
<b>Project Manager</b>	As defined in Clause 4.6 of Schedule-2
<b>Professional Personnel</b>	As defined in Clause 2.14.6
<b>Prohibited Practices</b>	As defined in Clause 4.1
<b>Proposals</b>	As defined in Clause 1.2
<b>Proposal Due Date or PDD</b>	As defined in Clause 1.5
<b>RFP</b>	As defined in Disclaimer
<b>Resident Personnel</b>	As defined in Clause 1.1.1(o) of Schedule-2
<b>Revenue Model</b>	As defined in Clause 1.2
<b>Scheduled Bank</b>	As specified in RBI Act, 1934
<b>Selected Applicant</b>	As defined in Clause 1.6
<b>Selection Process</b>	As defined in Clause 1.6
<b>Services</b>	As defined in Clause 1.1.1(q) of Schedule -2
<b>Sole Firm</b>	As defined in Clause 2.1.1
<b>Statement of Expenses</b>	As defined in Note 8, Form-2 of Appendix- II
<b>Statutory Auditor</b>	An Auditor appointed under Applicable Laws
<b>Sub-Consultant</b>	As defined in Clause 1.1.1(r) of Schedule-2
<b>Support Personnel</b>	As defined in Clause 2.14.6
<b>Technical Proposal</b>	As defined in Clause 2.14.1
<b>TOR</b>	As defined in Clause 1.1.3
<b>US\$</b>	United States Dollar

The words and expressions beginning with capital letters and defined in this document shall, unless repugnant to the context, have the meaning ascribed thereto herein.

**TABLE OF CONTENTS**

<b>S. No.</b>	<b>Contents</b>	<b>Page No.</b>
	<b>Request for Proposals</b>	
1	Introduction	1
2	Instructions to Applicants	5
	A. General	5
	B. Documents	12
	C. Preparation and Submission of Proposal	14
	D. Evaluation Process	20
	E. Appointment of Consultant	22
3	Criteria for Evaluation	25
4	Fraud and corrupt practices	29
5	Pre-Proposal Conference	31
6	Miscellaneous	32
	<b>Schedules</b>	33
1	Terms of Reference	35
2	Form of Agreement	50
	Annex-1: Terms of Reference	74
	Annex-2: Deployment of Key Personnel	75
	Annex-3: Estimate of Personnel Costs	76
	Annex-4: Approved Sub-Consultant(s)	77
	Annex-5: Cost of Services	78
	Annex-6: Payment Schedule	79
	Annex-7: Bank Guarantee for Performance Security	80
	Annex-8: Fortnightly Time Report	83
3	Guidance Note on Conflict of Interest	84
	<b>Appendices</b>	86
1	<b>Appendix-I:</b>	87
	Form 1: Letter of Proposal	87
	Form 2: Particulars of the Applicant	90

	Form 3: Statement of Legal Capacity	92
	Form 4: Power of Attorney	93
	Form 5: Financial Capacity of the Applicant	95
	Form 6: Particulars of Key Personnel	96
	Form 7: Abstract of Eligible Assignments of the Applicant	97
	Form7A: Abstract of other relevant experience of the Applicant	98
	Form 8: Abstract of Eligible Assignments of Key Personnel	99
	Form 8A: Abstract of other relevant experience of Key Personnel	100
	Form 9: Eligible Assignments of Applicant	101
	Form 9A: Other relevant assignments of Applicant	102
	Form 10: Eligible Assignments of Key Personnel	103
	Form 10A: Other relevant assignments of Key Personnel	104
	Form 11:CVs of Professional Personnel	105
	Form 12: Proposal for Sub-Consultant(s)	107
2	<b>Appendix-II: Financial Proposal</b>	108
	Form 1: Covering Letter	108
	Form 2: Financial Proposal	109
	Form 3: Estimate of Personnel Costs	112
4	<b>Schedule-4: Scheme for setting up 2,500 Model Schools through PPP</b>	113

## 1. INTRODUCTION

### 1.1 Background

- 1.1.1 The President of India acting through the Ministry of Human Resource Development, Government of India, and represented by the Joint Secretary, Department of School Education & Literacy, Ministry of Human Resource Development, New Delhi (the “**Authority**”) is engaged in the development of school education in the country and as part of this endeavour, the Authority has decided to undertake setting up of 2,500 Model Schools through Public-Private Partnership on Design, Build, Finance and Operate (the “**DBFO**”) basis. The Scheme for setting up of 2,500 Model Schools through PPP approved by the Government of India (the “**Scheme**”) is placed at Schedule-IV. In the first phase of this Scheme, it is proposed to award 500 higher secondary schools. In the pilot stage of the first phase, it is intended to invite bids for 50 schools (the “**Project**”) and the balance 450 schools shall be bid out subsequently.
- 1.1.2 The Consultant shall initially provide services for 50 schools (the “**Schools**”) and another 50 additional Schools shall be taken upon request from the Authority. However, the Consultant may, in its discretion, withdraw from this assignment thereafter but only after giving a notice of 90 (ninety) days to the Authority specifying its intent to withdraw. The Schools will be awarded on DBFO basis to private entities (the “**Concessionaire**”) selected through a competitive bidding process. The Project would be implemented in accordance with the terms and conditions stated in the concession agreement to be entered into between the Authority and the Concessionaire (the “**Concession Agreement**”).
- 1.1.3 In pursuance of the above, the Authority has decided to carry out the process for selection of a Transaction Adviser for assisting the Authority in conducting the bidding process for the Project based substantially on the Model RFQ and Model RFP documents for Public Private Partnership projects issued by the Department of Expenditure, Ministry of Finance and the Model Concession Agreement for School Education through Public Private Partnership (the “**MCA**”) to be provided by the Authority. The Transaction Adviser shall assist the Authority in the bidding process and also develop a financial model in accordance with the Terms of Reference specified at Schedule-1 (the “**TOR**”).

### 1.2 Request for Proposal

The Authority invites proposals from interested firms (the “**Proposals**”) for selection of a transaction adviser (the “**Consultant**”) who shall assist in the preparation of bid documents for selection of the Concessionaire (the “**Bid Documents**”), develop a financial model for a typical school (the “**Financial Model**”), and assist the Authority in the bidding process (collectively the “**Consultancy**”).



The Authority intends to select the Consultant through an open competitive bidding in accordance with the procedure set out herein.

### **1.3 Due diligence by Applicants**

Applicants are encouraged to inform themselves fully about the assignment and the local conditions before submitting the Proposal by paying a visit to the Authority and the Project site, sending written queries to the Authority, and attending a Pre-Proposal Conference on the date and time specified in Clause 1.10.

### **1.4 Sale of RFP Document**

RFP document can be obtained between 1100 hrs and 1600 hrs on all working days on payment of a fee of Rs. 1,000 (Rupees one thousand only) in the form of a demand draft or banker's cheque drawn on any Scheduled Bank in India in favour of Pay and Accounts Officer, Ministry of Human Resource Development, New Delhi and payable at New Delhi. The document can also be downloaded from the Official Website of the Authority. In case of a downloaded form, the Applicant has to submit the requisite fee at the time of submission of proposal to this Ministry.

### **1.5 Validity of the Proposal**

The Proposal shall be valid for a period of not less than 90 days from the Proposal Due Date (the “PDD”).

### **1.6 Brief description of the Selection Process**

The Authority has adopted a two stage selection process (collectively the “**Selection Process**”) in evaluating the Proposals comprising technical and financial bids to be submitted in two separate sealed envelopes. In the first stage, a technical evaluation will be carried out as specified in Clause 3.1. Based on this technical evaluation, a list of short-listed applicants shall be prepared as specified in Clause 3.2. In the second stage, a financial evaluation will be carried out as specified in Clause 3.3. Proposals will finally be ranked according to their combined technical and financial scores as specified in Clause 3.4. The first ranked Applicant (the “**Selected Applicant**”) shall be called for negotiation, if necessary, while the second ranked Applicant will be kept in reserve.

### **1.7 Currency conversion rate and payment**

- 1.7.1 For the purposes of technical evaluation of Applicants, Rs. 50 per US\$ shall be considered as the applicable currency conversion rate. In case of any other currency, the same shall first be converted to US\$ as on the date 60 (sixty) days prior to the PDD, and the amount so derived in US\$ shall be converted into INR at the aforesaid rate. The conversion rate of such currencies shall be the daily representative exchange rates published by the International Monetary Fund for the relevant date.

- 1.7.2 All payments to the Consultant shall be made in INR in accordance with the provisions of this RFP. The Consultant may convert INR into any foreign currency as per Applicable Laws and the exchange risk, if any, shall be borne by the Consultant.

## 1.8 Schedule of Selection Process

The Authority would endeavour to adhere to the following schedule:

Event Description	Date
1. Last date for receiving queries/clarifications	June 15, 2012
2. Pre-Proposal Conference	June 19, 2012
3. Authority response to queries	June 22, 2012
4. Proposal Due Date or PDD	June 29, 2012
5. Opening of Proposals	June 29, 2012
6. Letter of Award (LOA)	Within 15 days of PDD
7. Signing of Agreement	Within 7 days of LOA
8. Validity of Applications	90 days of Proposal Due Date

## 1.9 Pre-Proposal visit and inspection of data

Prospective applicants may visit the office of the Project Authority and review the available documents and data at any time prior to PDD. For this purpose, they will provide at least two days' notice to the nodal officer specified below:

Shri Harish Kumar  
 Deputy Secretary, Department of School Education and Literacy  
 Ministry of Human Resource Development, Room No.526-C,  
 Shastri Bhawan, New Delhi  
 Tel: 23385744  
 Email: harishkumar.edu@nic.in

## 1.10 Pre-Proposal Conference

The date, time and venue of Pre-Proposal Conference shall be:

Date: June 19, 2012  
 Time: 1100 hrs  
 Venue: Conference Hall, Room No.112-C, Shastri Bhawan, New Delhi-110001

## 1.11 Communications

- 1.11.1 All communications including the submission of Proposal should be addressed to:

Deepak Kumar Sah  
Section Officer, Room No.517-B  
Department of School Education and Literacy  
Ministry of Human Resource Development  
Shastri Bhawan  
Phone: 23386330 Fax: 23386330  
Email: dksah.edu@nic.in

- 1.11.2 The **Official Website** of the Authority is:

[http://mhrd.gov.in/msup\\_eng](http://mhrd.gov.in/msup_eng)

Note: Please open the page 'Home' and then page 'Tenders' to access all the posted and uploaded documents related to this RFP.

- 1.11.3 All communications, including the envelopes, should contain the following information, to be marked at the top in bold letters:

RFP Notice No.                      **FOR SELECTION OF TRANSACTION  
ADVISER**

## 2. INSTRUCTIONS TO APPLICANTS

### A. GENERAL

#### 2.1 Scope of Proposal

- 2.1.1 Detailed description of the objectives, scope of services, Deliverables and other requirements relating to this Consultancy are specified in this RFP. In case an applicant firm possesses the requisite experience and capabilities required for undertaking the Consultancy, it may participate in the Selection Process either individually (the “**Sole Firm**”) or as lead member of a consortium of firms (the “**Lead Member**”) in response to this invitation. The term applicant (the “**Applicant**”) means the Sole Firm or the Lead Member, as the case may be. The manner in which the Proposal is required to be submitted, evaluated and accepted is explained in this RFP.
- 2.1.2 Applicants are advised that the selection of Consultant shall be on the basis of an evaluation by the Authority through the Selection Process specified in this RFP. Applicants shall be deemed to have understood and agreed that no explanation or justification for any aspect of the Selection Process will be given and that the Authority’s decisions are without any right of appeal whatsoever.
- 2.1.3 The Applicant shall submit its Proposal in the form and manner specified in this Section of the RFP. The Technical proposal shall be submitted in the form at Appendix-I and the Financial Proposal shall be submitted in the form at Appendix-II. Upon selection, the Applicant shall be required to enter into an agreement with the Authority in the form specified at Schedule-2.
- 2.1.4 **Key Personnel**

The Consultant’s team (the “**Consultancy Team**”) shall consist of the following key personnel (the “**Key Personnel**”) who shall discharge their respective responsibilities as specified below:

<b>Key Personnel</b>	<b>Responsibilities</b>
Transaction Expert-cum-Team Leader (the “ <b>Transaction Expert</b> ”)	He will lead, co-ordinate and supervise the Consultancy Team for delivering the Consultancy in a timely manner as envisaged in this RFP. He shall not delegate his responsibilities except with the prior written approval of the Authority.
Education Expert	He will provide the sectoral perspective to the team.

Associate Consultant (Transaction)	He will assist the Transaction Expert as may be necessary.
Associate Consultant (Legal)	He will assist the Transaction Expert as may be necessary.

## 2.2 Conditions of Eligibility of Applicants

2.2.1 Applicants must read carefully the minimum conditions of eligibility (the “**Conditions of Eligibility**”) provided herein. Proposals of only those Applicants who satisfy the Conditions of Eligibility will be considered for evaluation.

2.2.2 To be eligible for evaluation of its Proposal, the Applicant shall fulfil the following:

(A) **Technical Capacity:** The Applicant shall have, over the past 5 (five) years preceding the PDD, undertaken a minimum of 5 (five) Eligible Assignments as specified in Clause 3.1.4, of which at least 2 (two) should be PPP Projects.

(B) **Financial Capacity:** The Applicant shall have received a minimum of Rs.5 crore (Rs. five crore) or US \$ 2.5 (two point five) million per annum as professional fees during each of the three financial years preceding the PDD. For the avoidance of doubt, professional fees hereunder refers to fees received by the Applicant for providing advisory or consultancy services to its clients.

(C) **Availability of Key Personnel:** The Applicant shall offer and make available all Key Personnel meeting the requirements specified in Sub-clause (D) below.

(D) **Conditions of Eligibility for Key Personnel:** Each of the Key Personnel must fulfil the Conditions of Eligibility specified below:

Key Personnel	Educational Qualification	Length of Professional Experience	Experience on Eligible Assignments
Transaction Expert	MBA/ CA/ CFA or equivalent	10 years	He should have led the team in preparation of Bid Documents and/or Financial Model for 5 (five) Eligible Assignments, of which at least 2 (two) should be PPP projects.

Education Expert	Post-graduate in any discipline	10 years in school education	He should have worked as principal of a school of at least 500 children /or been on the management committee of a school for at least 3 years or worked in any organisation providing school education services or a government organisation pertaining to school education.
Associate Consultant (Transaction)	MBA/CA/ CFA or equivalent	5 years	He should have worked as member of a financial team in preparation of Financial Model and/or Bid Documents for at least two Eligible Assignments.
Associate Consultant (Legal)	Bachelor Degree in Law	5 years	He should have worked as member of a Legal team in preparation of Bid Documents for at least two Eligible Assignments.

- 2.2.3 The Applicant shall enclose with its Proposal, certificate(s) from its Statutory Auditors<sup>§</sup> stating its total revenues from professional fees during each of the past three financial years and the fee received in respect of each of the Eligible Assignments specified in the Proposal. In the event that the Applicant does not have a statutory auditor, it shall provide the requisite certificate(s) from the firm of Chartered Accountants that ordinarily audits the annual accounts of the Applicant.
- 2.2.4 The Applicant should submit a Power of Attorney as per the format at Form - 4 of Appendix-I; provided, however, that such Power of Attorney would not be required if the Application is signed by a partner or Director (on the Board of Directors) of the Applicant
- 2.2.5 Any entity which has been barred by the Central Government, any State Government, a statutory authority or a public sector undertaking, as the case may be, from participating in any project, and the bar subsists as on the date of the Proposal, would not be eligible to submit a Proposal either by itself or through its Associate.
- 2.2.6 An Applicant or its Associate should have, during the last three years, neither failed to perform on any agreement, as evidenced by imposition of a penalty by an arbitral or judicial authority or a judicial pronouncement or arbitration

<sup>§</sup> No separate annual financial statements should be submitted.

award against the Applicant or its Associate, nor been expelled from any project or agreement nor have had any agreement terminated for breach by such Applicant or its Associate.

- 2.2.7 While submitting a Proposal, the Applicant should attach clearly marked and referenced continuation sheets in the event that the space provided in the specified forms in the Appendices is insufficient. Alternatively, Applicants may format the specified forms making due provision for incorporation of the requested information.

### 2.3 Conflict of Interest

- 2.3.1 An Applicant shall not have a conflict of interest that may affect the Selection Process or the Consultancy (the “**Conflict of Interest**”). Any Applicant found to have a Conflict of Interest shall be disqualified. In the event of disqualification, the Authority shall forfeit and appropriate the Performance Security, if available, as mutually agreed genuine pre-estimated compensation and damages payable to the Authority for, *inter alia*, the time, cost and effort of the Authority including consideration of such Applicant’s Proposal, without prejudice to any other right or remedy that may be available to the Authority hereunder or otherwise.
- 2.3.2 The Authority requires that the Consultant provides professional, objective, and impartial advice and at all times hold the Authority’s interests paramount, avoid conflicts with other assignments or its own interests, and act without any consideration for future work. The Consultant shall not accept or engage in any assignment that would be in conflict with its prior or current obligations to other clients, or that may place it in a position of not being able to carry out the assignment in the best interests of the Authority.
- 2.3.3 Some guiding principles for identifying and addressing Conflicts of Interest have been illustrated in the Guidance Note at Schedule-3. Without limiting the generality of the above, an Applicant shall be deemed to have a Conflict of Interest affecting the Selection Process, if:
- (a) the Applicant, its consortium member (the “**Member**”) or Associates (or any constituent thereof) and any other Applicant, its consortium member or Associate (or any constituent thereof) have common controlling shareholders or other ownership interest; provided that this disqualification shall not apply in cases where the direct or indirect shareholding or ownership interest of an Applicant, its Member or Associate (or any shareholder thereof having a shareholding of more than 5 per cent of the paid up and subscribed share capital of such Applicant, Member or Associate, as the case may be) in the other Applicant, its consortium member or Associate is less than 5% (five per cent) of the subscribed and paid up equity share capital thereof. For the purposes of this Clause 2.3.3(a), indirect shareholding held through one or more intermediate persons shall be computed as follows: (aa) where any intermediary is controlled by a person through management control or otherwise, the entire shareholding held by such controlled intermediary in any other person (the “**Subject Person**”) shall be taken

into account for computing the shareholding of such controlling person in the Subject Person; and (bb) subject always to Sub-clause (aa) above, where a person does not exercise control over an intermediary, which has shareholding in the Subject Person, the computation of indirect shareholding of such person in the Subject Person shall be undertaken on a proportionate basis; provided, however, that no such shareholding shall be reckoned under this Sub-clause (bb) if the shareholding of such person in the intermediary is less than 26% (twenty six per cent) of the subscribed and paid up equity shareholding of such intermediary; or

- (b) a constituent of such Applicant is also a constituent of another Applicant; or
- (c) such Applicant or its Associate receives or has received any direct or indirect subsidy or grant from any other Applicant or its Associate; or
- (d) such Applicant has the same legal representative for purposes of this Application as any other Applicant; or
- (e) such Applicant has a relationship with another Applicant, directly or through common third parties, that puts them in a position to have access to each other's information about, or to influence the Application of either or each of the other Applicant; or
- (f) there is a conflict among this and other consulting assignments of the Applicant (including its personnel and other members, if any) and any subsidiaries or entities controlled by such Applicant or having common controlling shareholders. The duties of the Consultant will depend on the circumstances of each case. While providing consultancy services to the Authority for this particular assignment, the Consultant shall not take up any assignment that by its nature will result in conflict with the present assignment; or
- (g) a firm which has been engaged by the Authority to provide goods or works or services for a project, and its Associates, will be disqualified from providing consulting services for the same project save and except as provided in Clause 2.3.4; conversely, a firm hired to provide consulting services for the preparation or implementation of a project, and its Members or Associates, will be disqualified from subsequently providing goods or works or services related to the same project; or
- (h) the Applicant, its Member or Associate (or any constituent thereof), and the bidder or Concessionaire, if any, for the Project, its contractor(s) or sub-contractor(s) (or any constituent thereof) have common controlling shareholders or other ownership interest; provided that this disqualification shall not apply in cases where the direct or indirect shareholding or ownership interest of an Applicant, its Member or Associate (or any shareholder thereof having a shareholding of more than 5% (five percent) of the paid up and subscribed share capital of such Applicant, Member or Associate, as



the case may be,) in the bidder or Concessionaire, if any, or its contractor(s) or sub-contractor(s) is less than 5% (five percent) of the paid up and subscribed share capital of such Concessionaire or its contractor(s) or sub-contractor(s); provided further that this disqualification shall not apply to ownership by a bank, insurance company, pension fund or a Public Financial Institution referred to in section 4A of the Companies Act 1956. For the purposes of this Sub-clause (h), indirect shareholding shall be computed in accordance with the provisions of Sub-clause (a) above.

For purposes of this RFP, Associate means, in relation to the Applicant, a person who controls, is controlled by, or is under the common control with such Applicant, or is deemed or published as an “Associate Office”; or has a formal arrangement such as tie up for client referral or technology sharing, joint venture with the Applicant (the “**Associate**”); provided, however, that if the Applicant has any formal arrangement such as consortium membership in a consortium of advisers/ consultants for a particular assignment/ project, not being this project, with any other person, then such other person shall not be treated to be an Associate of the Applicant solely due to the reason of forming such consortium. As used in this definition, the expression “control” means, with respect to a person which is a company or corporation, the ownership, directly or indirectly, of more than 50% (fifty per cent) of the voting shares of such person, and with respect to a person which is not a company or corporation, the power to direct the management and policies of such person by operation of law or by contract.

- 2.3.4 An Applicant eventually appointed to provide Consultancy for this Project, its Associates, affiliates and the Transaction Expert, shall be disqualified from subsequently providing goods or works or services related to the construction and operation of the same Project and any breach of this obligation shall be construed as Conflict of Interest; provided that the restriction herein shall not apply after a period of 3 (three) years from the completion of this assignment or to any consulting assignments granted by banks/ lenders at any time; provided further that this restriction shall not apply to consultancy/ advisory services performed for the Authority in continuation of this Consultancy or to any subsequent consultancy/ advisory services performed for the Authority in accordance with the rules of the Authority. For the avoidance of doubt, an entity affiliated with the Consultant shall include a partner in the Consultant’s firm or a person who holds more than 5% (five per cent) of the subscribed and paid up share capital of the Consultant, as the case may be, and any Associate thereof. For the avoidance of doubt, in the event that: (a) the Transaction Expert of an Applicant/ Consultant was a partner or an employee of another firm, which attracts the provisions relating to Conflict of Interest hereunder; and (b) was directly or indirectly associated with any assignment that causes a Conflict of Interest hereunder, then such Transaction Expert shall be deemed to suffer from Conflict of Interest for the purpose hereof.
- 2.3.5 In the event that the Consultant, its Associates or affiliates are auditors or financial advisers to any of the bidders for the Project, they shall make a disclosure to the Authority as soon as any potential conflict comes to their notice but in no case later than 7 (seven) days from the opening of the RFQ

applications for the Project and any breach of this obligation of disclosure shall be construed as Conflict of Interest. The Authority shall, upon being notified by the Consultant under this Clause 2.3.5, decide whether it wishes to terminate this Consultancy or otherwise, and convey its decision to the Consultant within a period not exceeding 15 (fifteen) days.

## **2.4 Number of Proposals**

No Applicant or its Associate shall submit more than one Application for the Consultancy. An Applicant applying individually or as an Associate shall not be entitled to submit another application either individually or as a member of any consortium, as the case may be.

## **2.5 Cost of Proposal**

The Applicants shall be responsible for all of the costs associated with the preparation of their Proposals and their participation in the Selection Process including subsequent negotiation, visits to the Authority, Project site etc. The Authority will not be responsible or in any way liable for such costs, regardless of the conduct or outcome of the Selection Process.

## **2.6 Visit to the Authority and verification of information**

Applicants are encouraged to submit their respective Proposals after visiting the office of the Authority and ascertaining for themselves the availability of documents and other data with the Authority, Applicable Laws and regulations or any other matter considered relevant by them.

## **2.7 Acknowledgement by Applicant**

2.7.1 It shall be deemed that by submitting the Proposal, the Applicant has:

- (a) made a complete and careful examination of the RFP;
- (b) received all relevant information requested from the Authority;
- (c) accepted the risk of inadequacy, error or mistake in the information provided in the RFP or furnished by or on behalf of the Authority or relating to any of the matters referred to in Clause 2.6 above;
- (d) satisfied itself about all matters, things and information, including matters referred to in Clause 2.6 herein above, necessary and required for submitting an informed Application and performance of all of its obligations thereunder;
- (e) acknowledged that it does not have a Conflict of Interest; and
- (f) agreed to be bound by the undertaking provided by it under and in terms hereof.

2.7.2 The Authority shall not be liable for any omission, mistake or error in respect of any of the above or on account of any matter or thing arising out of or concerning or relating to RFP or the Selection Process, including any error or mistake therein or in any information or data given by the Authority.

## 2.8 Right to reject any or all Proposals

- 2.8.1 Notwithstanding anything contained in this RFP, the Authority reserves the right to accept or reject any Proposal and to annul the Selection Process and reject all Proposals, at any time without any liability or any obligation for such acceptance, rejection or annulment, and without assigning any reasons therefor.
- 2.8.2 Without prejudice to the generality of Clause 2.8.1, the Authority reserves the right to reject any Proposal if:
- (a) at any time, a material misrepresentation is made or discovered, or
  - (b) the Applicant does not provide, within the time specified by the Authority, the supplemental information sought by the Authority for evaluation of the Proposal.

Misrepresentation/ improper response by the Applicant may lead to the disqualification of the Applicant. If the Applicant is the Lead Member of a consortium, then the entire consortium may be disqualified / rejected. If such disqualification / rejection occurs after the Proposals have been opened and the highest ranking Applicant gets disqualified / rejected, then the Authority reserves the right to consider the next best Applicant, or take any other measure as may be deemed fit in the sole discretion of the Authority, including annulment of the Selection Process.

## B. DOCUMENTS

### 2.9 Contents of the RFP

- 2.9.1 This RFP comprises the Disclaimer set forth hereinabove, the contents as listed below and will additionally include any Addendum / Amendment issued in accordance with Clause 2.11:

#### Request for Proposal

1	Introduction
2	Instructions to Applicants
3	Criteria for Evaluation
4	Fraud and corrupt practices
5	Pre-Proposal Conference
6	Miscellaneous
	<b>Schedules</b>
1	<b>Terms of Reference</b>
2	<b>Form of Agreement</b>

	Annex-1: Terms of Reference Annex-2: Deployment of Personnel Annex-3: Estimate of Personnel Costs Annex-4: Approved Sub-consultant(s) Annex-5: Cost of Services Annex-6: Payment Schedule Annex-7: Bank Guarantee for Performance Security Annex-8: Fortnightly Time Report
3	<b>Guidance Note on Conflict of Interest</b>
4	<b>Scheme for Setting up 2,500 Schools through PPP</b>
5	<b>Appendices</b>
	<b>Appendix-I: Technical Proposal</b>
	Form 1: Letter of Proposal
	Form 2: Particulars of the Applicant
	Form 3: Statement of Legal Capacity
	Form 4: Power of Attorney
	Form 5: Financial Capacity of the Applicant
	Form 6: Particulars of Key Personnel
	Form 7: Abstract of Eligible Assignments of the Applicant
	Form 7A: Abstract of other relevant experience of the Applicant
	Form 8: Abstract of Eligible Assignments of Key Personnel
	Form 8A: Abstract of other relevant experience of Key Personnel
	Form 9: Eligible Assignments of Applicant
	Form 9A: Other relevant assignments of Applicant
	Form 10: Eligible Assignments of Key Personnel
	Form 10A: Other relevant assignments of Key Personnel
	Form 11: CVs of Professional Personnel
	Form 12: Proposal for Sub-consultant(s)
	<b>Appendix – II: Financial Proposal</b>
	Form 1: Covering Letter
	Form 2: Financial Proposal
	Form 3: Estimate of Personnel Costs

## 2.10 Clarifications

- 2.10.1 Applicants requiring any clarification on the RFP may send their queries to the Authority in writing before the date mentioned in the Schedule of Selection Process at Clause 1.8. The envelopes shall clearly bear the following identification:

"Queries/Request for Additional Information concerning RFP for Transaction Adviser for PPP School Project"

The Authority shall endeavour to respond to the queries within the period specified therein but no later than 7 (seven) days prior to the PDD. The responses will be sent by fax or e-mail. The Authority will post the reply to all such queries on the Official Website and copies thereof will also be circulated to all Applicants who have purchased the RFP document without identifying the source of queries.

- 2.10.2 The Authority reserves the right not to respond to any queries or provide any clarifications, in its sole discretion, and nothing in this Clause 2.10 shall be construed as obliging the Authority to respond to any question or to provide any clarification.

## **2.11 Amendment of RFP**

- 2.11.1 At any time prior to the deadline for submission of Proposal, the Authority may, for any reason, whether at its own initiative or in response to clarifications requested by an Applicant, modify the RFP document by the issuance of Addendum/ Amendment and posting it on the Official Website and by conveying the same to the prospective Applicants (who have purchased the RFP document) by fax or e-mail.

- 2.11.2 All such amendments will be notified in writing through fax or e-mail to all Applicants who have purchased the RFP document. The amendments will also be posted on the Official Website along with the revised RFP containing the amendments and will be binding on all Applicants.

- 2.11.3 In order to afford the Applicants a reasonable time for taking an amendment into account, or for any other reason, the Authority may, in its sole discretion, extend the PDD<sup>§</sup>.

## **C. PREPARATION AND SUBMISSION OF PROPOSAL**

### **2.12 Language**

The Proposal with all accompanying documents (the “**Documents**”) and all communications in relation to or concerning the Selection Process shall be in English language and strictly on the forms provided in this RFP. No

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<sup>§</sup> While extending the Proposal Due Date on account of an addendum, the Authority shall have due regard for the time required by bidders to address the amendments specified therein. In the case of significant amendments, at least 15 (fifteen) days shall be provided between the date of amendment and the Proposal Due Date, and in the case of minor amendments, at least 7 (seven) days shall be provided.

supporting document or printed literature shall be submitted with the Proposal unless specifically asked for and in case any of these Documents is in another language, it must be accompanied by an accurate translation of all the relevant passages in English, in which case, for all purposes of interpretation of the Proposal, the translation in English shall prevail.

### 2.13 Format and signing of Proposal

- 2.13.1 The Applicant shall provide all the information sought under this RFP. The Authority would evaluate only those Proposals that are received in the specified forms and complete in all respects.
- 2.13.2 The Applicant shall prepare one original set of the Proposal (together with originals/ copies of Documents required to be submitted along therewith pursuant to this RFP) and clearly marked “ORIGINAL”. In addition, the Applicant shall submit 1 (one) copy of the Proposal, alongwith Documents, marked “COPY”. In the event of any discrepancy between the original and its copies, the original shall prevail.
- 2.13.3 The Proposal, and its copy, shall be typed or written in indelible ink and signed by the authorised signatory of the Applicant who shall initial each page, in blue ink. In case of printed and published Documents, only the cover shall be initialled. All the alterations, omissions, additions, or any other amendments made to the Proposal shall be initialled by the person(s) signing the Proposal. The Proposals must be properly signed by the authorised representative (the “**Authorised Representative**”) as detailed below:
- (a) by the proprietor, in case of a proprietary firm; or
  - (b) by a partner, in case of a partnership firm and/or a limited liability partnership; or
  - (c) by a duly authorised person holding the Power of Attorney, in case of a Limited Company or a corporation; or
  - (d) by the authorised representative of the Lead Member, in case of consortium.

A copy of the Power of Attorney certified by a notary public in the form specified in Appendix-I (Form-4) shall accompany the Proposal (if required).

- 2.13.4 Applicants should note the PDD, as specified in Clause 1.8, for submission of Proposals. Except as specifically provided in this RFP, no supplementary material will be entertained by the Authority, and that evaluation will be carried out only on the basis of Documents received by the closing time of PDD as specified in Clause 2.17.1. Applicants will ordinarily not be asked to provide additional material information or documents subsequent to the date of submission, and unsolicited material if submitted will be summarily rejected.

## 2.14 Technical Proposal

2.14.1 Applicants shall submit the technical proposal in the formats at Appendix-I (the “**Technical Proposal**”).

2.14.2 While submitting the Technical Proposal, the Applicant shall, in particular, ensure that:

- (a) all forms are submitted in the prescribed formats and signed by the prescribed signatories;
- (b) power of attorney, if applicable, is executed as per Applicable Laws;
- (c) CVs of all Key Personnel have been included;
- (d) Key Personnel have been proposed only if they meet the Conditions of Eligibility laid down at Clause 2.2.2 (D) of the RFP;
- (e) no alternative proposal for any Key Personnel is being made and only one CV for each position has been furnished;
- (f) the CVs have been recently signed and dated, in blue ink by the respective Personnel and countersigned by the Applicant. Photocopy or unsigned / countersigned CVs shall be rejected;
- (g) the CVs shall contain an undertaking from the respective Key Personnel about his/her availability for the duration specified in the RFP;
- (h) Key Personnel proposed have good working knowledge of English language;
- (i) Key Personnel would be available for the period indicated in the TOR;
- (j) no Key Personnel should have attained the age of 75 years at the time of submitting the proposal; and
- (k) the proposal is responsive in terms of Clause 2.21.3.

2.14.3 Failure to comply with the requirements spelt out in this Clause 2.14 shall make the Proposal liable to be rejected.

2.14.4 If an individual Key Personnel makes a false averment regarding his qualification, experience or other particulars, he shall be liable to be debarred for any future assignment of the Authority for a period of 3 (three) years. The award of this Consultancy to the Applicant may also be liable to cancellation in such an event.

2.14.5 The Technical Proposal shall not include any financial information relating to the Financial Proposal.

2.14.6 The proposed team shall include experts and specialists (the “**Professional Personnel**”) in their respective areas of expertise and managerial/support staff

(the “**Support Personnel**”) such that the Consultant should be able to complete the Consultancy within the specified time schedule. The Key Personnel specified in Clause 2.1.4 shall be included in the proposed team of Professional Personnel. The team shall comprise other competent and experienced professional personnel in the relevant areas of expertise (where applicable) as required for successful completion of this Consultancy. The CV of each such professional personnel, if any, should also be submitted in the format at Form-11 of Appendix-I.

- 2.14.7 An Applicant may, from time to time, if it considers necessary, propose suitable Sub-Consultants in specific areas of expertise (where applicable). Credentials of such Sub-Consultants should be submitted by the Applicant in Form-12 of Appendix-I. A Sub-Consultant, however, shall not be a substitute for any Key Personnel.
- 2.14.8 The Authority reserves the right to verify all statements, information and documents, submitted by the Applicant in response to the RFP. Any such verification or the lack of such verification by the Authority to undertake such verification shall not relieve the Applicant of its obligations or liabilities hereunder nor will it affect any rights of the Authority thereunder.
- 2.14.9 In case it is found during the evaluation or at any time before signing of the Agreement or after its execution and during the period of subsistence thereof, that one or more of the eligibility conditions have not been met by the Applicant or the Applicant has made material misrepresentation or has given any materially incorrect or false information, the Applicant shall be disqualified forthwith if not yet appointed as the Consultant either by issue of the LOA or entering into of the Agreement, and if the Selected Applicant has already been issued the LOA or has entered into the Agreement, as the case may be, the same shall, notwithstanding anything to the contrary contained therein or in this RFP, be liable to be terminated, by a communication in writing by the Authority without the Authority being liable in any manner whatsoever to the Selected Applicant or Consultant, as the case may be.

In such an event, the Authority shall forfeit and appropriate the Performance Security, if available, as mutually agreed pre-estimated compensation and damages payable to the Authority for, *inter alia*, time, cost and effort of the Authority, without prejudice to any other right or remedy that may be available to the Authority.

## **2.15 Financial Proposal**

- 2.15.1 Applicants shall submit the financial proposal in the formats at Appendix-II (the “**Financial Proposal**”) clearly indicating the total cost of the Consultancy (Item Fof Form-2 of Appendix II) in both figures and words, in Indian Rupees, and signed by the Applicant’s Authorised Representative. In the event of any difference between figures and words, the amount indicated in words shall prevail. In the event of a difference between the arithmetic total and the total shown in the Financial Proposal, the lower of the two shall prevail.



2.15.2 While submitting the Financial Proposal, the Applicant shall ensure the following:

- (i) All the costs associated with the assignment shall be included in the Financial Proposal. These shall normally cover remuneration for all the Personnel (Expatriate and Resident, in the field, office etc), accommodation, air fare, equipment, printing of documents, etc. The total amount indicated in the Financial Proposal shall be without any condition attached or subject to any assumption, and shall be final and binding. In case any assumption or condition is indicated in the Financial Proposal, it shall be considered non-responsive and liable to be rejected.
- (ii) The Financial Proposal shall take into account all expenses and tax liabilities. For the avoidance of doubt, it is clarified that all taxes shall be deemed to be included in the costs shown under different items of the Financial Proposal. Further, all payments shall be subject to deduction of taxes at source as per Applicable Laws.
- (iii) Costs (including break down of costs) shall be expressed in INR.

## **2.16 Submission of Proposal**

2.16.1 The Applicants shall submit the Proposal in hard bound form with all pages numbered serially and by giving an index of submissions. Each page of the submission shall be initialled by the Authorised Representative of the Applicant as per the terms of this RFP. In case the proposal is submitted on the document down loaded from Official Website, the Applicant shall be responsible for its accuracy and correctness as per the version uploaded by the Authority and shall ensure that there are no changes caused in the content of the downloaded document. In case of any discrepancy between the downloaded or photocopied version of the RFP and the original RFP issued by the Authority, the latter shall prevail.

2.16.2 The Proposal will be sealed in an outer envelope which will bear the address of the Authority, RFP Notice number, Consultancy name as indicated at Clause 1.11.1 and 1.11.3 and the name and address of the Applicant. It shall bear on top, the following:

“Do not open, except in presence of the Authorised Person of the Authority”

If the envelope is not sealed and marked as instructed above, the Authority assumes no responsibility for the misplacement or premature opening of the contents of the Proposal submitted and consequent losses, if any, suffered by the Applicant.

2.16.3 The aforesaid outer envelope will contain two separate sealed envelopes, one clearly marked ‘Technical Proposal’ and the other clearly marked ‘Financial Proposal’. The envelope marked “Technical Proposal” shall contain the Application in the prescribed format (Form 1 of Appendix-I) along with Forms 2 to 12 of Appendix-I and supporting documents.

The envelope marked “Financial Proposal” shall contain the financial proposal in the prescribed format (Forms 1, 2 &3 of Appendix-II).

- 2.16.4 The Technical Proposal and Financial Proposal shall be typed or written in indelible ink and signed by the Authorised Representative of the Applicant. All pages of the original Technical Proposal and Financial Proposal must be numbered and initialled by the person or persons signing the Proposal.
- 2.16.5 The completed Proposal must be delivered on or before the specified time on PDD. Proposals submitted by fax, telex, telegram or e-mail shall not be entertained.
- 2.16.6 The Proposal shall be made in the Forms specified in this RFP. Any attachment to such Forms must be provided on separate sheets of paper and only information that is directly relevant should be provided. This may include photocopies of the relevant pages of printed documents. No separate documents like printed annual statements, firm profiles, copy of contracts etc. will be entertained.
- 2.16.7 The rates quoted shall be firm throughout the period of performance of the assignment upto and including discharge of all obligations of the Consultant under the Agreement.

## **2.17 Proposal Due Date**

- 2.17.1 Proposal should be submitted before 1100 hrs on the PDD specified at Clause 1.8 at the address provided in Clause 1.11 in the manner and form as detailed in this RFP. A receipt thereof should be obtained from the person specified therein.
- 2.17.2 The Authority may, in its sole discretion, extend the PDD by issuing an Addendum in accordance with Clause 2.11 uniformly for all Applicants.

## **2.18 Late Proposals**

Proposals received by the Authority after the specified time on PDD shall not be eligible for consideration and shall be summarily rejected.

## **2.19 Modification/ substitution/ withdrawal of Proposals**

- 2.19.1 The Applicant may modify, substitute, or withdraw its Proposal after submission, provided that written notice of the modification, substitution, or withdrawal is received by the Authority prior to PDD. No Proposal shall be modified, substituted, or withdrawn by the Applicant on or after the PDD.
- 2.19.2 The modification, substitution, or withdrawal notice shall be prepared, sealed, marked, and delivered in accordance with Clause 2.16, with the envelopes being additionally marked “MODIFICATION”, “SUBSTITUTION” or “WITHDRAWAL”, as appropriate.

- 2.19.3 Any alteration / modification in the Proposal or additional information or material supplied subsequent to the PDD, unless the same has been expressly sought for by the Authority, shall be disregarded.

## **2.20 Performance Security**

The Applicant, by submitting its Application pursuant to this RFP, shall be deemed to have acknowledged that without prejudice to the Authority's any other right or remedy hereunder or in law or otherwise, the Performance Security, if available, shall be forfeited and appropriated by the Authority as the mutually agreed pre-estimated compensation and damage payable to the Authority for, *inter alia*, the time, cost and effort of the Authority in regard to the RFP including the consideration and evaluation of the Proposal under the following conditions:

- (a) If an Applicant engages in any of the Prohibited Practices specified in Clause 4.1 of this RFP;
- (b) if the Applicant is found to have a Conflict of Interest as specified in Clause 2.3; and
- (c) if the selected Applicant commits a breach of the Agreement.

## **D. EVALUATION PROCESS**

### **2.21 Evaluation of Proposals**

- 2.21.1 The Authority shall open the Proposals at 1130 hours on the PDD, at the place specified in Clause 1.11.1 and in the presence of the Applicants who choose to attend. The envelopes marked "Technical Proposal" shall be opened first. The envelopes marked "Financial Proposal" shall be kept sealed for opening at a later date.
- 2.21.2 Proposals for which a notice of withdrawal has been submitted in accordance with Clause 2.19 shall not be opened.
- 2.21.3 Prior to evaluation of Proposals, the Authority will determine whether each Proposal is responsive to the requirements of the RFP. A Proposal shall be considered responsive only if:
- (a) the Technical Proposal is received in the form specified at Appendix-I;
  - (b) it is received by the PDD including any extension thereof pursuant to Clause 2.17;
  - (c) it is signed, sealed, bound together in hard cover and marked as stipulated in Clauses 2.13 and 2.16;
  - (d) it is accompanied by the Power of Attorney as specified in Clause 2.2.4;
  - (e) it contains all the information (complete in all respects) as requested in the RFP;

- (f) it does not contain any condition or qualification; and
- (g) it is not non-responsive in terms hereof.

2.21.4 The Authority reserves the right to reject any Proposal which is non-responsive and no request for alteration, modification, substitution or withdrawal shall be entertained by the Authority in respect of such Proposals.

2.21.5 The Authority shall subsequently examine and evaluate Proposals in accordance with the Selection Process specified at Clause 1.6 and the criteria set out in Section 3 of this RFP.

2.21.6 After the technical evaluation, the Authority shall prepare a list of pre-qualified Applicants in terms of Clause 3.2 for opening of their Financial Proposals. A date, time and venue will be notified to all Applicants for announcing the result of evaluation and opening of Financial Proposals. Before opening of the Financial Proposals, the list of pre-qualified Applicants along with their Technical Scores will be read out. The opening of Financial Proposals shall be done in presence of respective representatives of Applicants who choose to be present. The Authority will not entertain any query or clarification from Applicants who fail to qualify at any stage of the Selection Process. The financial evaluation and final ranking of the Proposals shall be carried out in terms of Clauses 3.3 and 3.4.

2.21.7 Applicants are advised that Selection shall be entirely at the discretion of the Authority. Applicants shall be deemed to have understood and agreed that the Authority shall not be required to provide any explanation or justification in respect of any aspect of the Selection Process or Selection.

2.21.8 Any information contained in the Proposal shall not in any way be construed as binding on the Authority, its agents, successors or assigns, but shall be binding against the Applicant if the Consultancy is subsequently awarded to it.

## **2.22 Confidentiality**

Information relating to the examination, clarification, evaluation, and recommendation for the selection of Applicants shall not be disclosed to any person who is not officially concerned with the process or is not a retained professional adviser advising the Authority in relation to matters arising out of, or concerning the Selection Process. The Authority shall treat all information, submitted as part of the Proposal, in confidence and shall require all those who have access to such material to treat the same in confidence. The Authority may not divulge any such information unless it is directed to do so by any statutory entity that has the power under law to require its disclosure or to enforce or assert any right or privilege of the statutory entity and/or the Authority or as may be required by law or in connection with any legal process.

## **2.23 Clarifications**

2.23.1 To facilitate evaluation of Proposals, the Authority may, at its sole discretion, seek clarifications from any Applicant regarding its Proposal. Such

clarification(s) shall be provided within the time specified by the Authority for this purpose. Any request for clarification(s) and all clarification(s) in response thereto shall be in writing.

- 2.23.2 If an Applicant does not provide clarifications sought under Clause 2.23.1 above within the specified time, its Proposal shall be liable to be rejected. In case the Proposal is not rejected, the Authority may proceed to evaluate the Proposal by construing the particulars requiring clarification to the best of its understanding, and the Applicant shall be barred from subsequently questioning such interpretation of the Authority.

## **E. APPOINTMENT OF CONSULTANT**

### **2.24 Negotiations**

- 2.24.1 The Selected Applicant may, if necessary, be invited for negotiations. The negotiations shall generally not be for reducing the price of the Proposal, but will be for re-confirming the obligations of the Consultant under this RFP. Issues such as deployment of Key Personnel, understanding of the RFP, methodology and quality of the work plan shall be discussed during negotiations. A Key Personnel who did not score 70% (seventy per cent) marks as required under Clause 3.1.2 shall be replaced by the Applicant with a better candidate to the satisfaction of the Authority. In case the Selected Applicant fails to reconfirm its commitment, the Authority reserves the right to designate the next ranked Applicant as the Selected Applicant and invite it for negotiations.

- 2.24.2 The Authority will examine the CVs of all other Professional Personnel and those not found suitable shall be replaced by the Applicant to the satisfaction of the Authority.

- 2.24.3 The Authority will examine the credentials of all Sub-Consultants/ Consortium Members proposed for this Consultancy and those not found suitable shall be replaced by the Selected Applicant to the satisfaction of the Authority.

### **2.25 Substitution of Key Personnel**

- 2.25.1 The Authority will not normally consider any request of the Selected Applicant for substitution of the Transaction Expert as the ranking of the Applicant is based on the evaluation of the Transaction Expert and any change therein may upset the ranking. Substitution will, however, be permitted in exceptional circumstances if the Transaction Expert is not available for reasons of any incapacity or due to health, subject to equally or better qualified and experienced personnel being provided to the satisfaction of the Authority.

- 2.25.2 The Authority expects the Key Personnel to be available during implementation of the Agreement. The Authority will not consider substitution of the Key Personnel except for reasons of any incapacity or due to health. Such substitution shall ordinarily be limited to one Key Personnel subject to equally or better qualified and experienced personnel being provided to the

satisfaction of the Authority. Without prejudice to the foregoing, substitution of the Transaction Expert shall only be permitted subject to reduction of remuneration equal to 20% (twenty per cent) of the total remuneration specified for the original Transaction Expert who is proposed to be substituted.

2.25.3 Notwithstanding Clauses 2.25.1 and 2.25.2, Applicants should specifically note that substitution of the Transaction Expert will not normally be considered during the implementation of the Agreement and may lead to disqualification of the Applicant or termination of the Agreement. Applicants are expected to propose only such Transaction Expert who will be in a position to commit the time required for and be available for delivering the Consultancy in accordance with the Key Dates specified herein and in the Agreement.

## **2.26 Indemnity**

The Consultant shall, subject to the provisions of the Agreement, indemnify the Authority, for an amount not exceeding 3 (three) times the value of the Agreement, for any direct loss or damage that is caused due to any deficiency in Services.

## **2.27 Award of Consultancy**

After selection, a Letter of Award (the “**LOA**”) shall be issued, in duplicate, by the Authority to the Selected Applicant and the Selected Applicant shall, within 7 (seven) days of the receipt of the LOA, sign and return the duplicate copy of the LOA in acknowledgement thereof. In the event the duplicate copy of the LOA duly signed by the Selected Applicant is not received by the stipulated date, the Authority may, unless it consents to extension of time for submission thereof, cancel the LOA and the next highest ranking Applicant may be considered.

## **2.28 Execution of Agreement**

After acknowledgement of the LOA as aforesaid by the Selected Applicant, it shall execute the Agreement within the period prescribed in Clause 1.8. The Selected Applicant shall not be entitled to seek any deviation in the Agreement.

## **2.29 Commencement of Assignment**

The Consultant shall commence the Consultancy within seven days of the date of the Agreement, or such other date as may be mutually agreed. If the Consultant fails to either sign the Agreement as specified in Clause 2.28 or commence the assignment as specified herein, the Authority may invite the second ranked Applicant for negotiations. In such an event, the LOA or the Agreement, as the case may be, may be cancelled/terminated.

## **2.30 Proprietary data**

Subject to the provisions of Clause 2.22, all documents and other information provided by the Authority or submitted by an Applicant to the Authority shall

remain or become the property of the Authority. Applicants and the Consultant, as the case may be, are to treat all information as strictly confidential. The Authority will not return any Proposal or any information related thereto. All information collected, analysed, processed or in whatever manner provided by the Consultant to the Authority in relation to the Consultancy shall be the property of the Authority.

### 3. CRITERIA FOR EVALUATION

#### 3.1 Evaluation of Technical Proposals

- 3.1.1 In the first stage, the Technical Proposal will be evaluated on the basis of Applicant's experience, its understanding of TOR, proposed methodology and Work Plan, and the experience of Key Personnel. Only those Applicants whose Technical Proposals score 70 points or more out of 100 shall be ranked as per score achieved by them, from highest to the lowest technical score ( $S_T$ ).
- 3.1.2 Each Key Personnel must score a minimum of 70% marks except as provided herein. A Proposal shall be rejected if the Transaction Expert scores less than 70% (seventy per cent) marks or any two of the remaining Key Personnel score less than 70% (seventy per cent) marks. In case the Selected Applicant has one Key Personnel, other than the Transaction Expert, who scores less than 70% (seventy per cent) marks, he would have to be replaced during negotiations, with a better candidate who, in the opinion of the Authority, would score 70% (seventy per cent) or above.
- 3.1.3 The scoring criteria to be used for evaluation shall be as follows.

Item Code	Criteria	Marks	Criteria
1.	<b>Relevant Experience of the Applicant</b>	<b>30</b>	a) 30% of the maximum marks shall be awarded for the number of Eligible Assignments undertaken by the Applicant. b) The remaining 70% shall be awarded for: (i) the comparative size and quality of Eligible Assignments; (ii) other similar work in the infrastructure sectors; and (iii) overall turnover, experience and capacity of the firm.
2.	<b>Relevant Experience of the Key Personnel</b>	<b>70</b>	a) 30% of the maximum marks for each Key Personnel shall be awarded for the number of Eligible Assignments the respective Key Personnel has worked on, as described below. b) The remaining 70% shall be awarded for: (i) the comparative size and quality of Eligible Assignments; and (ii) other similar work done in infrastructure sectors.
2(a)	Transaction Expert	35	He should have led the team in preparation of Bid Documents and/or Financial Model for 5 (five) Eligible Assignments, of which at least 2 (two)



			should be PPP projects.
2(b)	Education Expert	15	Should have worked as a principal of a school of at least 500 children or been on the management committee of a school for at least 3 years or worked in any organisation providing school education services or a government organisation pertaining to school education.
2 (c)	Associate Consultant (Transaction)	10	Should have worked as member of a financial team for at least 2 (two) Eligible Assignments.
2 (d)	Associate Consultant (Legal)	10	Should have worked as member of a legal team for at least 2 (two) Eligible Assignments.
<b>Grand Total</b>		<b>100</b>	

While awarding marks for the number of Eligible Assignments, the Applicant or Key Personnel, as the case may be, that has undertaken the highest number of Eligible Assignments shall be entitled to the maximum score for the respective category and all other competing Applicants or respective Key Personnel, as the case may be, shall be entitled to a proportionate score. No score will be awarded to an Applicant/ Key Personnel for fulfilling the eligibility criteria of a minimum number of Eligible Assignments and only projects exceeding the eligibility criteria shall qualify for scoring. For the avoidance of doubt and by way of illustration, if the minimum number of Eligible Assignments for meeting the eligibility criteria is 3 (three), then an equivalent number will be ignored for each Applicant/ Key Personnel and only the balance remaining will be considered for awarding scores relating to the number of Eligible Assignments on a proportionate basis. However, for assigning scores in respect of the size and quality of Eligible Assignments, all Eligible Assignments of the Applicant/ Key Personnel shall be considered.

#### 3.1.4 Eligible Assignments

For the purposes of satisfying the Conditions of Eligibility and for evaluating the Proposals under this RFP, advisory/ consultancy assignments granted by the government, regulatory commission, tribunal, statutory authority or public sector entity in respect of preparation of financial model and/or preparation of transaction / bid documents and other similar assignments in relation to the bidding process or other transactions, as the case may be, for the following projects shall be deemed as eligible assignments (the “**Eligible Assignments**”):

- (a) An infrastructure project undertaken through Public Private Partnership (PPP) or other forms of private participation and having an estimated capital cost (excluding land) of at least Rs. 100 crore (Rupees one hundred crore) in case of a project in India, and US \$ 50million (US\$ fifty million) for infrastructure projects undertaken elsewhere through PPP or other forms of private participation (the “**PPP Projects**”);
- (b) privatization or disinvestment of government owned companies in India involving transfer of management control to a private sector entity where the financial transaction involves a payment of at least Rs. 50 crore (Rupees fifty crore)for such transfer (the “**Disinvestment Projects**”);
- (c) an educational project having an estimated capital cost (excluding land) of at least Rs. 10 crore (Rupees ten crore)in case of a project in India, and US \$ 5 million (US\$ five million) for projects elsewhere, provided that the payment of professional fee to the Applicant was at least Rs. 2 lakh (Rupees two lakh)in case of a project in India, and US \$ 10,000 (US\$ ten thousand) for any educational project elsewhere (the “**Other Projects**”); or
- (d) an assignment relating to tariff-setting, tariff orders or tariff regulations but only if the payment of professional fee to the Applicant was at least Rs. 2 lakh (Rupees two lakh) (the “**Regulatory Projects**”):

Provided that all Eligible Assignments relating to projects based on the same Model Concession Agreement and awarded by the same public entity shall be counted as one Eligible Assignment.

Provided further that for determining the eligibility of the Education Expert, his experience of having worked as a principal of a school of at least 500 children or been on the management committee of a school for at least 3 years or worked in any organisation providing school education services or a government organisation pertaining to school education would be considered.

### 3.1.5 Other relevant assignments

Assignments undertaken by the Applicant/Key Personnel for private sector entities shall be considered for evaluation if: (a) the advisory/consultancy services relate to an infrastructure project; (b) the estimated capital cost of the project exceeds Rs. 100 crore (Rupees one hundred crore) in case of a project in India, and US \$ 50million (US\$ fifty million) for projects elsewhere; and (c) the professional fee for the assignment was at least Rs. 2 lakh (Rupees two lakh) in case of a project in India, and US \$ 10,000 (US\$ ten thousand) for projects elsewhere.

### 3.2 Short-listing of Applicants

Of the Applicants ranked as aforesaid, not more than 7 (seven) shall be pre-qualified and short-listed for financial evaluation in the second stage. However, if the number of such pre-qualified Applicants is less than 2 (two), the Authority may, in its sole discretion, pre-qualify the Applicant(s) whose

Technical Score is less than the score specified in Clauses 3.1.1 and 3.1.2; provided that in such an event, the total number of pre-qualified and short-listed Applicants shall not exceed 2 (two).

### **3.3 Evaluation of Financial Proposal**

- 3.3.1 In the second stage, the financial evaluation will be carried out as per this Clause 3.3. Each Financial Proposal will be assigned a financial score ( $S_F$ ) as specified in Clause 3.3.3.
- 3.3.2 For financial evaluation, the total cost indicated in the Financial Proposal, excluding Additional Costs, will be considered. Additional Costs shall include items specified as such in Form -2 of Appendix-II.
- 3.3.3 The Authority will determine whether the Financial Proposals are complete, unqualified and unconditional. The cost indicated in the Financial Proposal shall be deemed as final and reflecting the total cost of services. Omissions, if any, in costing any item shall not entitle the Consultant to be compensated and the liability to fulfil its obligations as per the TOR within the total quoted price shall be that of the Consultant. The lowest Financial Proposal ( $F_M$ ) will be given a financial score ( $S_F$ ) of 100 points. The financial scores of other proposals will be computed as follows:

$$S_F = 100 \times F_M/F$$

(F = amount of Financial Proposal)

### **3.4 Combined and Final Evaluation**

- 3.4.1 Proposals will finally be ranked according to their combined technical ( $S_T$ ) and financial ( $S_F$ ) scores as follows:

$$S = S_T \times T_w + S_F \times F_w$$

Where,  $T_w$  and  $F_w$  are weights assigned to Technical Proposal and Financial Proposal that shall be 0.8 and 0.2 respectively.

- 3.4.2 The Selected Applicant shall be the Applicant having the highest combined score. The second highest Applicant shall be kept in reserve and may be invited in its discretion for negotiations in case the first-ranked Applicant withdraws, or fails to comply with the requirements specified in Clauses 2.24, 2.28 and 2.29, as the case may be.

#### 4. FRAUD AND CORRUPT PRACTICES

- 4.1 The Applicants and their respective officers, employees, agents and advisers shall observe the highest standard of ethics during the Selection Process. Notwithstanding anything to the contrary contained in this RFP, the Authority shall reject a Proposal without being liable in any manner whatsoever to the Applicant, if it determines that the Applicant has, directly or indirectly or through an agent, engaged in corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice (collectively the “**Prohibited Practices**”) in the Selection Process. In such an event, the Authority shall, without prejudice to its any other rights or remedies, forfeit and appropriate the Performance Security, if available, as mutually agreed genuine pre-estimated compensation and damages payable to the Authority for, *inter alia*, time, cost and effort of the Authority, in regard to the RFP, including consideration and evaluation of such Applicant’s Proposal.
- 4.2 Without prejudice to the rights of the Authority under Clause 4.1 hereinabove and the rights and remedies which the Authority may have under the LOA or the Agreement, if an Applicant or Consultant, as the case may be, is found by the Authority to have directly or indirectly or through an agent, engaged or indulged in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice during the Selection Process, or after the issue of the LOA or the execution of the Agreement, such Applicant or Consultant shall not be eligible to participate in any tender or RFP issued by the Authority during a period of 2 (two) years from the date such Applicant or Consultant, as the case may be, is found by the Authority to have directly or through an agent, engaged or indulged in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice, as the case may be.
- 4.3 For the purposes of this Clause, the following terms shall have the meaning hereinafter respectively assigned to them:
- (a) “**corrupt practice**” means (i) the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence the action of any person connected with the Selection Process (for avoidance of doubt, offering of employment to or employing or engaging in any manner whatsoever, directly or indirectly, any official of the Authority who is or has been associated in any manner, directly or indirectly with the Selection Process or the LOA or has dealt with matters concerning the Agreement or arising therefrom, before or after the execution thereof, at any time prior to the expiry of one year from the date such official resigns or retires from or otherwise ceases to be in the service of the Authority, shall be deemed to constitute influencing the actions of a person connected with the Selection Process; or (ii) save as provided herein, engaging in any manner whatsoever, whether during the Selection Process or after the issue of the LOA or after the execution of the Agreement, as the case may be, any person in respect of any matter relating to the Project or the LOA or the Agreement, who at any time has

been or is a legal, financial or technical consultant/ adviser of the Authority in relation to any matter concerning the Project;

- (b) “**fraudulent practice**” means a misrepresentation or omission of facts or disclosure of incomplete facts, in order to influence the Selection Process;
- (c) “**coercive practice**” means impairing or harming or threatening to impair or harm, directly or indirectly, any persons or property to influence any person’s participation or action in the Selection Process;
- (d) “**undesirable practice**” means (i) establishing contact with any person connected with or employed or engaged by the Authority with the objective of canvassing, lobbying or in any manner influencing or attempting to influence the Selection Process; or (ii) having a Conflict of Interest; and
- (e) “**restrictive practice**” means forming a cartel or arriving at any understanding or arrangement among Applicants with the objective of restricting or manipulating a full and fair competition in the Selection Process.

## **5. PRE-PROPOSAL CONFERENCE**

- 5.1 Pre-Proposal Conference of the Applicants shall be convened at the designated date, time and place. Only those Applicants who have purchased the RFP document or downloaded the same from the Official Website of the Authority, shall be allowed to participate in the Pre-Proposal Conference. A maximum of two representatives of each Applicant shall be allowed to participate on production of an authority letter from the Applicant.
  
- 5.2 During the course of Pre-Proposal Conference, the Applicants will be free to seek clarifications and make suggestions for consideration of the Authority. The Authority shall endeavour to provide clarifications and such further information as it may, in its sole discretion, consider appropriate for facilitating a fair, transparent and competitive Selection Process.

## 6. MISCELLANEOUS

- 6.1 The Selection Process shall be governed by, and construed in accordance with, the laws of India and the Courts at New Delhi shall have exclusive jurisdiction over all disputes arising under, pursuant to and/or in connection with the Selection Process.
- 6.2 The Authority, in its sole discretion and without incurring any obligation or liability, reserves the right, at any time, to:
- (a) suspend and/or cancel the Selection Process and/or amend and/or supplement the Selection Process or modify the dates or other terms and conditions relating thereto;
  - (b) consult with any Applicant in order to receive clarification or further information;
  - (c) retain any information and/or evidence submitted to the Authority by, on behalf of and/or in relation to any Applicant; and/or
  - (d) independently verify, disqualify, reject and/or accept any and all submissions or other information and/or evidence submitted by or on behalf of any Applicant.
- 6.3 It shall be deemed that by submitting the Proposal, the Applicant agrees and releases the Authority, its employees, agents and advisers, irrevocably, unconditionally, fully and finally from any and all liability for claims, losses, damages, costs, expenses or liabilities in any way related to or arising from the exercise of any rights and/or performance of any obligations hereunder, pursuant hereto and/or in connection herewith and waives any and all rights and/or claims it may have in this respect, whether actual or contingent, whether present or future.
- 6.4 All documents and other information supplied by the Authority or submitted by an Applicant shall remain or become, as the case may be, the property of the Authority. The Authority will not return any submissions made hereunder. Applicants are required to treat all such documents and information as strictly confidential.
- 6.5 The Authority reserves the right to make inquiries with any of the clients listed by the Applicants in their previous experience record.

# **SCHEDULES**



SCHEDULE – 1  
*(See Clause 1.1.3)*

Consultancy  
for  
Transaction Services  
50 Model Schools through PPP  
Terms of Reference (TOR)

## **Terms of Reference (TOR)**

### **1. General**

- 1.1 The Authority seeks the services of a qualified firm for acting as a Transaction Adviser for preparing bid documents for the Project based on the standard bidding documents (Request for Qualification (RFQ) and Request for Proposal (RFP)) issued by the Department of Expenditure, Ministry of Finance and developing a financial model (collectively the “**Consultancy**”). The Terms of Reference (the “**TOR**”) and the scope of the Consultancy for this assignment are specified below.
- 1.2 The Consultant shall be guided in its assignment by the Model Concession Agreement (the “**MCA**”) and the Scheme for setting up of 2,500 Model Schools through Public-Private Partnership issued by the Ministry of Human Resource Development(the “**Scheme**”). A copy of the Scheme is at Schedule-IV of the RFP.
- 1.3 The Consultant shall assist the Authority and its Technical Consultant and the Legal Adviser by furnishing clarifications as required for the structuring, documentation and award of the Project.
- 1.4 The Consultant shall also participate in the pre-bid conferences with the Bidders of the Project and assist the Authority in clarifying the transaction and financial related aspects arising from the Bid Documents.
- 1.5 The Consultant shall make available the Transaction Expert and other Key Personnel to attend and participate in meetings, conferences and discussions with the Authority and shall otherwise advise on and assist the Authority in the diverse commercial issues that may arise from time to time.

### **2. Objective**

The objective of this Consultancy (the “**Objective**”) is to procure transaction related advice, develop a financial model, and assist in the bidding process and award of the Project in a manner which ensures:

- (a) participation by the best available companies in the bidding process;
- (b) financing of the capital cost by the Concessionaire; and
- (c) optimising the utilisation of the Government support for the Project.

### **3. Scope of Services**

- 3.1 The scope of services shall include:
  - (i) assisting the Authority in the entire bidding process up to the signing of the concession agreement;

- (ii) evaluation of the strategic objectives of the Authority in relation to the Project and advising on the commercial issues, especially with reference to Applicable Laws;
- (iii) collection, compilation and analysis of relevant financial data relating to all costs and receipts;
- (iv) preparation of financial model for a representative school including costs and receipts and also for determining the outgo of the government in five different categories of locations specified in the Scheme;
- (v) identification and quantification of estimated financial impact of the Project on government resources;
- (vi) advising on tax-related issues arising out of the Project structuring;
- (vii) evaluation of the bids at the Request for Qualification (RFQ) and Request for Proposal (RFP) stages;
- (viii) preparation of a consolidated list of approvals/consents/clearances required from Government Instrumentalities; and
- (ix) assist in preparation of Bid documents based on standard RFQ, RFP and MCA.

In making its projections, recommendations and Reports, the Consultant shall identify the underlying assumptions and reach an agreement with the Authority in relation thereto. The services to be rendered by the transaction adviser are briefly explained hereunder:

### **3.2 Transaction Adviser**

The Consultant will render advisory services for conducting the bid process and will assist in the preparation of bidding documents and in conducting the bidding process for selection of the concessionaire for the project. The Consultant shall also review of the financial parameters of the Project. The Consultant shall be responsible for the evaluation of the applications received at the RFQ and RFP stages of the bidding process. The Consultant shall also maintain, update and disseminate the necessary data and information related to the Project and the bid process. During interaction with the bidders and stakeholders, the Consultant shall assist the Authority in responding to all queries satisfactorily and within the specified time. The Consultant shall render advisory services upto the signing of the Concession Agreement.

### **3.3 Compilation and analysis of Data**

The Consultant shall collect the data related to Kendriya Vidyalaya Sangathan and other government schools and analyse the same as per the requirements of the Authority.

### **3.4 Review of costs**

The Consultant shall work out the capital and operating cost estimates for a standalone school in accordance with the provisions of the Scheme. He shall

ensure that appropriate provisions have been made for physical and price contingencies, financing costs, interest during construction, etc. The Consultant shall also make a broad assessment of O&M expenses to be incurred by the Concessionaire during the entire Concession period of a standalone school project based on the Scheme.

### **3.5 Evaluation of bids**

The Project does not involve any financial bidding and selection of the private entity would be based on technical capacity. The Consultant shall evaluate the offers received in response to the RFQ and thereafter the RFP and assist the Authority in determining the Selected Bidder.

### **3.6 Development of Financial Model**

The Consultant shall identify and quantify all costs, expenses and receipts/revenues for a school and also determine the outgo of the government in the five different categories of locations as specified in the Scheme, and shall prepare cash-flow statements for the concession period. Based on the above, the Consultant shall prepare the Financial Model which will take into account all costs and expenses related to the Project in accordance with the Scheme (the “**Financial Model**”). This would also include sensitivity analysis in relation to the critical parameters of the Financial Model.

### **3.7 Impact of Project on Government Resources**

The Consultant shall identify and quantify the estimated financial impact of the Project on the resources of the Central Government over the concession period.

### **3.8 Assistance in the RFQ process**

The bidding process is specified in the Model Request for Qualification (RFQ) document published by the Department of Expenditure, Ministry of Finance vide OM No. F.No. 24(1)/PF.II/07 dated 30 November 2007. The Model RFQ document shall be modified by the Authority to the extent necessary for making it amenable for use for the Project. The Consultant shall assist in adapting the RFQ document for location-specific purposes. The Consultant shall also assist the Authority in the pre-qualification process. The Authority intends to pre-qualify and short-list bidders on the basis of the response to the RFQ document.

### **3.9 Assistance in preparation of Bid Documents**

The Consultant shall assist in preparing the Request for Proposal and based on the Model RFP and MCA. The Model RFP has been published by the Department of Expenditure, Ministry of Finance vide OM No. F.No. 24(1)/PF.II/07 dated 5 December 2007. The Consultant may also suggest improvements in the development plan and in the Bid Documents. For this purpose, he shall work closely with the Authority and its legal advisers and technical consultants. Bid documents would include the draft Concession

Agreement and the Scheme. Bids to be submitted by the bidders shall be based on the aforesaid bid documents.

### **3.10 Assistance in the Bid Process**

The Consultant shall assist the Authority in the bid process for selection of the Concessionaire from among the Bidders and till the signing of the Concession Agreement. This will primarily relate to participation in pre-bid meetings and answering questions or issuing clarifications with the approval of the Authority. The Consultant shall also assist the Authority in engaging with the bidders on different aspects of the Project such as its assets, the process of the transaction, the Financial Model and the structure of the Project. It will also assist the Authority in preparing internal notes and projections for securing governmental approvals, if any.

Beyond the 36<sup>th</sup> week from the Effective Date, these services for 50 Schools may be in the nature of intermittent services required till the Completion of Services. Costs of Services till the 36<sup>th</sup> week from the Effective Date are to be included in the Financial Proposal whereas payment for Services beyond 36<sup>th</sup> week shall form part of Lump sum payment to be made as specified in Clause 10.2. For the bid process in respect of a further 450 Schools, the payment shall be on a lump sum basis as specified in Clause 5.

### **3.11 Assistance in selection of the preferred Bidder**

The Authority intends to select the preferred bidder on the basis of the Proposals received from pre-qualified bidders. The Consultant shall assist the Authority in evaluating the proposals and in engaging with the selected bidder till execution of the Concession Agreement.

### **3.12 Rendering advisory services**

The Consultant shall provide such other advice and assistance as may be necessary and incidental to the Services and as may be requested by the Authority in respect of the Project, including but not limited to attending meetings, conferences and discussions with the Authority, and shall otherwise advise on and assist the Authority in the diverse commercial issues that may arise from time to time. The Consultant shall be responsible primarily for providing advice relating to financial issues arising from or during the course of the bidding process and the documents relating thereto.

### **3.13 Tax and insurance-related Matters**

During the course of the Consultancy, the Consultant may be called upon to advise on tax and / or insurance related issues affecting the Project.

### **3.14 Scope not exhaustive**

The Scope of Services specified in this Clause 3 are not exhaustive and the Consultant shall undertake such other tasks as may be necessary successfully complete the bid process for the Project.

#### 4. Deliverables

In pursuance of this TOR, the Consultant shall undertake/deliver the following deliverables (the “**Deliverables**”) during the course of this Consultancy. Each deliverable shall include an executive summary, analyses, assumptions, results of computations, tables, charts, recommendations, and such other contents that generally comprise deliverables for similar consultancy work by way of best practices. 10 hard copies and 3 soft copies of all the Reports mentioned herein below shall be submitted to the Authority. The deliverables shall include:

##### A. Inception Report

On commencement of the Consultancy, the Consultant shall prepare and submit an Inception Report (the “**Inception Report**”). The Inception Report shall be a further elaboration of the Consultant’s submissions towards understanding of the RFP, the methodology to be followed and Work Plan, etc.

##### B. Financial Model (Refer Clause 3.6)

##### C. Assistance in preparation of RFQ and RFP (Refer Clauses 3.8 & 3.9).

##### D. Assistance in Bidding Process (Refer Clause 3.10)

#### 5. Time and Payment Schedule

5.1 Subject to the provisions of Clause 10.1 of the TOR, the total duration for preparation of the Financial Model, and bid documents and the bidding process shall be 60 weeks, excluding the time taken by the Authority in providing the requisite documents or in conveying its comments on the Draft Reports. The Consultant shall deploy the Key Personnel as per the deployment of Personnel proposed. Intermittent services will be required beyond the 36<sup>th</sup> week and until the end of 60 weeks or two months after the signing of the Concession Agreement, whichever is earlier. The man-days required for the intermittent services shall be provided by the Consultants per the Agreement. The period for completing the Deliverables specified under Clauses 4A, 4B, and 4C shall be 36 weeks. Deliverables under Clause 4D may continue till the execution of the Concession Agreement.

5.2 The schedule for completing the Deliverables shall be determined by the maximum number of days/ weeks from the Effective Date of the Agreement (the “**Key Dates**” or “**KD**”). Time schedule for important Deliverables of the Consultancy and the payment schedule linked to the specified Deliverables are given below:

<b>Key Date No.</b>	<b>Description of Deliverables<sup>(1)</sup></b>	<b>Week No.<sup>(2)</sup></b>	<b>Payment for 50 Schools<sup>(3)</sup></b>
KD1	Inception Report for the Consultancy	2	--

KD2	Financial Model for the Scheme	4	10%
KD3	Assistance in the RFQ document and conducting the RFQ process	8	15%
KD4	Pre-qualifying and short-listing of bidders	20	15%
KD5	Assistance in finalising the RFP and in conducting the Bid Process	24	15%
KD6	Assistance in finalising the Selected Bidders	36	25%
KD7	Completion of Services including assistance during Bid Process	78	20%
	Total		100

- 5.3 Payment for the first 50 Schools shall be made in accordance with provisions of the Financial Proposal contained in Form-2 of Appendix-II of the RFP and the Payment Schedule indicated in Column 3 of Para 5.2. Lump-sum payment will be made for up to 450 more Schools which may be bid out by the Authority. For the purpose of making payment for these additional Schools, the fee quoted by the Consultant for the 50 Schools in Form-2 of the RFP shall be reduced to 40% thereof. For the purpose of illustration, if the fee quoted by the Consultant is Rs. 25 lakh for 50 Schools, the fee payable for each subsequent School shall be due at the rate of Rs.12,500 per school. This amount will be due and payable in two equal instalments comprising the first instalment to be paid upon issue of the RFP document and the final instalment to be paid upon completion of services for and in respect of each school. Upon request by the Authority, the Consultant shall provide services, for 50 additional School, but may, in its discretion, withdraw for this assignment thereafter but only after giving a notice of 90 (ninety) days to the Authority specifying its intent to withdraw.
- 5.4 Payment for the Services shall be based on actual number of man hours of the Transaction Expert deployed by the Consultants, but always subject to the maximum hours specified in Clause 5.5. Save and except as provided herein, no separate payment shall be made for the costs relating to the Education Expert and Associate Consultants. The payments relating to the Education Expert and supporting staff deployed by the Consultant shall be subject to actual based on man hours expended and further limited to the specified percentage of payment for the Transaction Expert. However, the Consultant may, in its discretion, substitute a man hour of the Transaction Expert by 2 (two) man hours of Education Expert or 3 (three) man hours of an Associate Consultant, subject always to the condition that the Transaction Expert shall himself expend on this Consultancy no less than one half of the man hours specified for each Deliverable in Clause 5.5. No bills shall be submitted by the Consultant for payment by the Authority if the amount attributed to the man hours expended by the Education Expert/ Associate Consultant is more than one-half of the total amounts due and payable in the respective bill for hours expended by the Transaction Expert. Reimbursement of expenses relating to travel for participating in meetings and conferences or for other Additional Costs shall be made in accordance with the provisions of the Financial

Proposal contained in Form-2 of Appendix-II of the RFP. Bills for such reimbursement may be submitted on a monthly basis.

- 5.5 The Deliverables and maximum payable man hours for completing each of the Deliverables shall be as specified below:

<b>Deliverable</b>	<b>Description of Deliverables</b>	<b>Maximum Man Hours</b>
A	Inception Report	NIL
B	Financial Model	100
C	Advisory services as specified in Clauses 3.2, 3.12, and 3.13	Lower of 500 or actuals
D	Attending meetings and conferences and providing advice related to commercial and financial matters and assistance as specified in Clause 3.8, 3.9, 3.10, 3.11 and 3.12(including an estimated 50 hours for meetings and conferences with the Authority)	Lower of 200 or actuals
<b>Estimated Total</b>		<b>800</b>

- 5.6 Adjustments with respect to the estimated periods of engagement of the Transaction Expert may be made by the Consultant by written notice to the Authority; provided that: (i) such adjustments shall not alter the originally estimated period of engagement of the Transaction Expert by more than 30% (thirty percent) and (ii) the aggregate of such adjustments shall not cause payments under the Agreement to exceed the Agreement Value set forth in Clause 6.1.2 of the Agreement by more than 25% (twenty five per cent) thereof. Any other adjustments shall only be made with the written approval of the Authority.
- 5.7 Payment shall be made in respect of each Deliverable upon completion thereof.
- 5.8 20% (twenty per cent) of the Agreement Value has been earmarked as Final Payment to be made to the Consultant upon execution of the Concession Agreement. In the event the Concession Agreement does not get executed within 60 weeks of the Effective Date, the Final Payment shall not become due to the Consultant, save and except the costs incurred for meeting its reimbursable expenses during the period after expiry of 36 weeks from the Effective Date, including travel costs and personnel costs, at the agreed rates. In the event that the Consultancy is terminated by the Authority prior to its completion, the Consultant shall be entitled to (a) full payment for the Deliverables completed by it; and (b) payment for 60% (sixty per cent) of the



man hours actually expended by it on the work not linked to the completed Deliverables.

## 6 Meetings

- 6.1 The Authority may review with the Consultant, any or all of the documents and advice forming part of the Consultancy, in meetings and conferences which will be held in New Delhi at the Authority's office. Further, the Consultant may be required to attend meetings and conferences with pre-qualified bidders or the Selected Bidder. The expenses towards attending such meetings during the period of Consultancy, including travel costs and *per diem*, shall be reimbursed in accordance with the Financial Proposal contained in Form-2 of Appendix-II of the RFP. In the case of an outstation Personnel, the days required to be spent at the office of the Authority shall be computed at the rate of 8 man hours a day. For a Consultant having its office within the National Capital Region, the time spent during meetings in Delhi shall be calculated as per actuals. No travel time shall be payable except in case of an expatriate Consultant who will be entitled to claim actual travel time, subject to a maximum of 12 man hours for a return journey.
- 6.2 The Authority may, in its discretion, require the Consultant to participate in extended meetings and/or work from the offices of the Authority and the Consultant shall, on a best endeavour basis and without unreasonable delay, provide such services at the offices of the Authority.

## 7. Consultancy Team

- 7.1 The Consultant shall form a team (the "**Consultancy Team**") for undertaking this assignment. The Consultancy Team shall consist of experts who have the requisite qualifications and experience. Transaction Expert shall be the leader of the Consultancy Team. The following Key Personnel whose experience and responsibilities are briefly described herein would be considered for evaluation of the Technical Proposal. Other expertise as required for the services to be rendered by the Consultant shall be included in the Team either through the Key Personnel specified below or through other Professional Personnel, as necessary.

Transaction Expert-cum-Team Leader (the " <b>Transaction Expert</b> ")	
Educational Qualifications	MBA/ CA/ CFA or equivalent
Essential Experience	10 years in transaction/financial services. He should have led the team in preparation of Bid Documents and/or Financial Model for five Eligible Assignments of which at least two should have been PPP projects.
Job responsibilities	He will lead, co-ordinate and supervise the Consultancy Team for delivering the Consultancy in a timely manner as envisaged in this RFP. He shall not delegate his

	responsibilities except with the prior written approval of the Authority.
Minimum time required on site	He shall devote at least 25 working days on the Project site/office and another 60 working days offsite during a period of 36 weeks commencing from the Effective Date.
<b>Education Expert</b>	
Educational Qualifications	Post-Graduate in any discipline
Essential Experience	10 years in the field of education.  He should have worked as a principal of a school of at least 500 children or been on the management committee of a school for at least 3 years or worked in any organisation providing school education services or a government organisation pertaining to school education.
Job responsibilities	He will provide the sectoral perspective to the team.
Minimum time required at site	He shall devote at least 30 working days on the Project site/office and another 45 working days offsite during a period of 36 weeks commencing from the Effective Date.
<b>Associate Consultant (Transaction)</b>	
Educational Qualifications	MBA/CA/CFA or equivalent
Essential Experience	5 years in financial services. He should have worked as member of a financial team in preparation of Financial Model and/or Bid Documents for at least two Eligible Assignments.
Job responsibilities	He will assist the Transaction Expert as may be necessary.
<b>Associate Consultant (Legal)</b>	
Educational Qualifications	Bachelor Degree in Law
Essential Experience	5 years in Legal services. He should have worked as member of a legal team in preparation of Bid Documents for at least two Eligible Assignments.
Job responsibilities	He will assist the Transaction Expert as may be necessary.

- 7.2 The Consultant shall mobilise and demobilise its Professional Personnel and Support Personnel with the concurrence of the Authority and shall maintain the time sheet/ attendance sheet of the working of all Personnel in the Project Office.
- 7.3 The Consultant shall establish a Project Office at a suitable location in New Delhi for efficient and coordinated performance of its Services. All the Key Personnel shall be deployed at this office during the first 36 weeks as specified in the Manning Schedule forming part of the Agreement. The authorised officials of the Authority may visit the Consultant's Project Office at any time during office hours for inspection and interaction with the Consultant's Personnel. It is not expected of the Consultant to carry out the operations from the Head/Home Office. However, he may do so for the remaining consultancy services beyond the first 36 weeks.<sup>€</sup>

## 8. Reporting

- 8.1 The Consultant shall electronically and by mail, submit fortnightly time reports of each of the Key Personnel. Such time reports shall be submitted to the Authority on the 15<sup>th</sup> and the last day of each calendar month by end of the business day and shall include the number of hours expended on the Project by the Consultant on each working day of the fortnight covered by the time report. The time reports shall also include a brief description of work performed during that fortnight by each of the Key Personnel.
- 8.2 The Consultant will work closely with the Authority and its technical and legal consultants. The Authority has established a Working Group (the "WG") to enable conduct of this assignment. A designated Project Director of the Authority will be responsible for the overall coordination and project development. He will play a coordinating role in dissemination of the Consultant's outputs, facilitating discussions, and ensuring required reactions and responses to the Consultant.
- 8.3 The Consultant may prepare Issue Papers highlighting issues that could become critical for the timely completion of the Project and that require attention from the Authority.
- 8.4 The Consultant will make a presentation on the inception report for discussion with the WG at a meeting. This will be a working document. The Consultant is required to prepare and submit a monthly report that includes and describes, *inter alia*, general progress to date; data and reports obtained and reviewed, conclusions to date, if any; concerns about availability of, or access to, data, analyses, reports; questions regarding the TOR or any other matters regarding work scope and related issues; and so on. The Consultants' work on the TOR tasks should continue while the report is under consideration and is being discussed.

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<sup>€</sup>This condition shall not apply if the Agreement Value is less than Rs. 2 crore for the Consultancy.

8.5 Regular communication with the WG and the Project Director is required in addition to all key communications. This may take the form of telephone/teleconferencing, emails, faxes, and occasional meetings.

8.6 The Deliverables will be submitted as per schedule provided in this RFP.

**9. Documents to be made available by the Authority**

The Authority shall provide to the Consultant the following:

- (a) Scheme for 2,500 Schools under PPP mode
- (b) A copy of the standard bidding documents issued by the Department of Expenditure including RFQ, RFP and the Model Concession Agreement (when completed).

Available data as may be required by the Consultant will be provided by the Authority on request. The Nodal Officer designated by the Authority shall facilitate handing over of such information to the Consultant.

**10. Completion of Services**

10.1 All the Deliverables shall be compiled, classified and submitted by the Consultant to the Authority in soft form, to the extent possible. The documents comprising the Deliverables shall remain the property of the Authority and shall not be used by the Consultant for any purpose other than that intended under these Terms of Reference without the permission of the Authority. The Consultancy shall stand completed on acceptance by the Authority of all the Deliverables of the Consultant. Unless completed earlier, the Services shall be deemed completed and finally accepted by the Authority and the final Deliverable shall be deemed approved by the Authority as satisfactory upon expiry of 60 (sixty) days after receipt of the final Deliverable unless the Authority, within such 60 (sixty) day period, gives written notice to the Consultants specifying in detail, the deficiencies in the Services. The Consultant shall thereupon promptly make any necessary corrections and/or additions, and upon completion of such corrections or additions, the foregoing process shall be repeated. The Consultancy shall in any case be deemed to be completed upon expiry of 60 (sixty) weeks from the Effective Date, unless extended by mutual consent of the Authority and the Transaction Adviser.

10.2 20% (twenty per cent) of the Agreement Value has been earmarked as lump sum payment to be made to the Consultant upon execution of the Concession Agreement (the "**Lump Sum Payment**"). In consideration of the Lump Sum Payment, the Consultant would provide such services as may be required by the Authority for concluding the Bid Process and execution of the Concession Agreement. In the event the Concession Agreement does not get executed within 60 (sixty) weeks of the Effective Date, the Consultancy shall stand completed as specified in Clause 10.1 above, but no Lump Sum Payment shall be due to the Consultant, save and except the costs incurred for meeting its expenses during the period after expiry of 36 (thirty six) weeks from the

Effective Date, including travel costs and Personnel costs on account of hours spent, at the agreed rates specified in Annex-3of the Agreement, which shall be reimbursed to the Consultant as per actuals. For the avoidance of doubt, it is agreed that reimbursement of such costs on travel and personnel shall be due to the Consultant as aforesaid, even if the Concession Agreement is not executed.

**SCHEDULE – 2**  
*(See Clause 2.1.3)*

**AGREEMENT**

**FOR**

**PROVISION OF**

**TRANSACTION ADVISORY SERVICES**

**FOR**

**50 MODEL SCHOOLS THROUGH PPP PROJECT**

**CONTENTS****Page no.**

- 1. General**
  - 1.1 Definitions and Interpretation
  - 1.2 Relation between the Parties
  - 1.3 Rights and obligations
  - 1.4 Governing law and jurisdiction
  - 1.5 Language
  - 1.6 Table of contents and headings
  - 1.7 Notices
  - 1.8 Location
  - 1.9 Authority of Member-in-charge
  - 1.10 Authorised representatives
  - 1.11 Taxes and duties
  
- 2. Commencement, Completion and Termination of Agreement**
  - 2.1 Effectiveness of Agreement
  - 2.2 Commencement of Services
  - 2.3 Termination of Agreement for failure to commence Services
  - 2.4 Expiration of Agreement
  - 2.5 Entire Agreement
  - 2.6 Modification of Agreement
  - 2.7 Force Majeure
  - 2.8 Suspension of Agreement
  - 2.9 Termination of Agreement
  
- 3. Obligations of the Consultant**
  - 3.1 General
  - 3.2 Conflict of Interest
  - 3.3 Confidentiality
  - 3.4 Liability of the Consultant
  - 3.5 Accounting, inspection and auditing
  - 3.6 Consultant's actions requiring the Authority's prior approval
  - 3.7 Reporting obligations
  - 3.8 Documents prepared by the Consultant to be the property of the Authority
  - 3.9 Materials furnished by the Authority
  - 3.10 Providing access to the Project Office and Personnel
  - 3.11 Accuracy of Documents
  
- 4. Consultant's Personnel and Sub-Consultant**
  - 4.1 General
  - 4.2 Deployment of Personnel
  - 4.3 Approval of Personnel
  - 4.4 Substitution of Key Personnel

- 4.5 Working hours, overtime, leave etc.
- 4.6 Financial Expert and Project Manager
- 4.7. Sub-Consultants

**5. Obligations of the Authority**

- 5.1 Assistance in clearances etc.
- 5.2 Access to land and property
- 5.3 Change in Applicable Law
- 5.3 Payment

**6. Payment to the Consultant**

- 6.1 Cost estimates and Agreement Value
- 6.2 Currency of payment
- 6.3 Mode of billing and payment

**7. Liquidated damages and penalty**

- 7.1 Performance Security
- 7.2 Liquidated Damages
- 7.3 Penalty for deficiency in services

**8. Fairness and Good Faith**

- 8.1 Good Faith
- 8.2 Operation of the Agreement

**9. Settlement of Disputes**

- 9.1 Amicable settlement
- 9.2 Dispute resolution
- 9.3 Conciliation
- 9.4 Arbitration

**ANNEXES**

- Annex 1: Terms of Reference
- Annex 2: Deployment of Key Personnel
- Annex 3: Estimate of Personnel Costs
- Annex 4: Approved Sub-consultant(s)
- Annex 5: Cost of Services
- Annex 6: Payment Schedule
- Annex 7: Bank Guarantee for Performance Security
- Annex 8: Fortnightly Time Report



## AGREEMENT

### Provision of Transaction Services for Education Project

AGREEMENT No. \_\_\_\_\_

This AGREEMENT (hereinafter called the “**Agreement**”) is made on the \_\_\_\_\_ day of the month of \_\_\_\_\_ 2\*\*\*, between, on the one hand, the President of India acting through Joint Secretary, Department of School Education & Literacy, Ministry of Human Resource Development, New Delhi (hereinafter called the “**Authority**” which expression shall include their respective successors and permitted assigns, unless the context otherwise requires) and, on the other hand, \_\_\_\_\_ (hereinafter called the “**Consultant**” which expression shall include their respective successors and permitted assigns).

#### WHEREAS

- (A) The Authority vide its Request for Proposal for appointment of Transaction Adviser (hereinafter called the “**Consultancy**”) for setting up of 50 Model Schools through PPP (hereinafter called the “**Project**”);
- (B) the Consultant submitted its proposals for the aforesaid work, whereby the Consultant represented to the Authority that it had the required professional skills, and in the said proposals the Consultant also agreed to provide the Services to the Authority on the terms and conditions as set forth in the RFP and this Agreement; and
- (C) the Authority, on acceptance of the aforesaid proposals of the Consultant, awarded the Consultancy to the Consultant vide its Letter of Award dated \_\_\_\_\_ (the “**LOA**”); and
- (D) in pursuance of the LOA, the parties have agreed to enter into this Agreement.

NOW, THEREFORE, the parties hereto hereby agree as follows:

#### 1. GENERAL

##### 1.1 Definitions and Interpretation

1.1.1 The words and expressions beginning with capital letters and defined in this Agreement shall, unless the context otherwise requires, have the meaning hereinafter respectively assigned to them:

- (a) “Additional Costs” shall have the meaning set forth in Clause 6.1.2;
- (b) “Agreement” means this Agreement, together with all the Annexes;
- (c) “Agreement Value” shall have the meaning set forth in Clause 6.1.2;

- (d) “Applicable Laws” means the laws and any other instruments having the force of law in India as they may be issued and in force from time to time;
- (e) “Confidential Information” shall have the meaning set forth in Clause 3.3;
- (f) “Conflict of Interest” shall have the meaning set forth in Clause 3.2 read with the provisions of RFP;
- (g) “Dispute” shall have the meaning set forth in Clause 9.2.1;
- (h) “Effective Date” means the date on which this Agreement comes into force and effect pursuant to Clause 2.1;
- (i) “Expatriate Personnel” means such persons who at the time of being so hired had their domicile outside India;
- (j) “Government” means the Government of India;
- (k) “INR, Re. or Rs.” means Indian Rupees;
- (l) “Member”, in case the Consultant consists of a consortium of more than one entity, means any of these entities, and “Members” means all of these entities;
- (m) “Party” means the Authority or the Consultant, as the case may be, and Parties means both of them;
- (n) “Personnel” means persons hired by the Consultant or by any Sub-Consultant as employees or retainers and assigned to the performance of the Services or any part thereof;
- (o) “Resident Personnel” means such persons who at the time of being so hired had their domicile inside India;
- (p) “RFP” means the Request for Proposal document in response to which the Consultant’s proposal for providing Services was accepted;
- (q) “Services” means the work to be performed by the Consultant pursuant to this Agreement, as described in the Terms of Reference hereto;
- (r) “Sub-Consultant” means any entity to which the Consultant sub-contracts any part of the Services in accordance with the provisions of Clause 4.7; and
- (s) “Third Party” means any person or entity other than the Government, the Authority, the Consultant or a Sub-Consultant.

All terms and words not defined herein shall, unless the context otherwise requires, have the meaning assigned to them in the RFP.

1.1.2 The following documents along with all addenda issued thereto shall be deemed to form and be read and construed as integral part of this Agreement and in case of any contradiction between or among them the priority in which a document would prevail over another would be as laid down below beginning from the highest priority to the lowest priority:

- (a) Agreement;
- (b) Annexes of Agreement;
- (c) RFP; and
- (d) Letter of Award

## **1.2 Relation between the Parties**

Nothing contained herein shall be construed as establishing a relation of master and servant or of agent and principal as between the Authority and the Consultant. The Consultant shall, subject to this Agreement, have complete charge of Personnel performing the Services and shall be fully responsible for the Services performed by them or on their behalf hereunder.

## **1.3 Rights and obligations**

The mutual rights and obligations of the Authority and the Consultant shall be as set forth in the Agreement, in particular:

- (a) the Consultant shall carry out the Services in accordance with the provisions of the Agreement; and
- (b) the Authority shall make payments to the Consultant in accordance with the provisions of the Agreement.

## **1.4 Governing law and jurisdiction**

This Agreement shall be construed and interpreted in accordance with and governed by the laws of India, and the courts at New Delhi shall have exclusive jurisdiction over matters arising out of or relating to this Agreement.

## **1.5 Language**

All notices required to be given by one Party to the other Party and all other communications, documentation and proceedings which are in any way relevant to this Agreement shall be in writing and in English language.

## **1.6 Table of contents and headings**

The table of contents, headings or sub-headings in this Agreement are for convenience of reference only and shall not be used in, and shall not affect, the construction or interpretation of this Agreement.

## **1.7 Notices**

Any notice or other communication to be given by any Party to the other Party under or in connection with the matters contemplated by this Agreement shall be in writing and shall:

- (a) in the case of the Consultant, be given by facsimile or e-mail and by letter delivered by hand to the address given and marked for attention of the Consultant's Representative set out below in Clause 1.10 or to such other person as the Consultant may from time to time designate by notice to the Authority; provided that notices or other communications to be given to an address outside National Capital Region of Delhi may, if they are subsequently confirmed by sending a copy thereof by registered acknowledgement due, air mail or by courier, be sent by facsimile or e-mail to the number/address as the Consultant may from time to time specify by notice to the Authority;
- (b) in the case of the Authority, be given by facsimile or e-mail and by letter delivered by hand and be addressed to the Authority with a copy delivered to the Authority Representative set out below in Clause 1.10 or to such other person as the Authority may from time to time designate by notice to the Consultant; provided that if the Consultant does not have an office in Delhi it may send such notice by facsimile or e-mail and by registered acknowledgement due, air mail or by courier; and
- (c) any notice or communication by a Party to the other Party, given in accordance herewith, shall be deemed to have been delivered when in the normal course of post it ought to have been delivered and in all other cases, it shall be deemed to have been delivered on the actual date and time of delivery; provided that in the case of facsimile or email, it shall be deemed to have been delivered on the working days following the date of its delivery.

## **1.8 Location**

- 1.8.1 The Services shall be performed at the offices of the Authority in accordance with the provisions of RFP and at such locations as are incidental thereto, including the offices of the Consultant.
- 1.8.2 The Authority may require the Transaction Expert to spend the required manhours at the offices of the Authority and the Consultant agrees and undertakes to provide such services on a best effort basis and without any unreasonable delay.

## **1.9 Authority of Member-in-charge**

In case the Consultant consists of a consortium of more than one entity, the Parties agree that the Lead Member shall act on behalf of the Members in exercising all the Consultant's rights and obligations towards the Authority under this Agreement, including without limitation the receiving of instructions and payments from the Authority.

### **1.10 Authorised Representatives**

1.10.1 Any action required or permitted to be taken, and any document required or permitted to be executed, under this Agreement by the Authority or the Consultant, as the case may be, may be taken or executed by the officials specified in this Clause 1.10.

1.10.2 The Authority may, from time to time, designate one of its officials as the Authority Representative. Unless otherwise notified, the Authority Representative shall be:

Shri Harish Kumar  
Deputy Secretary  
Department of School Education and Literacy  
Ministry of Human Resource Development, Room No.526-C  
ShastriBhawan, New Delhi.

Tel: 23385744 Fax: 23386330 email: harishkumar.edu@nic.in

1.10.3 The Consultant may designate one of its employees as Consultant's Representative. Unless otherwise notified, the Consultant's Representative shall be:

-----  
-----

Tel: -----

Mobile: -----

Fax: -----

E-mail: -----

### **1.11 Taxes and duties**

Unless otherwise specified in the Agreement, the Consultant shall pay all such taxes, duties, fees and other impositions as may be levied under the Applicable Laws and the Authority shall perform such duties in regard to the deduction of such taxes as may be lawfully imposed on it.

## **2. COMMENCEMENT, COMPLETION AND TERMINATION OF AGREEMENT**

### **2.1 Effectiveness of Agreement**

This Agreement shall come into force and effect on the date of this Agreement (the "**Effective Date**").

### **2.2 Commencement of Services**

The Consultant shall commence the Services within a period of 7 (seven) days from the Effective Date, unless otherwise agreed by the Parties.

### **2.3 Termination of Agreement for failure to commence Services**

If the Consultant does not commence the Services within the period specified in Clause 2.2 above, the Authority may, by not less than 1 (one) weeks' notice to the Consultant, declare this Agreement to be null and void, and in the event of such a declaration, this Agreement shall stand terminated and the Consultant shall be deemed to have accepted such termination.

### **2.4 Expiration of Agreement**

Unless terminated earlier pursuant to Clauses 2.3 or 2.9 hereof, this Agreement shall, unless extended by the Parties by mutual consent, expire upon the earlier of (i) expiry of a period of 60 (sixty) days after the delivery of the final Deliverable to the Authority; and (ii) the expiry of 60 (sixty) weeks from the Effective Date. Upon Termination, the Authority shall make payments of all amounts due to the Consultant hereunder.

### **2.5 Entire Agreement**

2.5.1 This Agreement and the Annexes together constitute a complete and exclusive statement of the terms of the agreement between the Parties on the subject hereof, and no amendment or modification hereto shall be valid and effective unless such modification or amendment is agreed to in writing by the Parties and duly executed by persons especially empowered in this behalf by the respective Parties. All prior written or oral understandings, offers or other communications of every kind pertaining to this Agreement are abrogated and withdrawn; provided, however, that the obligations of the Consultant arising out of the provisions of the RFP shall continue to subsist and shall be deemed to form part of this Agreement.

2.5.2 Without prejudice to the generality of the provisions of Clause 2.5.1, on matters not covered by this Agreement, the provisions of RFP shall apply.

### **2.6 Modification of Agreement**

Modification of the terms and conditions of this Agreement, including any modification of the scope of the Services, may only be made by written agreement between the Parties. Pursuant to Clauses 4.2.3 and 6.1.3 hereof, however, each Party shall give due consideration to any proposals for modification made by the other Party.

### **2.7 Force Majeure**

#### **2.7.1 Definition**

(a) For the purposes of this Agreement, "Force Majeure" means an event which is beyond the reasonable control of a Party, and which makes a Party's performance of its obligations hereunder impossible or so impractical as reasonably to be considered impossible in the circumstances, and includes, but is not limited to, war, riots, civil disorder, earthquake, fire, explosion, storm, flood or other adverse weather

conditions, strikes, lockouts or other industrial action (except where such strikes, lockouts or other industrial action are within the power of the Party invoking Force Majeure to prevent), confiscation or any other action by government agencies.

(b) Force Majeure shall not include (i) any event which is caused by the negligence or intentional action of a Party or such Party's Sub-Consultant or agents or employees, nor (ii) any event which a diligent Party could reasonably have been expected to both (A) take into account at the time of the conclusion of this Agreement, and (B) avoid or overcome in the carrying out of its obligations hereunder.

(c) Force Majeure shall not include insufficiency of funds or failure to make any payment required hereunder.

#### 2.7.2 No breach of Agreement

The failure of a Party to fulfil any of its obligations hereunder shall not be considered to be a breach of, or default under, this Agreement insofar as such inability arises from an event of Force Majeure, provided that the Party affected by such an event has taken all reasonable precautions, due care and reasonable alternative measures, all with the objective of carrying out the terms and conditions of this Agreement.

#### 2.7.3 Measures to be taken

(a) A Party affected by an event of Force Majeure shall take all reasonable measures to remove such Party's inability to fulfil its obligations hereunder with a minimum of delay.

(b) A Party affected by an event of Force Majeure shall notify the other Party of such event as soon as possible, and in any event not later than 14 (fourteen) days following the occurrence of such event, providing evidence of the nature and cause of such event, and shall similarly give notice of the restoration of normal conditions as soon as possible.

(c) The Parties shall take all reasonable measures to minimise the consequences of any event of Force Majeure.

#### 2.7.4 Extension of time

Any period within which a Party shall, pursuant to this Agreement, complete any action or task, shall be extended for a period equal to the time during which such Party was unable to perform such action as a result of Force Majeure.

#### 2.7.5 Payments

During the period of its inability to perform the Services as a result of an event of Force Majeure, the Consultant shall be entitled to be reimbursed for additional costs reasonably and necessarily incurred by it during such period

for the purposes of the Services and in reactivating the Services after the end of such period.

#### 2.7.6 Consultation

Not later than 30 (thirty) days after the Consultant has, as the result of an event of Force Majeure, become unable to perform a material portion of the Services, the Parties shall consult with each other with a view to agreeing on appropriate measures to be taken in the circumstances.

### 2.8 Suspension of Agreement

The Authority may, by written notice of suspension to the Consultant, suspend all payments to the Consultant hereunder if the Consultant shall be in breach of this Agreement or shall fail to perform any of its obligations under this Agreement, including the carrying out of the Services; provided that such notice of suspension (i) shall specify the nature of the breach or failure, and (ii) shall provide an opportunity to the Consultant to remedy such breach or failure within a period not exceeding 15(fifteen) days after receipt by the Consultant of such notice of suspension.

### 2.9 Termination of Agreement

#### 2.9.1 By the Authority

The Authority may, by not less than 15 (fifteen) days' written notice of termination to the Consultant, such notice to be given after the occurrence of any of the events specified in this Clause 2.9.1, terminate this Agreement if:

- (a) the Consultant fails to remedy any breach hereof or any failure in the performance of its obligations hereunder, as specified in a notice of suspension pursuant to Clause 2.8 hereinabove, within 15 (fifteen) days of receipt of such notice of suspension or within such further period as the Authority may have subsequently granted in writing;
- (b) the Consultant becomes insolvent or bankrupt or enters into any agreement with its creditors for relief of debt or take advantage of any law for the benefit of debtors or goes into liquidation or receivership whether compulsory or voluntary;
- (c) the Consultant fails to comply with any final decision reached as a result of arbitration proceedings pursuant to Clause 9 hereof;
- (d) the Consultant submits to the Authority a statement which has a material effect on the rights, obligations or interests of the Authority and which the Consultant knows to be false;
- (e) any document, information, data or statement submitted by the Consultant in its Proposals, based on which the Consultant was considered eligible or successful, is found to be false, incorrect or misleading;



- (f) as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than 60 (sixty) days; or
- (g) the Authority, in its sole discretion and for any reason whatsoever, decides to terminate this Agreement.

#### 2.9.2 By the Consultant

The Consultant may, by not less than 30 (thirty) days' written notice to the Authority, such notice to be given after the occurrence of any of the events specified in this Clause 2.9.2, terminate this Agreement if:

- (a) the Authority fails to pay any money due to the Consultant pursuant to this Agreement and not subject to dispute pursuant to Clause 9 hereof within 45 (forty five) days after receiving written notice from the Consultant that such payment is overdue;
- (b) the Authority is in material breach of its obligations pursuant to this Agreement and has not remedied the same within 45 (forty-five) days (or such longer period as the Consultant may have subsequently granted in writing) following the receipt by the Authority of the Consultant's notice specifying such breach;
- (c) as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than 60 (sixty) days; or
- (d) the Authority fails to comply with any final decision reached as a result of arbitration pursuant to Clause 9 hereof.

#### 2.9.3 Cessation of rights and obligations

Upon termination of this Agreement pursuant to Clauses 2.3 or 2.9 hereof, or upon expiration of this Agreement pursuant to Clause 2.4 hereof, all rights and obligations of the Parties hereunder shall cease, except (i) such rights and obligations as may have accrued on the date of termination or expiration, or which expressly survives such Termination; (ii) the obligation of confidentiality set forth in Clause 3.3 hereof; (iii) the Consultant's obligation to permit inspection, copying and auditing of such of its accounts and records set forth in Clause 3.5, as relate to the Consultant's Services provided under this Agreement, and (iv) any right or remedy which a Party may have under this Agreement or the Applicable Laws.

#### 2.9.4 Cessation of Services

Upon termination of this Agreement by notice of either Party to the other pursuant to Clauses 2.9.1 or 2.9.2 hereof, the Consultant shall, immediately upon dispatch or receipt of such notice, take all necessary steps to bring the Services to a close in a prompt and orderly manner and shall make every reasonable effort to keep expenditures for this purpose to a minimum. With respect to documents prepared by the Consultant and materials furnished by

the Authority, the Consultant shall proceed as provided respectively by Clauses 3.8 or 3.9 hereof.

#### 2.9.5 Payment upon Termination

Upon termination of this Agreement pursuant to Clauses 2.9.1 or 2.9.2 hereof, the Authority shall make the following payments to the Consultant (after offsetting against these payments any amount that may be due from the Consultant to the Authority):

- (i) remuneration pursuant to Clause 6 hereof for Services satisfactorily performed prior to the date of termination;
- (ii) reimbursable expenditures pursuant to Clause 6 hereof for expenditures actually incurred prior to the date of termination; and
- (iii) except in the case of termination pursuant to Sub-clauses (a) through (e) of Clause 2.9.1 hereof, reimbursement of any reasonable cost incidental to the prompt and orderly termination of the Agreement including the cost of the return travel of the Consultant's personnel.

#### 2.9.6 Disputes about Events of Termination

If either Party disputes whether an event specified in Clause 2.9.1 or in Clause 2.9.2 hereof has occurred, such Party may, within 30 (thirty) days after receipt of notice of termination from the other Party, refer the matter to arbitration pursuant to Clause 9 hereof, and this Agreement shall not be terminated on account of such event except in accordance with the terms of any resulting arbitral award.

### 3. OBLIGATIONS OF THE CONSULTANT

#### 3.1 General

##### 3.1.1 Standards of Performance

The Consultant shall perform the Services and carry out its obligations hereunder with all due diligence, efficiency and economy, in accordance with generally accepted professional techniques and practices, and shall observe sound management practices, and employ appropriate advanced technology and safe and effective equipment, machinery, materials and methods. The Consultant shall always act, in respect of any matter relating to this Agreement or to the Services, as a faithful adviser to the Authority, and shall at all times support and safeguard the Authority's legitimate interests in any dealings with Sub-consultants or Third Parties.

##### 3.1.2 Terms of Reference

The scope of Services to be performed by the Consultant is specified in the Terms of Reference (the "**TOR**") at Annex-1 of this Agreement. The

Consultant shall provide the Deliverables specified therein in conformity with the time schedule stated therein.

### 3.1.3 Applicable Laws

The Consultant shall perform the Services in accordance with the Applicable Laws and shall take all practicable steps to ensure that any Sub-Consultant, as well as the Personnel and agents of the Consultant and any Sub-Consultant, comply with the Applicable Laws.

## 3.2 Conflict of Interest

3.2.1 The Consultant shall not have a Conflict of Interest and any breach hereof shall constitute a breach of the Agreement.

3.2.2 Consultant and Affiliates not to be otherwise interested in the Project

The Consultant agrees that, during the term of this Agreement and after its termination, the Consultant or any Associate thereof, as well as any Sub-Consultant and any entity affiliated with such Sub-Consultant, shall be disqualified from providing goods, works, services, loans or equity for any project resulting from or closely related to the Services and any breach of this obligation shall amount to a Conflict of Interest; provided that the restriction herein shall not apply after a period of three years from the completion of this assignment or to consulting assignments granted by banks/ lenders at any time; provided further that this restriction shall not apply to consultancy/ advisory services provided to the Authority in continuation of this Consultancy or to any subsequent consultancy/ advisory services provided to the Authority in accordance with the rules of the Authority. For the avoidance of doubt, an entity affiliated with the Consultant shall include a partner in the firm of the Consultant or a person who holds more than 5% (five per cent) of the subscribed and paid up share capital of the Consultant, as the case may be, and any Associate thereof.

3.2.3 Prohibition of conflicting activities

Neither the Consultant or its Sub-consultant nor the Personnel of either of them shall engage, either directly or indirectly, in any of the following activities:

- (a) during the term of this Agreement, any business or professional activities which would conflict with the activities assigned to them under this Agreement;
- (b) after the termination of this Agreement, such other activities as may be specified in the Agreement; or
- (c) at any time, such other activities as have been specified in the RFP as Conflict of Interest.

3.2.4 Consultant not to benefit from commissions, discounts, etc.

The remuneration of the Consultant pursuant to Clause 6 hereof shall constitute the Consultant's sole remuneration in connection with this Agreement or the Services and the Consultant shall not accept for its own benefit any trade commission, discount or similar payment in connection with activities pursuant to this Agreement or to the Services or in the discharge of its obligations hereunder, and the Consultant shall use its best efforts to ensure that any Sub-Consultant, as well as the Personnel and agents of either of them, similarly shall not receive any such additional remuneration.

- 3.2.5 The Consultant and its Personnel shall observe the highest standards of ethics and not have engaged in and shall not hereafter engage in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice (collectively the **“Prohibited Practices”**). Notwithstanding anything to the contrary contained in this Agreement, the Authority shall be entitled to terminate this Agreement forthwith by a communication in writing to the Consultant, without being liable in any manner whatsoever to the Consultant, if it determines that the Consultant has, directly or indirectly or through an agent, engaged in any Prohibited Practices in the Selection Process or before or after entering into of this Agreement. In such an event, the Authority shall forfeit and appropriate the Performance Security, if any, as mutually agreed genuine pre-estimated compensation and damages payable to the Authority towards, *inter alia*, time, cost and effort of the Authority, without prejudice to the Authority's any other rights or remedy hereunder or in law.
- 3.2.6 Without prejudice to the rights of the Authority under Clause 3.2.5 above and the other rights and remedies which the Authority may have under this Agreement, if the Consultant is found by the Authority to have directly or indirectly or through an agent, engaged or indulged in any Prohibited Practices, during the Selection Process or before or after the execution of this Agreement, the Consultant shall not be eligible to participate in any tender or RFP issued during a period of 2 (two) years from the date the Consultant is found by the Authority to have directly or indirectly or through an agent, engaged or indulged in any Prohibited Practices.
- 3.2.7 For the purposes of Clauses 3.2.5 and 3.2.6, the following terms shall have the meaning hereinafter respectively assigned to them:
- (a) **“corrupt practice”** means the offering, giving, receiving or soliciting, directly or indirectly, of anything of value to influence the actions of any person connected with the Selection Process (for removal of doubt, offering of employment or employing or engaging in any manner whatsoever, directly or indirectly, any official of the Authority who is or has been associated in any manner, directly or indirectly with Selection Process or LOA or dealing with matters concerning the Agreement before or after the execution thereof, at any time prior to the expiry of one year from the date such official resigns or retires from or otherwise ceases to be in the service of the Authority, shall be deemed to constitute influencing the actions of a person connected with the Selection Process); or (ii) engaging in any manner whatsoever, whether during the Selection Process or after the issue of LOA or after the execution of the Agreement, as the case may be, any person in

respect of any matter relating to the Project or the LOA or the Agreement, who at any time has been or is a legal, financial or technical adviser the Authority in relation to any matter concerning the Project;

- (b) **“fraudulent practice”** means a misrepresentation or omission of facts or suppression of facts or disclosure of incomplete facts, in order to influence the Selection Process;
- (c) **“coercive practice”** means impairing or harming, or threatening to impair or harm, directly or indirectly, any person or property to influence any person’s participation or action in the Selection Process or the exercise of its rights or performance of its obligations by the Authority under this Agreement;
- (d) **“undesirable practice”** means (i) establishing contact with any person connected with or employed or engaged by the Authority with the objective of canvassing, lobbying or in any manner influencing or attempting to influence the Selection Process; or (ii) having a Conflict of Interest; and
- (e) **“restrictive practice”** means forming a cartel or arriving at any understanding or arrangement among Applicants with the objective of restricting or manipulating a full and fair competition in the Selection Process.

### 3.3 Confidentiality

The Consultant, its Sub-Consultants and the Personnel of either of them shall not, either during the term or within two years after the expiration or termination of this Agreement disclose any proprietary information, including information relating to reports, data, drawings, design software or other material, whether written or oral, in electronic or magnetic format, and the contents thereof; and any reports, digests or summaries created or derived from any of the foregoing that is provided by the Authority to the Consultant, its Sub-Consultants and the Personnel; any information provided by or relating to the Authority, its technology, technical processes, business affairs or finances or any information relating to the Authority’s employees, officers or other professionals or suppliers, customers, or contractors of the Authority; and any other information which the Consultant is under an obligation to keep confidential in relation to the Project, the Services or this Agreement (**“Confidential Information”**), without the prior written consent of the Authority.

Notwithstanding the aforesaid, the Consultant, its Sub-Consultants and the Personnel of either of them may disclose Confidential Information to the extent that such Confidential Information:

- (i) was in the public domain prior to its delivery to the Consultant, its Sub-Consultants and the Personnel of either of them or becomes a part of the public knowledge from a source other than the Consultant, its Sub-

Consultants and the Personnel of either of them;

- (ii) was obtained from a third party with no known duty to maintain its confidentiality;
- (iii) is required to be disclosed by Applicable Laws or judicial or administrative or arbitral process or by any governmental instrumentalities, provided that for any such disclosure, the Consultant, its Sub-Consultants and the Personnel of either of them shall give the Authority, prompt written notice, and use reasonable efforts to ensure that such disclosure is accorded confidential treatment; and
- (iv) is provided to the professional advisers, agents, auditors or representatives of the Consultant or its Sub-Consultants or Personnel of either of them, as is reasonable under the circumstances; provided, however, that the Consultant or its Sub-Consultants or Personnel of either of them, as the case may be, shall require their professional advisers, agents, auditors or its representatives, to undertake in writing to keep such Confidential Information, confidential and shall use its best efforts to ensure compliance with such undertaking.

### **3.4 Liability of the Consultant**

- 3.4.1 The Consultant's liability under this Agreement shall be determined by the Applicable Laws and the provisions hereof.
- 3.4.2 The Consultant shall, subject to the limitation specified in Clause 3.4.3, be liable to the Authority for any direct loss or damage accrued or likely to accrue due to deficiency in Services rendered by it.
- 3.4.3 The Parties hereto agree that in case of negligence or wilful misconduct on the part of the Consultant or on the part of any person or firm acting on behalf of the Consultant in carrying out the Services, the Consultant, with respect to damage caused to the Authority's property, shall not be liable to the Authority:
  - (i) for any indirect or consequential loss or damage; and
  - (ii) for any direct loss or damage that exceeds (a) the Agreement Value set forth in Clause 6.1.2 of this Agreement, or (b) the proceeds the Consultant may be entitled to receive from any insurance maintained by the Consultant to cover such a liability, whichever of (a) or (b) is higher.
- 3.4.4 This limitation of liability specified in Clause 3.4.3 shall not affect the Consultant's liability, if any, for damage to Third Parties caused by the Consultant or any person or firm acting on behalf of the Consultant in carrying out the Services subject, however, to a limit equal to 3 (three) times the Agreement Value.

### **3.5 Accounting, inspection and auditing**

The Consultant shall:

- (a) keep accurate and systematic accounts and records in respect of the Services provided under this Agreement, in accordance with internationally accepted accounting principles and standards such as Indian Accounting Standards, GAAP, etc and in such form and detail as will clearly identify all relevant time charges and cost, and the basis thereof (including the basis of the Consultant's costs and charges); and
- (b) permit the Authority or its designated representative periodically, and up to one year from the expiration or termination of this Agreement, to inspect the same and make copies thereof as well as to have them audited by auditors appointed by the Authority.

### **3.6 Consultant's actions requiring the Authority's prior approval**

The Consultant shall obtain the Authority's prior approval in writing before taking any of the following actions:

- (a) Appointing such members of the professional personnel as are not listed in Annex-2;
- (b) entering into a subcontract for the performance of any part of the Services, it being understood (i) that the selection of the Sub-consultant and the terms and conditions of the subcontract shall have been approved in writing by the Authority prior to the execution of the subcontract, and (ii) that the Consultant shall remain fully liable for the performance of the Services by the Sub-Consultant and its Personnel pursuant to this Agreement; or
- (c) any other action that is specified in this Agreement.

### **3.7 Reporting obligations**

- 3.7.1 The Consultant shall submit to the Authority the reports and documents specified in the Agreement, in the form, in the numbers and within the time periods set forth therein.
- 3.7.2 The Consultant shall electronically and by mail, submit fortnightly time reports of each of the Key Personnel, to the Authority, in the format set out in Annex-8 hereto. Such time reports shall be submitted on the 15<sup>th</sup> and the last day of each calendar month by end of the business day and shall include the number of hours expended on the Project by the Key Personnel on each working day of the fortnight covered by the time report. The time reports shall also include a brief description of work performed during that fortnight by each of the Key Personnel.

### **3.8 Documents prepared by the Consultant to be property of the Authority**

- 3.8.1 All reports and other documents (collectively referred to as “**Consultancy Documents**”) prepared by the Consultant (or by the Sub-Consultants or any Third Party) in performing the Services shall become and remain the property of the Authority, and all intellectual property rights in such Consultancy Documents shall vest with the Authority. Any Consultancy Document, of

which the ownership or the intellectual property rights do not vest with the Authority under law, shall automatically stand assigned to the Authority as and when such Consultancy Document is created and the Consultant agrees to execute all papers and to perform such other acts as the Authority may deem necessary to secure its rights herein assigned by the Consultant.

- 3.8.2 The Consultant shall, not later than termination or expiration of this Agreement, deliver all Consultancy Documents to the Authority, together with a detailed inventory thereof. The Consultant may retain a copy of such Consultancy Documents. The Consultant, its Sub-Consultants or a Third Party shall not use these Consultancy Documents for purposes unrelated to this Agreement without the prior written approval of the Authority.
- 3.8.3 The Consultant shall hold the Authority harmless and indemnified for any losses, claims, damages, expenses (including all legal expenses), awards, penalties or injuries (collectively referred to as “**Claims**”) which may arise from or due to any unauthorised use of such Consultancy Documents, or due to any breach or failure on part of the Consultant or its Sub-Consultants or a Third Party to perform any of its duties or obligations in relation to securing the aforementioned rights of the Authority.

### **3.9 Materials furnished by the Authority**

Materials made available to the Consultant by the Authority shall be the property of the Authority and shall be marked accordingly. Upon termination or expiration of this Agreement, the Consultant shall furnish forthwith to the Authority, an inventory of such materials and shall dispose of such materials in accordance with the instructions of the Authority.

### **3.10 Providing access to Project Office and Personnel**

The Consultant shall ensure that the Authority, and officials of the Authority having authorisation from the Authority, are provided unrestricted access to the office of the Consultant and to all Personnel during office hours. The Authority’s official, who has been authorised by the Authority in this behalf, shall have the right to inspect the Services in progress, interact with Personnel of the Consultant and verify the records relating to the Services for his satisfaction.

### **3.11 Accuracy of Documents**

The Consultant shall be responsible for accuracy of the documents drafted and/or vetted and data collected by it directly or procured from other agencies/authorities, estimates and all other details prepared by it as part of these services. Subject to the provisions of Clause 3.4, it shall indemnify the Authority against any inaccuracy in its work which might surface during implementation of the Project, if such inaccuracy is the result of any negligence or inadequate due diligence on part of the Consultant or arises out of its failure to conform to good industry practice. The Consultant shall also be responsible for promptly correcting, at its own cost and risk, the documents including any re-survey / investigations.



## **4 CONSULTANT'S PERSONNEL AND SUB-CONSULTANTS**

### **4.1 General**

The Consultant shall employ and provide such qualified and experienced Personnel as may be required to carry out the Services.

### **4.2 Deployment of Personnel**

4.2.1 The designations, names and other particulars of each of the Consultant's Key Personnel required in carrying out the Services are described in Annex-2 of this Agreement. The estimate of Personnel costs and manday rates are specified in Annex-3 of this Agreement.

4.2.2 Adjustments with respect to the estimated periods of engagement of Personnel set forth in the aforementioned Annex-3 may be made by the Consultant by written notice to the Authority, provided that (i) such adjustments shall not alter the originally estimated period of engagement of any individual by more than 30% (thirty percent), and (ii) the aggregate of such adjustments shall not cause payments under the Agreement to exceed the Agreement Value set forth in Clause 6.1.2 of this Agreement by more than 25% (twenty five per cent) thereof. Any other adjustments shall only be made with the written approval of the Authority.

4.2.3 If additional work is required beyond the scope of the Services specified in the Terms of Reference, the estimated periods of engagement of Personnel, set forth in the Annexes of the Agreement may be increased by agreement in writing between the Authority and the Consultant, provided that any such increase shall not, except as otherwise agreed, cause payments under this Agreement to exceed the Agreement Value set forth in Clause 6.1.2.

### **4.3 Approval of Personnel**

4.3.1 The Key Personnel listed in Annex-2 of the Agreement are hereby approved by the Authority. No other Key Personnel shall be engaged without prior approval of the Authority.

4.3.2 If the Consultant hereafter proposes to engage any person as Professional Personnel, it shall submit to the Authority its proposal along with a CV of such person in the form provided at Appendix-I (Form-11) of the RFP. The Authority may approve or reject such proposal within 14 (fourteen) days of receipt thereof. In case the proposal is rejected, the Consultant may propose an alternative person for the Authority's consideration. In the event the Authority does not reject a proposal within 14 (fourteen) days of the date of receipt thereof under this Clause 4.3, it shall be deemed to have been approved by the Authority.

### **4.4 Substitution of Key Personnel**

The Authority expects all the Key Personnel specified in the Proposal to be available during implementation of the Agreement. The Authority will not consider any substitution of Key Personnel except under compelling

circumstances beyond the control of the Consultant and the concerned Key Personnel. Such substitution shall be limited to not more than two Key Personnel subject to equally or better qualified and experienced personnel being provided to the satisfaction of the Authority. Without prejudice to the foregoing, substitution of the Transaction Expert shall be permitted only upon reduction of remuneration equal to 20% (twenty per cent) of the total remuneration specified for the Key Personnel who is proposed to be substituted.

The Consultant should specifically note that substitution of the Transaction Expert will not normally be considered during the implementation of the Agreement and may lead to disqualification of the Applicant or termination of the Agreement. The Transaction Expert must commit the time required for and be available for delivering the Consultancy in accordance with the terms specified herein.

#### **4.5 Working hours, overtime, leave, etc.**

The Personnel shall not be entitled to be paid for overtime nor to take paid sick leave or vacation leave except as specified in the Agreement, and the Consultant's remuneration shall be deemed to cover these items. All leave to be allowed to the Personnel is excluded from the mandays of service set forth in Annex-3. Any taking of leave by any Personnel for a period exceeding 7 days shall be subject to the prior approval of the Authority, and the Consultant shall ensure that any absence on leave will not delay the progress and quality of the Services.

#### **4.6 Transaction Expert and Project Manager**

The person designated as the Transaction Expert of the Consultant's Personnel shall be responsible for the coordinated, timely and efficient functioning of the Personnel. In addition, the Consultant shall designate a suitable person as Project Manager (the "**Project Manager**") who shall be responsible for day to day performance of the Services.

#### **4.7 Sub-Consultants**

Sub-Consultants listed in Annex-4 of this Agreement are hereby approved by the Authority. The Consultant may, with prior written approval of the Authority, engage additional Sub-Consultants or substitute an existing Sub-Consultant. The hiring of Personnel by the Sub-Consultants shall be subject to the same conditions as applicable to Personnel of the Consultant under this Clause 4.

### **5. OBLIGATIONS OF THE AUTHORITY**

#### **5.1 Assistance in clearances etc.**

Unless otherwise specified in the Agreement, the Authority shall make best efforts to ensure that the Government shall:

- (a) provide the Consultant, its Sub-Consultants and Personnel with work permits and such other documents as may be necessary to enable the Consultant, its Sub-Consultants or Personnel to perform the Services;
- (b) facilitate prompt clearance through customs of any property required for the Services; and
- (c) issue to officials, agents and representatives of the Government all such instructions as may be necessary or appropriate for the prompt and effective implementation of the Services.

## **5.2 Access to land and property**

The Authority warrants that the Consultant shall have, free of charge, unimpeded access to the site of the project in respect of which access is required for the performance of Services; provided that if such access shall not be made available to the Consultant as and when so required, the Parties shall agree on (i) the time extension, as may be appropriate, for the performance of Services, and (ii) the additional payments, if any, to be made to the Consultant as a result thereof pursuant to Clause 6.1.3.

## **5.3 Change in Applicable Law**

If, after the date of this Agreement, there is any change in the Applicable Laws with respect to taxes and duties which increases or decreases the cost or reimbursable expenses incurred by the Consultant in performing the Services, by an amount exceeding 2% (two per cent) of the Agreement Value specified in Clause 6.1.2, then the remuneration and reimbursable expenses otherwise payable to the Consultant under this Agreement shall be increased or decreased accordingly by agreement between the Parties hereto, and corresponding adjustments shall be made to the aforesaid Agreement Value.

All service tax and other taxes other than income tax, as may be applicable from time to time, on the payment of the professional fees to the Consultant, shall be borne by the Authority.

## **5.4 Payment**

In consideration of the Services performed by the Consultant under this Agreement, the Authority shall make to the Consultant such payments and in such manner as is provided in Clause 6 of this Agreement.

## **6. PAYMENT TO THE CONSULTANT**

### **6.1 Cost estimates and Agreement Value**

6.1.1 An abstract of the cost of the Services payable to the Consultant is set forth in Annex-5 of the Agreement.

6.1.2 Except as may be otherwise agreed under Clause 2.6 and subject to Clauses 4.2.2 and 6.1.3, the payments under this Agreement shall not exceed the

agreement value specified herein (the “**Agreement Value**”). The Parties agree that the Agreement Value is Rs. .... (Rs. ....), which does not include the Additional Costs specified in Annex-5(the “**Additional Costs**”).

- 6.1.3 Notwithstanding anything to the contrary contained in Clause 6.1.2, if pursuant to the provisions of Clause 2.6, the Parties agree that additional payments shall be made to the Consultant in order to cover any additional expenditures not envisaged in the cost estimates referred to in Clause 6.1.1 above, the Agreement Value set forth in Clause 6.1.2 above shall be increased by the amount or amounts, as the case may be, of any such additional payments.

## 6.2 Currency of payment

All payments shall be made in Indian Rupees. The Consultant shall be free to convert Rupees into any foreign currency as per Applicable Laws.

## 6.3 Mode of billing and payment

Billing and payments in respect of the Services shall be made as follows:-

- (a) The Consultant shall be paid for its services as per the Payment Schedule at Annex-6of this Agreement, and Clauses 4, 5.2, 5.3, 5.4, 5.5, 5.6, 5.7, 5.8and 10 of the TOR, and the rates specified in Annex-5 of this Agreement, subject to the Consultant fulfilling the following conditions:
- (i) No payment shall be due for the next stage till the Consultant completes to the satisfaction of the Authority the work pertaining to the preceding stage, and
  - (ii) The Authority shall pay to the Consultant, only the undisputed amount.
- (b) The Authority shall cause the payment due to the Consultant to be made within 30 (thirty) days after the receipt by the Authority of duly completed bills with necessary particulars (the “**Due Date**”). Interest at the rate of 10% (ten per cent) per annum shall become payable by the Authority as from the Due Date on any amount due by, but not paid on or before, such Due Date.
- (c) The final payment under this Clause 6.3 shall be made only after the final Deliverable shall have been submitted by the Consultant and approved as satisfactory by the Authority. The Services shall be deemed completed and finally accepted by the Authority and the final Deliverable shall be deemed approved by the Authority as satisfactory upon expiry of 60 (sixty) days after receipt of the final Deliverable unless the Authority, within such 60 (sixty) day period, gives written notice to the Consultant specifying in detail, the deficiencies in the Services. The Consultant shall thereupon promptly make any necessary corrections and/or additions, and upon completion of such corrections or additions, the foregoing process shall be

repeated. The Authority shall make the final payment upon acceptance or deemed acceptance of the final Deliverable by the Authority.

(d) Any amount which the Authority has paid or caused to be paid in excess of the amounts actually payable in accordance with the provisions of this Agreement shall be reimbursed by the Consultant to the Authority within 30 (thirty) days after receipt by the Consultant of notice thereof. Any such claim by the Authority for reimbursement must be made within 1 (one) year after receipt by the Authority of a final report in accordance with Clause 6.3 (c). Any delay by the Consultant in reimbursement by the due date shall attract simple interest @ 10% (ten percent) per annum.

(e) All payments under this Agreement shall be made to the account of the Consultant as may be notified to the Authority by the Consultant.

## **7. LIQUIDATED DAMAGES AND PENALTIES**

### **7.1 Performance Security**

7.1.1 For the purposes of this Agreement, performance security shall be deemed to be an amount equal to 10% (ten per cent) of the Agreement Value (the “**Performance Security**”); provided that the Consultant shall not be required to provide Performance Security in the form of a bank guarantee or cash deposit.

7.1.2 Notwithstanding anything to the contrary contained in Clause 7.1.1, as and when payments become due to the Consultant for its Services, the Authority shall retain by way of Performance Security, 10% (ten percent) of all the amounts due and payable to the Consultant, to be appropriated against breach of this Agreement or for recovery of liquidated damages as specified in Clause 7.2. The balance remaining out of the Performance Security shall be returned to the Consultant at the end of three months after the expiry of this Agreement pursuant to Clause 2.4 hereof. For the avoidance of doubt, the parties hereto expressly agree that in addition to appropriation of the amounts withheld hereunder, in the event of any default requiring the appropriation of further amounts comprising the Performance Security, the Authority may make deductions from any subsequent payments due and payable to the Transaction Adviser hereunder, as if it is appropriating the Performance Security in accordance with the provisions of this Agreement.

7.1.3 The Consultant may, in lieu of retention of the amounts as referred to in Clause 7.1.1 above, furnish a Bank Guarantee substantially in the form specified at Annex-7 of this Agreement.

### **7.2 Liquidated Damages**

7.2.1 Liquidated Damages for error/variation

In case any error or variation is detected in the reports submitted by the Consultant and such error or variation is the result of negligence or lack of due diligence on the part of the Consultant, the consequential damages thereof shall be quantified by the Authority in a reasonable manner and recovered

from the Consultant by way of deemed liquidated damages, subject to a maximum of the Agreement Value.

#### 7.2.2 Liquidated Damages for delay

In case of delay in completion of Services, liquidated damages not exceeding an amount equal to 0.2% (zero point two percent) of the Agreement Value per day, subject to a maximum of 10% (ten percent) of the Agreement Value shall be imposed and shall be recovered by appropriation from the Performance Security or otherwise. However, in case of delay due to reasons beyond the control of the Consultant, suitable extension of time shall be granted.

#### 7.2.3 Encashment and appropriation of Performance Security

The Authority shall have the right to invoke and appropriate the proceeds of the Performance Security, in whole or in part, without notice to the Consultant in the event of breach of this Agreement or for recovery of liquidated damages specified in this Clause 7.2.

### 7.3 Penalty for deficiency in Services

In addition to the liquidated damages not amounting to penalty, as specified in Clause 7.2, warning may be issued to the Consultant for minor deficiencies on its part. In the case of significant deficiencies in Services causing adverse effect on the Project or on the reputation of the Authority, other penal action including debarring for a specified period may also be initiated as per policy of the Authority.

## 8. FAIRNESS AND GOOD FAITH

### 8.1 Good Faith

The Parties undertake to act in good faith with respect to each other's rights under this Agreement and to adopt all reasonable measures to ensure the realisation of the objectives of this Agreement.

### 8.2 Operation of the Agreement

The Parties recognise that it is impractical in this Agreement to provide for every contingency which may arise during the life of the Agreement, and the Parties hereby agree that it is their intention that this Agreement shall operate fairly as between them, and without detriment to the interest of either of them, and that, if during the term of this Agreement either Party believes that this Agreement is operating unfairly, the Parties will use their best efforts to agree on such action as may be necessary to remove the cause or causes of such unfairness, but failure to agree on any action pursuant to this Clause 8.2 shall not give rise to a dispute subject to arbitration in accordance with Clause 9 hereof.

## 9. SETTLEMENT OF DISPUTES

### 9.1 Amicable settlement

The Parties shall use their best efforts to settle amicably all disputes arising out of or in connection with this Agreement or the interpretation thereof.

## **9.2 Dispute resolution**

- 9.2.1 Any dispute, difference or controversy of whatever nature howsoever arising under or out of or in relation to this Agreement (including its interpretation) between the Parties, and so notified in writing by either Party to the other Party (the “**Dispute**”) shall, in the first instance, be attempted to be resolved amicably in accordance with the conciliation procedure set forth in Clause 9.3.
- 9.2.2 The Parties agree to use their best efforts for resolving all Disputes arising under or in respect of this Agreement promptly, equitably and in good faith, and further agree to provide each other with reasonable access during normal business hours to all non-privileged records, information and data pertaining to any Dispute.

## **9.3 Conciliation**

In the event of any Dispute between the Parties, either Party may call upon Joint Secretary, Department of School Education and Literacy, Ministry of Human Resource Development and the Managing Partner/ Chairman of the Board of Directors of the Consultant or a substitute thereof for amicable settlement, and upon such reference, the said persons shall meet no later than 10 (ten) days from the date of reference to discuss and attempt to amicably resolve the Dispute. If such meeting does not take place within the 10 (ten) day period or the Dispute is not amicably settled within 15 (fifteen) days of the meeting or the Dispute is not resolved as evidenced by the signing of written terms of settlement within 30 (thirty) days of the notice in writing referred to in Clause 9.2.1 or such longer period as may be mutually agreed by the Parties, either Party may refer the Dispute to arbitration in accordance with the provisions of Clause 9.4.

## **9.4 Arbitration**

- 9.4.1 Any Dispute which is not resolved amicably by conciliation, as provided in Clause 9.3, shall be finally decided by reference to arbitration by an Arbitral Tribunal appointed in accordance with Clause 9.4.2. Such arbitration shall be held in accordance with the Rules of Arbitration of the International Centre for Alternative Dispute Resolution, New Delhi (the “**Rules**”), or such other rules as may be mutually agreed by the Parties, and shall be subject to the provisions of the Arbitration and Conciliation Act,1996. The venue of such arbitration shall be New Delhi and the language of arbitration proceedings shall be English.
- 9.4.2 There shall be [a sole arbitrator whose appointment] [an Arbitral Tribunal of three arbitrators, of whom each Party shall select one, and the third arbitrator shall be appointed by the two arbitrators so selected, and in the event of

disagreement between the two arbitrators, the appointment]<sup>s</sup> shall be made in accordance with the Rules.

- 9.4.3 The arbitrators shall make a reasoned award (the “Award”). Any Award made in any arbitration held pursuant to this Clause 9 shall be final and binding on the Parties as from the date it is made, and the Consultant and the Authority agree and undertake to carry out such Award without delay.
- 9.4.4 The Consultant and the Authority agree that an Award may be enforced against the Consultant and/or the Authority, as the case may be, and their respective assets wherever situated.
- 9.4.5 This Agreement and the rights and obligations of the Parties shall remain in full force and effect, pending the Award in any arbitration proceedings hereunder.

IN WITNESS WHEREOF, the Parties hereto have caused this Agreement to be signed in their respective names as of the day and year first above written.

SIGNED, SEALED AND DELIVERED

SIGNED, SEALED AND DELIVERED

For and on behalf of

For and on behalf of President of India acting through Joint Secretary, Department of School Education & Literacy, Ministry of Human Resource Development

Consultant:

Authority:

- (Signature)
- (Name)
- (Designation)
- (Address)
- (Fax No.)

- (Signature)
- (Name)
- (Designation)
- (Address)
- (Fax No.)

In the presence of:

- 1.
- 2.

<sup>s</sup>In case the Agreement Value specified in Clause 6.1.2 of this Agreement does not exceed Rs. 1 crore, a sole arbitrator shall be appointed. In case the Agreement Value specified in Clause 6.1.2 of this Agreement is more than Rs. 1 crore, a Board shall be appointed. Depending upon the Agreement Value, one of the two square parentheses shall be deleted from Clause 9.4.2.



Annex -1

**Terms of Reference**

*(Refer Clause 3.1.2)*

(Reproduce Schedule-1 of RFP)

Annex-2

**Deployment of Key Personnel**

*(Refer Clause 4.2)*

(Reproduce as per Form-6of Appendix-I)

Annex-3

**Estimate of Personnel Costs**

*(Refer Clause 4.2)*

(Reproduce as per Form-3 of Appendix-II)

Annex-4

**Approved Sub-Consultant(s)**

*(Refer Clause 4.7)*

(Reproduce as per Form-12 of Appendix-I)

Annex-5

**Cost of Services**

*(Refer Clause 6.1)*

(Reproduce as per Form-2 of Appendix-II)

## Annex-6

**Payment Schedule***(Refer Clause 6.3)*

<b>Key Date No.</b>	<b>Description of Deliverables (1)</b>	<b>Week No. (2)</b>	<b>Payment for 50 Schools (3)</b>
KD1	Inception Report for the Consultancy	2	-
KD2	Financial Model for the Scheme	4	10%
KD3	Assistance in the RFQ document and conducting the bid process	8	15%
KD4	Pre-qualifying and short-listing of bidders	20	15%
KD5	Assistance in finalising the RFP and in conducting the Bid Process	24	15%
KD6	Assistance in finalising the Selected Bidders	36	25%
KD7	Completion of Services including assistance during Bid Process	78	20%
	Total		100%

## Notes:

1. *The above payments shall be made to the Consultant provided that the payments to be made at any time shall not exceed the amount certified by the Consultant in its Statement of Expenses.*
2. *The Financial Model shall first be submitted as draft report for comments of the Authority. The Authority shall provide its comments no later than two weeks from the date of receiving the draft report and in case no comments are provided within such two weeks, the Consultant shall finalise its report.*
3. *Final payment of 20% (twenty percent) shall be released upon of Services in their entirety including execution of the Concession Agreement.*

## Annex-7

**Bank Guarantee for Performance Security***(Refer Clause 7.1.3)*

To

The President of India  
 acting through  
 Joint Secretary,  
 Department of School Education & Literacy  
 Ministry of Human Resource Development  
 New Delhi

In consideration of \*\*\*\*\* acting on behalf of the President of India acting through the Joint Secretary, Department of School Education & Literacy, Ministry of Human Resource Development (hereinafter referred as the “Authority”, which expression shall, unless repugnant to the context or meaning thereof, include its successors, administrators and assigns) having awarded to M/s ....., having its office at ..... ( hereinafter referred as the “**Consultant**” which expression shall, unless repugnant to the context or meaning thereof, include its successors, administrators, executors and assigns), vide the Authority’s Agreement no. .... dated ..... valued at Rs. .... (Rupees .....), (hereinafter referred to as the “**Agreement**”) a consultancy services for Setting up of 50 Model through PPP, and the Consultant having agreed to furnish a Bank Guarantee amounting to Rs..... (Rupees ..... ) to the Authority for performance of the said Agreement.

We, ..... ( hereinafter referred to as the “**Bank**”) at the request of the Consultant do hereby undertake to pay to the Authority an amount not exceeding Rs. .... (Rupees ..... ) against any loss or damage caused to or suffered or would be caused to or suffered by the Authority by reason of any breach by the said Consultant of any of the terms or conditions contained in the said Agreement.

2. We, ..... (indicate the name of the Bank) do hereby undertake to pay the amounts due and payable under this Guarantee without any demur, merely on a demand from the Authority stating that the amount/claimed is due by way of loss or damage caused to or would be caused to or suffered by the Authority by reason of breach by the said Consultant of any of the terms or conditions contained in the said Agreement or by reason of the Consultant’s failure to perform the said Agreement. Any such demand made on the bank shall be conclusive as regards the amount due and payable by the Bank under this Guarantee. However, our liability under this Guarantee shall be restricted to an amount not exceeding Rs. .... (Rupees .....).

3. We, ..... (indicate the name of Bank) undertake to pay to the Authority any money so demanded notwithstanding any dispute or disputes raised by the Consultant in any suit or proceeding pending before any court or tribunal relating thereto, our liability under this present being absolute and unequivocal. The payment so made by us under this bond shall be a valid discharge of our liability for payment

thereunder and the Consultant shall have no claim against us for making such payment.

4. We, ..... (indicate the name of Bank) further agree that the Guarantee herein contained shall remain in full force and effect during the period that would be taken for the performance of the said Agreement and that it shall continue to be enforceable till all the dues of the Authority under or by virtue of the said Agreement have been fully paid and its claims satisfied or discharged or till the Authority certifies that the terms and conditions of the said Agreement have been fully and properly carried out by the said Consultant and accordingly discharges this Guarantee. Unless a demand or claim under this Guarantee is made on us in writing on or before a period of one year from the date of this Guarantee, we shall be discharged from all liability under this Guarantee thereafter.

5. We, ..... (indicate the name of Bank) further agree with the Authority that the Authority shall have the fullest liberty without our consent and without affecting in any manner our obligations hereunder to vary any of the terms and conditions of the said Agreement or to extend time of performance by the said Consultant from time to time or to postpone for any time or from time to time any of the powers exercisable by the Authority against the said Consultant and to forbear or enforce any of the terms and conditions relating to the said Agreement and we shall not be relieved from our liability by reason of any such variation, or extension being granted to the said Consultant or for any forbearance, act or omission on the part of the Authority or any indulgence by the Authority to the said Consultant or any such matter or thing whatsoever which under the law relating to sureties would, but for this provision, have the effect of so relieving us.

6. This Guarantee will not be discharged due to the change in the constitution of the Bank or the Consultant(s).

7. We, ..... ( indicate the name of Bank) lastly undertake not to revoke this Guarantee during its currency except with the previous consent of the Authority in writing.

8. For the avoidance of doubt, the Bank’s liability under this Guarantee shall be restricted to Rs. \*\*\* crore (Rupees \*\*\*\*\* crore) only. The Bank shall be liable to pay the said amount or any part thereof only if the Authority serves a written claim on the Bank in accordance with paragraph 2 hereof, on or before [\*\*\* (indicate date falling 180 days after the Bid Due Date specified in the RFQ/RFP for the Project)].

Dated, the ..... day of ..... 20

For .....

(Name of Bank)

(Signature, name and designation of the authorised signatory)

Seal of the Bank:

NOTES:

- (i) The Bank Guarantee should contain the name, designation and code number of the officer(s) signing the Guarantee.



- (ii) The address, telephone no. and other details of the Head Office of the Bank as well as of issuing Branch should be mentioned on the covering letter of issuing Branch.

**Annex-8**

(Name of Consultant)

**Fortnightly Time Report**

(See Clause 3.7.2)

Project Name:

Fortnight ending:

Week One from \_\_\_\_\_ to \_\_\_\_\_ (insert dates covered by Week One)

Key Personnel	Hours on Site	Hours off Site	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total Hours

Week Two from \_\_\_\_\_ to \_\_\_\_\_ (insert dates covered by Week Two)

Key Personnel	Hours on Site	Hours off Site	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total Hours

Provide brief description of work undertaken on each day of the fortnight, below:

Date: \_\_\_\_\_ (Signature and name of authorised signatory)

Note: Hours on Site include time spent in the office of the Authority or at any place other than the office of the Consultant, as may be necessary for carrying out the assignment.

### **SCHEDULE-3**

*(See Clause 2.3.3)*

#### **Guidance Note on Conflict of Interest**

1. This Note further explains and illustrates the provisions of Clause 2.3 of the RFP and shall be read together therewith in dealing with specific cases.
2. Consultants should be deemed to be in a conflict of interest situation if it can be reasonably concluded that their position in a business or their personal interest could improperly influence their judgment in the exercise of their duties. The process for selection of consultants should avoid both actual and perceived conflict of interest.
3. Conflict of interest may arise between the Authority and a consultant or between consultants and present or future concessionaries/ contractors. Some of the situations that would involve conflict of interest are identified below:
  - (a) Authority and consultants:
    - (i) Potential consultant should not be privy to information from the Authority which is not available to others.
    - (ii) Potential consultant should not have defined the project when earlier working for the Authority.
    - (iii) Potential consultant should not have recently worked for the Authority overseeing the project.
  - (b) Consultants and concessionaires/contractors:
    - (i) No consultant should have an ownership interest or a continuing business interest or an on-going relationship with a potential concessionaire/ contractor save and except relationships restricted to project-specific and short-term assignments.
    - (ii) No consultant should be involved in owning or operating entities resulting from the project.
    - (iii) No consultant should bid for works arising from the project.

The participation of companies that may be involved as investors or consumers and officials of the Authority who have current or recent connections to the companies involved, therefore, needs to be avoided.
4. The normal way to identify conflicts of interest is through self-declaration by consultants. Where a conflict exists, which has not been declared, competing companies are likely to bring this to the notice of the Authority. All conflicts must be declared as and when the consultants become aware of them.
5. Another approach towards avoiding a conflict of interest is through the use of “Chinese walls” to avoid the flow of commercially sensitive information from one part of the consultant’s company to another. This could help

overcome the problem of availability of limited numbers of experts for the project. However, in reality effective operation of “Chinese walls” may be a difficult proposition. As a general rule, larger companies will be more capable of adopting Chinese walls approach than smaller companies. Although, “Chinese walls” have been relatively common for many years, they are an increasingly discredited means of avoiding conflicts of interest and should be considered with caution. As a rule, “Chinese walls” should be considered as unacceptable and may be accepted only in exceptional cases upon full disclosure by a consultant coupled with provision of safeguards to the satisfaction of the Authority.

6. Another way to avoid conflicts of interest is through the appropriate grouping of tasks. For example, conflicts may arise if consultants drawing up the terms of reference or the proposed documentation are also eligible for the consequent assignment or project.
7. Another form of conflict of interest called “scope–creep” arises when consultants advocate either an unnecessary broadening of the terms of reference or make recommendations which are not in the best interests of the Authority but which will generate further work for the consultants. Some forms of contractual arrangements are more likely to lead to scope-creep. For example, lump-sum contracts provide fewer incentives for this, while time and material contracts provide built in incentives for consultants to extend the length of their assignment.
8. Every project contains potential conflicts of interest. Consultants should not only avoid any conflict of interest, they should report any present/potential conflict of interest to the Authority at the earliest. Officials of the Authority involved in development of a project shall be responsible for identifying and resolving any conflicts of interest. It should be ensured that safeguards are in place to preserve fair and open competition and measures should be taken to eliminate any conflict of interest arising at any stage in the process.

# APPENDICES

APPENDIX-I

(See Clause 2.1.3)

**TECHNICAL PROPOSAL**

Form-1

**Letter of Proposal**

(On Applicant's letter head)

(Date and Reference)

To,

**Shri** Deepak Kumar Sah  
Section Officer, Room No.517-B,  
Department of School Education and Literacy  
Ministry of Human Resource Development  
Shastri Bhawan,  
New Delhi

Sub: Appointment of Consultant for Transaction Advisory Services for Setting up of 50 Model Schools through PPP

Dear Sir,

With reference to your RFP Document dated ....., I/We, having examined all relevant documents and understood their contents, hereby submit our Proposal for selection as Consultant for Transaction Services(the "**Consultant**")for Setting up of 50 Model Schools through PPP. The proposal is unconditional and unqualified.

2. I/We acknowledge that the Authority will be relying on the information provided in the Proposal and the documents accompanying the Proposal for selection of the Consultant, and we certify that all information provided in the Proposal and in the Appendices is true and correct, nothing has been omitted which renders such information misleading; and all documents accompanying such Proposal are true copies of their respective originals.
3. This statement is made for the express purpose of appointment as the Consultant for the aforesaid Project.
4. I/We shall make available to the Authority any additional information it may deem necessary or require for supplementing or authenticating the Proposal.
5. I/We acknowledge the right of the Authority to reject our application without assigning any reason or otherwise and hereby waive our right to challenge the same on any account whatsoever.
6. I/We certify that in the last three years, we or any of our Associates have neither failed to perform on any contract, as evidenced by imposition of a

penalty by an arbitral or judicial authority or a judicial pronouncement or arbitration award against the Applicant, nor been expelled from any project or contract by any public authority nor have had any contract terminated by any public authority for breach on our part.

7. I/We declare that:
  - (a) I/We have examined and have no reservations to the RFP Documents, including any Addendum issued by the Authority;
  - (b) I/We do not have any conflict of interest in accordance with Clause 2.3 of the RFP Document;
  - (c) I/We have not directly or indirectly or through an agent engaged or indulged in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice, as defined in Clause 4.3 of the RFP document, in respect of any tender or request for proposal issued by or any agreement entered into with the Authority or any other public sector enterprise or any government, Central or State; and
  - (d) I/We hereby certify that we have taken steps to ensure that in conformity with the provisions of Section 4 of the RFP, no person acting for us or on our behalf will engage in any corrupt practice, fraudulent practice, coercive practice, undesirable practice or restrictive practice.
8. I/We understand that you may cancel the Selection Process at any time and that you are neither bound to accept any Proposal that you may receive nor to select the Consultant, without incurring any liability to the Applicants in accordance with Clause 2.8 of the RFP document.
9. I/We declare that we are not a member of any other Consortium applying for Selection as a Consultant.
10. I/We certify that in regard to matters other than security and integrity of the country, we or any of our Associates have not been convicted by a Court of Law or indicted or adverse orders passed by a regulatory authority which would cast a doubt on our ability to undertake the Consultancy for the Project or which relates to a grave offence that outrages the moral sense of the community.
11. I/We further certify that in regard to matters relating to security and integrity of the country, we have not been charge-sheeted by any agency of the Government or convicted by a Court of Law for any offence committed by us or by any of our Associates.
12. I/We further certify that no investigation by a regulatory authority is pending either against us or against our Associates or against our CEO or any of our Directors/Managers/employees.

13. I/We hereby irrevocably waive any right or remedy which we may have at any stage at law or howsoever otherwise arising to challenge or question any decision taken by the Authority in connection with the selection of Consultant or in connection with the Selection Process itself in respect of the above mentioned Project.
14. I/We agree and understand that the proposal is subject to the provisions of the RFP document. In no case, shall I/we have any claim or right of whatsoever nature if the Consultancy for the Project is not awarded to me/us or our proposal is not opened or rejected.
15. I/We agree to keep this offer valid for 90 (ninety) days from the PDD specified in the RFP.
16. A Power of Attorney in favour of the authorised signatory to sign and submit this Proposal and documents is attached herewith in Form 4.
17. In the event of my/our firm being selected as the Consultant, I/we agree to enter into an Agreement in accordance with the form at Schedule–2 of the RFP. We agree not to seek any changes in the aforesaid form and agree to abide by the same.
18. In the event of my/our firm being selected as the Consultant, I/we agree and undertake to provide the services of the Transaction Expert in accordance with the provisions of the RFP and that the Transaction Expert shall be responsible for providing the agreed services himself and not through any other person or Associate.
19. I/We have studied RFP and all other documents carefully. We understand that except to the extent as expressly set forth in the Agreement, we shall have no claim, right or title arising out of any documents or information provided to us by the Authority or in respect of any matter arising out of or concerning or relating to the Selection Process including the award of Consultancy.
20. The Financial Proposal is being submitted in a separate cover. This Technical Proposal read with the Financial Proposal shall constitute the Application which shall be binding on us.
21. I/We agree and undertake to abide by all the terms and conditions of the RFP Document.

In witness thereof, I/we submit this Proposal under and in accordance with the terms of the RFP Document.

Yours faithfully,

(Signature, name and designation of the authorised signatory)

(Name and seal of the Applicant/ Lead Member)



## APPENDIX-I

Form-2**Particulars of the Applicant**

1.1	Title of Consultancy:
1.2	Title of Project: Setting up of 50 Model Schools through PPP
1.3	State whether applying as Sole Firm or Lead Member of a consortium: Sole Firm or Lead Member of a consortium
1.4	State the following: Name of Firm: Legal status (e.g. sole proprietorship or partnership): Country of incorporation: Registered address:  Year of Incorporation: Year of commencement of business: Principal place of business:  Name, designation, address and phone numbers of authorised signatory of the Applicant: Name: Designation: Company: Address: Phone No.: Fax No.: E-mail address:
1.5	If the Applicant is Lead Member of a consortium, state the following for each of the other Member Firms:

	<p>(i) Name of Firm:</p> <p>(ii) Legal Status and country of incorporation</p> <p>(iii) Registered address and principal place of business.</p>
<p>1.6</p>	<p>For the Applicant, (in case of a consortium, for each Member), state the following information:</p> <p>(i) In case of non Indian Firm, does the Firm have business presence in India?  <p style="text-align: right;">Yes/No</p> <p>If so, provide the office address(es) in India.</p> <p>(ii) Has the Applicant or any of the Members in case of a consortium been penalised by any organization for poor quality of work or breach of contract in the last five years?  <p style="text-align: right;">Yes/No</p> <p>(iii) Has the Applicant/ or any of its Associates ever failed to complete any work awarded to it by any public authority/ entity in last five years?  <p style="text-align: right;">Yes/No</p> <p>(iv) Has the Applicant or any member of the consortium been blacklisted by any Government department/Public Sector Undertaking in the last five years?  <p style="text-align: right;">Yes/No</p> <p>(v) Has the Applicant or any of its Associates, in case of a consortium, suffered bankruptcy/insolvency in the last five years?  <p style="text-align: right;">Yes/No</p> <p><b>Note: If answer to any of the questions at (ii) to (v) is yes, the Applicant is not eligible for this consultancy assignment.</b></p> </p></p></p></p></p>
<p>1.7</p>	<p style="text-align: center;">(Signature, name and designation of the authorised signatory)</p> <p style="text-align: center;">For and on behalf of ....._____</p>

APPENDIX-I

Form-3

**Statement of Legal Capacity**

*(To be forwarded on the letter head of the Applicant)*

Ref. Date:

To,

Shri Deepak Kumar Sah,  
Section Officer, Room No 517-B,  
Department of School Education and Literacy  
Ministry of Human Resource Development  
Shastri Bhawan,  
New Delhi

Dear Sir,

Sub: RFP for Consultant for Transaction Services: Setting up of 50 Model Schools through PPP

I/We hereby confirm that we, the Applicant (along with other members in case of consortium, constitution of which has been described in the Proposal\*), satisfy the terms and conditions laid down in the RFP document.

I/We have agreed that ..... (insert Applicant's name) will act as the Lead Member of our consortium.

I/We have agreed that ..... (insert individual's name) will act as our Authorised Representative/ will act as the Authorised Representative of the consortium on our behalf and has been duly authorized to submit our Proposal. Further, the authorised signatory is vested with requisite powers to furnish such proposal and all other documents, information or communication and authenticate the same.

Yours faithfully,

(Signature, name and designation of the authorised signatory

For and on behalf of .....

*\*Please strike out whichever is not applicable*

APPENDIX-I

Form-4

**Power of Attorney**

Know all men by these presents, We, ..... (name of Firm and address of the registered office) do hereby constitute, nominate, appoint and authorise Mr / Ms..... son/daughter/wife and presently residing at ....., who is presently employed with/ retained by us and holding the position of ..... as our true and lawful attorney (hereinafter referred to as the “Authorised Representative”) to do in our name and on our behalf, all such acts, deeds and things as are necessary or required in connection with or incidental to submission of our Proposal for and selection as the Consultant for Transaction Services for Setting up of 50 Model Schools through PPP, proposed to be developed by the Department of School Education & Literacy, Ministry of Human Resource Development acting through the Joint Secretary, Department of School Education & Literacy, Ministry of Human Resource Development(the “Authority”) including but not limited to signing and submission of all applications, proposals and other documents and writings, participating in pre-bid and other conferences and providing information/ responses to the Authority, representing us in all matters before the Authority, signing and execution of all contracts and undertakings consequent to acceptance of our proposal and generally dealing with the Authority in all matters in connection with or relating to or arising out of our Proposal for the said Project and/or upon award thereof to us till the entering into of the Agreement with the Authority.

AND, we do hereby agree to ratify and confirm all acts, deeds and things lawfully done or caused to be done by our said Authorised Representative pursuant to and in exercise of the powers conferred by this Power of Attorney and that all acts, deeds and things done by our said Authorised Representative in exercise of the powers hereby conferred shall and shall always be deemed to have been done by us.

IN WITNESS WHEREOF WE, .....THE ABOVE NAMED PRINCIPAL HAVE EXECUTED THIS POWER OF ATTORNEY ON THIS ..... DAY OF ....., 20\*\*

For .....

(Signature, name, designation and address)

Witnesses:

- 1.
- 2.

Notarised

Accepted

.....

(Signature, name, designation and address of the Attorney)

*Notes:*

*The mode of execution of the Power of Attorney should be in accordance with the procedure, if any, laid down by the applicable law and the charter documents of the executant(s) and when it is so required the same should be under common seal affixed in accordance with the required procedure.*

*Wherever required, the Applicant should submit for verification the extract of the charter documents and other documents such as a resolution/power of attorney in favour of the person executing this Power of Attorney for the delegation of power hereunder on behalf of the Applicant.*

*For a Power of Attorney executed and issued overseas, the document will also have to be legalised by the Indian Embassy and notarised in the jurisdiction where the Power of Attorney is being issued. However, the Power of Attorney provided by Applicants from countries that have signed the Hague Legislation Convention, 1961 are not required to be legalised by the Indian Embassy if it carries a conforming Appostille certificate.*

## APPENDIX-I

Form-5**Financial Capacity of the Applicant***(Refer Clause 2.2.2 (B))*

<b>S. No.</b>	<b>Financial Year</b>	<b>Annual Revenue (Rs./US \$ in million)<sup>£</sup></b>
1.		
2.		
3.		
<p><b>Certificate from the Statutory Auditor<sup>\$</sup></b></p> <p>This is to certify that .....(name of the Applicant) has received the payments shown above against the respective years on account of professional fees.</p> <p style="text-align: center;">(Signature, name and designation of the authorised signatory)</p> <p>Date: _____ Name and seal of the audit firm: _____</p>		

<sup>\$</sup>In case the Applicant does not have a statutory auditor, it shall provide the certificate from its chartered accountant that ordinarily audits the annual accounts of the Applicant.

<sup>£</sup> In the event that the Applicant does not wish to disclose its Annual Revenue, it may state that it has received more than the amount specified in the aforesaid certificate.

**Note:**

1. Please do not attach any printed Annual Financial Statement.

APPENDIX-I

Form-6

**Particulars of Key Personnel**

S. No.	Designation of Key Personnel	Name	Educational Qualification	Length of Professional Experience	Present Employment		No. of Eligible Assignments <sup>#</sup>
					Name of Firm	Employed Since	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1.	Transaction Expert						
2.	Education Expert						
3.	Associate Consultant(Transac tion)						
4.	Associate Consultant(Legal)						

<sup>#</sup>Refer Form 8 of Appendix I Eligible Assignments of Key Personnel

## APPENDIX-I

Form-7**Abstract of Eligible Assignments of the Applicant<sup>#</sup>***(Refer Clause 3.1)*

S.No	Name of Project	Name of Client	Estimated capital cost of Project (in Rs crore/ US\$ million)	Professional fee <sup>##</sup> received by the Applicant (in Rs crore) <sup>£</sup>
(1)*	(2)	(3)	(4)	(5)
1				
2				
3				
4				
5				

# The Applicant should provide details of only those assignments that have been undertaken by it under its own name.

## Exchange rate should be taken as Rs. 50 per US \$ for conversion to Rupees.

£ In the event that the Applicant does not wish to disclose the actual fee received for any particular assignment, it may state that it has received more than the amount specified for eligibility under this RFP. For example, it may state: "Above Rs. 5 (five) lakh" in respect of a particular project.

\* The names and chronology of Eligible Assignments included here should conform to the project-wise details submitted in Form-9 of Appendix-I.

**Certificate from the Statutory Auditor<sup>\$</sup>**

This is to certify that the information contained in Column 5 above is correct as per the accounts of the Applicant and/ or the clients.

(Signature, name and designation of the authorised signatory)

Date:

Name and seal of the audit firm:

<sup>\$</sup> In case the Applicant does not have a statutory auditor, it shall provide the certificate from its chartered accountant that ordinarily audits the annual accounts of the Applicant.



## APPENDIX-I

Form-7A**Abstract of other relevant experience of the Applicant<sup>#</sup>***(Refer Clause 3.1.5)*

S.No	Name of Project	Name of Client	Estimated capital cost of Project (in Rs crore/ US\$ million)	Professional fee <sup>##</sup> received by the Applicant (in Rs crore) <sup>£</sup>
(1)*	(2)	(3)	(4)	(5)
1				
2				
3				
4				
5				

# The Applicant should provide details of only those assignments that have been undertaken by it under its own name.

## Exchange rate should be taken as Rs. 50 per US \$ for conversion to Rupees.

£ In the event that the Applicant does not wish to disclose the actual fee received for any particular assignment, it may state that it has received more than the amount specified for eligibility under this RFP. For example, it may state: "Above Rs. 5 (five) lakh" in respect of a particular project.

\* The names and chronology of the projects included here should conform to the project-wise details submitted in Form-9A of Appendix-I.

**Certificate from the Statutory Auditor<sup>\$</sup>**

This is to certify that the information contained in Column 5 above is correct as per the accounts of the Applicant and/ or the clients.

(Signature, name and designation of the authorised signatory)

Date:                      Name and seal of the audit firm:

<sup>\$</sup>In case the Applicant does not have a statutory auditor, it shall provide the certificate from its chartered accountant that ordinarily audits the annual accounts of the Applicant.

## APPENDIX-I

Form-8<sup>@</sup>**Abstract of Eligible Assignments of Key Personnel<sup>§</sup>***(Refer Clause 3.1)*

Name of Key Personnel:

Designation:

S.No	Name of Project*	Name of Client	Estimated capital cost of project (in Rs cr./ US\$ million)	Name of firm for which the Key Personnel worked	Designation of the Key Personnel on the assignment	Date of completion of the assignment	Man hours spent on the assignment
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1							
2							
3							
4							
5							

<sup>@</sup> Use separate Form for each Key Personnel.<sup>§</sup>In the case of Transaction Expert, only those assignments shall be included where the Transaction Expert the relevant assignment.

\* The names and chronology of projects included here should conform to the project-wise details submitted in Form-10 of Appendix-I.

APPENDIX-I

Form-8A<sup>@</sup>

**Abstract of other relevant experience of Key Personnel<sup>§</sup>**

*(Refer Clause 3.1.5)*

Name of Key Personnel:

Designation:

S.No	Name of Project*	Name of Client	Estimated capital cost of project (in Rs cr./ US\$ million)	Name of firm for which the Key Personnel worked	Designation of the Key Personnel on the assignment	Date of completion of the assignment	Man hours spent on the assignment
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1							
2							
3							
4							
5							

@ Use separate Form for each Key Personnel.

<sup>§</sup> In the case of Transaction Expert, only those assignments shall be included where the Transaction Expert worked as the Team Leader or the leader of the Financial Team in the relevant assignment.

\* The names and chronology of assignments included here should conform to the project-wise details submitted in Form 10A of Appendix-I.

## APPENDIX-I

Form-9**Eligible Assignments of Applicant***(Refer Clause 3.1.4)*

Name of Applicant:	
Name of the Project:	
Length in kms or other particulars:	
Description of services performed by the Applicant firm:	
Name of client and Address:	
Name, telephone no. and fax no. of client's representative:	
Estimated capital cost of Project (in Rs crore or US\$ million):	
Payment received by the Applicant as professional fees (in Rs. crore) <sup>₹</sup> :	
Start date and finish date of the services (month/ year):	
Brief description of the Project:	

**Notes:**

1. Use separate sheet for each Eligible Assignment.
2. Exchange rate should be taken as Rs.50 per US \$ for converting to Rupees.

<sup>₹</sup>In the event that the Applicant does not wish to disclose the payment received by it as professional fees for any particular assignment, it may state that it has received more than the amount specified in this statement.

## APPENDIX-I

Form-9A**Other relevant assignments of Applicant***(Refer Clause 3.1.5)*

Name of Applicant:	
Name of the Project:	
Length in kms or other particulars:	
Description of services performed by the Applicant firm:	
Name of client and Address:	
Name, telephone no. and fax no. of client's representative:	
Estimated capital cost of Project (in Rs crore or US\$ million):	
Payment received by the Applicant as professional fees (in Rs. crore) <sup>₹</sup> :	
Start date and finish date of the services (month/ year):	
Brief description of the Project:	

**Notes:**

1. Use separate sheet for each assignment.
2. Exchange rate should be taken as Rs.50 per US \$ for converting to Rupees.

<sup>₹</sup>In the event that the Applicant does not wish to disclose the payment received by it as professional fees for any particular assignment, it may state that it has received more than the amount specified in this statement.

## APPENDIX-I

Form-10**Eligible Assignments of Key Personnel***(Refer Clause 3.1.4)*

Name of Key Personnel:	
Designation of Key Personnel:	
Name of the Project:	
Length in kms or other particulars:	
Name of Consulting Firm where employed:	
Description of services performed by the Key Personnel (including designation):	
Name of client and Address:	
Name, telephone no. and fax no. of client's representative:	
Estimated capital cost of the Project (in Rs crore or US\$ million):	
Start date and finish date of the services (month/ year):	
Brief description of the Project:	

**Notes:**

1. Use separate sheet for each Eligible Assignment.
2. In the case of Transaction Expert, only those Eligible Assignments shall be included where the Transaction Expert worked as the Team Leader or the leader of the Financial Team in the relevant assignment.
3. Exchange rate should be taken as Rs. 50 per US \$ for converting in Indian Rupees.

## APPENDIX-I

Form-10A**Other relevant assignments of Key Personnel***(Refer Clause 3.1.5)*

Name of Key Personnel:	
Designation of Key Personnel:	
Name of the Project:	
Length in kms or other particulars:	
Name of Consulting Firm where employed:	
Description of services performed by the Key Personnel (including designation):	
Name of client and Address:	
Name, telephone no. and fax no. of client's representative:	
Estimated capital cost of the Project (in Rs crore or US\$ million):	
Start date and finish date of the services (month/ year):	
Brief description of the Project:	

**Notes:**

1. Use separate sheet for each assignment.
2. In the case of Transaction Expert, only those assignments shall be included where the Transaction Expert worked as the Team Leader or the leader of the Financial Team in the relevant assignment.
3. Exchange rate should be taken as Rs. 50 per US \$ for converting in Indian Rupees.

APPENDIX-I

Form -11

**Curriculum Vitae (CV) of Professional Personnel**

1. Proposed Position:
2. Name of Personnel:
3. Date of Birth:
4. Nationality:
5. Educational Qualifications:
6. Employment Record:  
(Starting with present position, list in reverse order every employment held.)
7. List of projects on which the Personnel has worked

Name of Project	Description of responsibilities
-----------------	---------------------------------

Certification:

- 1 I am willing to work on the Project and I will be available for entire duration of the Project assignment as required.
- 2 I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes my qualifications, my experience and me.

(Signature and name of the Professional Personnel)

Place.....

(Signature and name of the authorised signatory of the Applicant)

**Notes:**

1. Use separate form for each Key Personnel and Professional Personnel.
2. In the case of Transaction Expert, only those assignments shall be included where the Transaction Expert worked as the Team Leader or the leader of the Financial Team in the relevant assignment.



3. The names and chronology of assignments included here should conform to the project-wise details submitted in Form-7 or Form-7A, as the case may be, of Appendix-I.

4. Each page of the CV shall be signed in ink by both the Personnel concerned and by the Authorised Representative of the Applicant firm along with the seal of the firm. Photocopies will not be considered for evaluation.

APPENDIX-I

Form - 12

**Proposal for Sub-Consultant(s)**

1. Details of the Firm				
Firm's Name, Address and Telephone				
Name and Telephone No. of the Contact Person				
Fields of Expertise				
No. of Years in business in the above Fields				
2. Services that are proposed to be sub contracted:				
3. Person who will lead the Sub- Consultant				
Name:				
Designation:				
Telephone No:				
Email:				
4. Details of Firm's previous experience				
Name of Work	Name, address and telephone no. of Client	Total Value of Services Performed	Duration of Services	Date of Completion of Services
1.				
2.				
3.				

(Signature and name of the authorised signatory)

**Note:**

1. The Proposal for Sub-Consultant shall be accompanied by the details specified in Forms 10, 10A and 11 of Appendix –I.
2. Use separate form for each Sub-Consultant.

APPENDIX-II

**FINANCIAL PROPOSAL**

Form - 1

**Covering Letter**

(On Applicant's letter head)

(Date and Reference)

To,

Shri Deepak Kumar Sah,  
Section Officer, Room No.517-B,  
Department of School Education and Literacy  
Ministry of Human Resource Development  
Shastri Bhawan,  
New Delhi

Dear Sir,

Subject: Appointment of Consultant for Transaction Advisory Services for Setting up of 50 Model Schools through PPP

I/We, \_\_\_\_\_ (Applicant's name) herewith enclose the Financial Proposal for selection of my/our firm as Consultant for Transaction Advisory Services for above.

I/We agree that this offer shall remain valid for a period of 90 (ninety) days from the Proposal Due Date or such further period as may be mutually agreed upon.

Yours faithfully,

(Signature, name and designation of the authorised signatory)

Note: The Financial Proposal is to be submitted strictly as per forms given in the RFP.

APPENDIX-II  
(See Clause 2.1.3)

Form - 2

**Financial Proposal**

Item No.	Description	Amount (Rs.)
<b>A.</b>	<b>RESIDENT PERSONNEL AND LOCAL COSTS</b>	
I	Remuneration for the Transaction Expert (Ref. Clause 6 of Form of Agreement)  (Indicate remuneration for 800 (eight hundred) man hours as specified in Clause 5.5 of TOR; amount to be calculated as the product of rate per man hour multiplied by 800 (eight hundred) and includes the cost of Associate Consultants)	
II	Costs of other Personnel (not exceeding 15% of Item I)	
	<b>Sub-total Personnel Costs (A):</b>	
<b>B.</b>	<b>POST REPORT CONSULTATIONS</b>	
	5 man days each of:	
I	Transaction Expert	
II	Education Expert	
	<b>Sub-total Post Report Consultations (B):</b>	
<b>C</b>	<b>SUBTOTAL OF A+B</b>	
<b>D</b>	<b>OVERHEAD EXPENSES @ _____ % of (C)</b>	
<b>E</b>	<b>SERVICE TAX</b>	
<b>F</b>	<b>TOTAL (including taxes) (C+D+E)</b> In Indian Rupees in figures  in words _____	
<b>G</b>	<b>ADDITIONAL COSTS (not included in evaluation)</b>	
I	Domestic travel from firm's office to the Project Office (restricted to three return economy class air fares for each Personnel)	

II	International travel from firm’s office to the Project Office (restricted to two return full fare economy class air fares for each Expatriate Personnel)	
III	Return journeys from Project Office to Authority’s office to attend meetings held by the Authority (provide indicative amount for three return fares)	
	<b>Total of Additional Costs (G)</b>	
<b>H</b>	<b>TOTAL COST OF THE CONSULTANCY (F+G)</b> In Indian Rupees in Figures In Words_____	

**Note:**

1. The financial evaluation shall be based on the above Financial Proposal for 800manhours of the Transaction Expert and the cost of other personnel, but excluding Additional Costs. The total under Item F shall, therefore, be the amount for purposes of evaluation. Additional Costs in Item G shall not be reckoned for purposes of financial evaluation.
2. Payment for the Services of the Transaction Expert and other Personnel shall be based on actual number of man hours of the Transaction Expert deployed by the Consultant, but always subject to the maximum specified in Clause 5.5 of the TOR. Save and except as provided herein, no separate payment shall be made for the costs relating to the Associate Consultant(s). Payment for the costs relating to the Sector Expert and supporting staff deployed by the Consultant shall be paid as a percentage of the payment to be made for the man hours expended by the Transaction Expert and further limited to actual man hours expended. However, the Consultant may, in its discretion, substitute a man hour of the Transaction Expert by 3(three) man hours of an Associate Consultant, subject always to the condition that the Transaction Expert shall itself expend on this Consultancy no less than one half of the man hours specified for each Deliverable in the said Clause 5.5 of TOR. No bills shall be submitted by the Consultant for payment by the Authority if the amount attributed to the man hours expended by the Associate Consultant(s) is more than the amount due and payable for the services rendered by the Transaction Expert in respective bill.
3. In the case of an outstation Personnel, the days required to be spent at the office of the Authority shall be computed at the rate of 10 man hours a day. For a Transaction Adviser having its office within the National Capital Region, the time spent during meetings in Delhi shall be calculated as per actuals. No travel time shall be payable except in case of an expatriate Key Personnel who will be entitled to claim actual travel time, subject to a maximum of 12 man hours for a return journey.

4. The aforesaid fees, payable to the Consultant in accordance with the Financial Proposal, shall cover the costs of local telephone/fax, reasonable amount of in-house photocopying and stationery and costs of support staff. No additional charges in respect thereof shall be due or payable. The said fees, however, will not include counsel fee, outstation travel, long distance telephone calls and faxes, couriers and postage, collections and deliveries, subscriptions to special services and specifically required stationery and bulk photocopying (the “**Disbursements**”). The Disbursements will be paid at actuals and will be indicated separately in the invoices of the Consultant together with appropriate supporting documents. Outstation travel shall be undertaken as per request of the Authority. The Transaction Expert, shall be entitled to business class and the Sector Expert and Associate Consultant(s) shall be entitled to economy class air travel, and board and lodging in a four-star hotel. Bills for reimbursement hereunder may be submitted on a monthly basis alongwith a Statement of Expenses, duly certified by the Authorised Representative.
5. The reimbursement of all fees and expenses shall be limited to the amounts indicated above and no escalation on any account will be payable on the above amounts.
6. Any other charges not shown here are considered included in the man hour rate for the Transaction Expert.
7. All payments shall be made in Indian Rupees and shall be subject to applicable Indian withholding taxes if any.
8. For the purposes hereof “**Statement of Expenses**” means a statement of the expenses incurred on each of the Cost heads indicated in paragraph 4 above; provided that in relation to claims relating to man hours, the Statement of Expenses shall be accompanied by the particulars of the man hours of personnel spent on the Consultancy.

## APPENDIX-II

## Form-3

**Estimate of Personnel Costs**

<b>ID No.</b>	<b>Position</b>	<b>Name</b>	<b>Manday Rate (Rs.)</b>	<b>Total Man Days</b>	<b>Amount (Rs.)</b>
<b>A I. Remuneration for Key Personnel (including all personal allowances)</b>					
Total					
<b>A II. Remuneration for Support Personnel (including all personal allowances)</b>					
Total					
<b>BI. Remuneration for Expatriate Personnel (including all personal allowances)</b>					

## Schedule – 4

### **Scheme for setting up of 2,500 Model Schools under Public-Private Partnership (PPP) mode**

#### **1. The concept of Model school**

**1.1** A model school will have infrastructure and facilities at least of the same standard as in a Kendriya Vidyalaya (KV) and with stipulations on pupil-teacher ratio, ICT usage, holistic educational environment, appropriate curriculum and emphasis on output and outcome. The standards of a model school will be at par with KVS and the target for performance in Board examinations should also be at par with the average performance of the Kendriya Vidyalaya Sangathan (KVS).

#### **1.2. Some of the key features of a model school will be:**

- (i) Education provided in a Model school should be holistic and integral touching upon physical, emotional and aesthetic development in addition to academics.
- (ii) Either brand new schools may be established or existing schools may be converted into Model schools.
- (iii) Necessary infrastructure will be provided in such schools not only for satisfying teaching needs, but also for sports and co-curricular activities. There will be sufficient scope for sports, recreation and outdoor activities. Facilities like play ground, gardens, auditorium etc. will be provided in Model schools. A good library with books and magazines for students and teachers will be provided
- (iv) These schools will have adequate ICT infrastructure, Internet connectivity and full time computer teachers. Special emphasis may be given on teaching of Science, Maths and English. If required, bridge-courses may be introduced for weak students.
- (v) These schools will be provided with Arts and Music Teachers besides subject specific teachers as per the usual norms. These schools will also create facility for activities emphasizing Indian heritage and art & craft.
- (vi) The Teacher Pupil Ratio should not exceed 1:25 and the classrooms will be spacious enough to accommodate at least 30 students. However, classroom-students ratio will not exceed 1:40.
- (vii) The schools will have to follow the National Curriculum Framework 2005 and its subsequent versions as adopted by Government of India from time to time. At the same time, the curriculum should cast the local culture and environment and learning should be activity based.



- (viii) The school curricula should include the material/items that inculcate leadership qualities, team spirit, participation abilities, development of soft skills and ability to deal with real life situations.
- (ix) Health Education and health check up will be introduced in these schools.
- (x) These schools will have facilities to cater to disabled children and should have special teachers.
- (xi) Field trips and educational tours will be an integral part of the curriculum.
- (xii) Each school should have one counsel or to address the educational, emotional and behavioral requirements of students.
- (xiii) The schools may provide for NCC training for students to inculcate the value of nationhood among them, as also to make them appreciate a disciplined way of life.
- (xiv) Selection of students will be through independent selection test.
- (xv) Selection of Principals and Teachers will be through an independent process to be developed in consultation with State Governments.
- (xvi) Model schools will have appropriate pace setting activities so that schools in the neighborhood can benefit.

**2. Objective of the scheme:** To provide access to high quality school education at the block level through these schools of excellence, so that every block in the country will have at least one such school which would be a model for all other schools in the block. All round development of the children of the school will be the goal.

**3. Benefits of PPP:** Some of the reasons for adopting the PPP approach for setting up model schools are as follows:

- (i) Possibility of setting up much larger number of schools than what the public outlay can support, through contribution to capital expenditure from private partners;
- (ii) Functional efficiency of private entities enabling early delivery of quality education;
- (iii) Risk of project completion and delivery of agreed outputs will be borne by the private entity;
- (iv) Public funds would be expended only upon delivery of agreed outcomes; and

(v) Private sector efficiency in the context of a long-term agreement is expected to optimize on life-cycle costs and improve on quality of education, including the school infrastructure.

**4. Location of the schools:** Location of the school would be headquarters of the blocks which are not educationally backward. In blocks where a model school has already been set up or being planned to be set up under Corporate Social Responsibility (CSR), no model school is to be set up.

**5. Proposed framework:** The school infrastructure will be provided by the private entity which is legally competent to run an educational institution. This private entity could be a trust or a society or a not for profit company. *The Government will contribute to recurring cost on per capita basis for the students sponsored by the Government. Besides, additional 25% support will also be provided in respect of sponsored students towards capital cost.* The initial period of the contract for such provision of quality education would be 10 years for each school, which is extendable as per mutual agreement.

**6 Land:** Land may be procured by the private entity on its own. However, the State Government will be requested to assist the private entity in securing the required land. The state governments will also be requested by the Central Government to make available required land on lease basis to private entity wherever possible subject to the condition that the lease period should be for a minimum period of 25 years. *The minimum requirement of land will be 3 acres except for hilly and difficult areas.*

**7. Stage of schooling:** Like the model schools in EBBs, these non-EBB schools would have classes from VI to XII.

**8. Affiliation to the Board:** The schools will be affiliated to Central Board of Secondary Education (CBSE). In exceptional circumstances, affiliation by other national Boards may also be considered.

**9. Norms for infrastructure:** Irrespective of whatever Board the school is affiliated to, the school would have to adhere to all norms of CBSE with reference to infrastructure, teaching resources and pedagogy.

**10 Medium of instruction:** The medium of instruction will be as per the norms of the affiliating National Board.

**11. No. of Students:** The Government would sponsor 140 students in each class totaling 980 for the school. *In case, any private partner is unable to get adequate number of sponsored students in a particular class, the ceiling per class may be relaxed within the overall limit of 980 sponsored students.* In addition, the school management can take students directly on payment of fee as appropriate. Total number of students however would not exceed 2500 in the school. However, there will be flexibility with regard to the number of students in each class subject to the limit prescribed.

**12. Admission:** As far as filling of Government quota is concerned, the model schools to be set up in PPP mode would follow the extant policy with regard to admission, i.e. the admission policy applicable to State sector model schools would also apply to PPP model schools. Students from the same block who have studied up to Class V will be eligible for admission. The admission test to be conducted would be a holistic one which will test the intrinsic potential and capabilities of the child.

The modalities of admission to the management seats will be left to the management to decide. However, the process would have to be transparent. The students from the management quota and the government quota will be mixed together in each class and should not form separate sections.

**13. Reservation:** Within the Government quota, reservation for SCs, STs and OBCs should be as per the State norms. There would be a reservation of 33% for girls. There will also be reservation as per the state government norms for the disabled children. There will be no reservation for any category under the management quota.

**14. Management seats:** Ideally, the ratio of Government sponsored seats to management seats is envisaged to be 50:50 which implies that the private entity could directly admit 140 students in each class resulting in a total student's strength of 1960 in the school. However, to make the school financially more viable, the private sector can be allowed to fill up to 60% of the seats leaving 40% for Government sponsored quota. In this case, the private sector can add 210 students in each class under management quota implying a maximum class size of 350 and the total strength of the school would be 2450.

It is possible that in some areas, which are comparatively backward and where affordability of fee for management seats is limited, the private sector could be asked to run the school with only government quota for the first three years and then bring it down to 60% in the next five years. In the opposite cases where the demand for management quota is very high, the private entity can be allowed to increase the management quota to 60% subject to the condition that the Government quota in absolute number remains at 140 in each class, i.e., a maximum of 980 for the school as a whole. It will be desirable to have fee paying students in the interest of viability of the schools. However, there will be no mandatory provision in respect of any minimum percentage of such students.

**15. Fees:** No fees will be charged from the Government sponsored students upto class VIII. Students sponsored by the Government in classes IX to XII will pay a nominal fee, which will be Rs.25/- for SC/ST/Girls/BPL students and Rs.50/- for other select students. The private-partner may charge appropriate fee from the students under the management quota. School premises may be used by the private partner for vocational education or any approved educational activity (excluding coaching). However, the additional revenue generated by the private-partner will have to be ploughed back to the school since this will go towards improving the quality of schools. However, it will not reduce the financial support to be provided by the Central Government.

## 16 Financial support from the Government:

### 16.1 : Recurring support :

- (i) Financial support will be provided to each school management for every student under Government quota on a half yearly basis in advance against security to the extent of an equivalent amount valid for a period of 2 years. The amount due every year would be equivalent to the comparable average recurring cost incurred by KVS for a student *in the corresponding year* (excluding expenditure on employees' pension, maintenance of teachers' quarters, KVS Headquarters, regional offices, Zonal Institute of Education & Training etc).
- (ii) Normally, the figures for the current year will not be available and there will be a likely lag of 2 years. Because of this likely lag of two years in computing the accounts of KVS, the recurring support for a particular year (say n<sup>th</sup> year) would be fixed provisionally on the actual admissible expenditure incurred in KV schools two years earlier {(n-2)<sup>th</sup> year} plus 10% thereof calculated at the rate of a provisionally increase of 5% per annum. Necessary adjustments would be made in future payments.

**16.2: Infrastructure support :** In addition to the aforesaid, a sum equal to 25% of the monthly recurring support for each sponsored student shall be disbursed by way of infrastructure grant which may be used for defraying rentals, interest, debt repayment, etc. The annual infrastructure grant shall not exceed an amount equal to 10% of the capital investment in the school, as certified by an approved valuer.

**17. Graduated support based on location:** The *entire* support to be provided by the government will vary between locations having regard to the differential costs and the likely availability of students. The following graduated support would be provided for different locations:

- 75% in cities with population exceeding 30 lakh.
- 90% in cities with population exceeding 10 lakh
- 100% in towns with population exceeding 1 lakh
- 105% in towns with population exceeding 20000
- 115% in towns/villages with population less than 20000
- 125% in NE, J&K and Tribal areas.

**18. Conditions for financial support:** The support will be provided on the basis of fulfilment of certain performance parameters with due weightage to the following:

- a) Results in Board Examinations
- b) Results of Learning Achievement Surveys to be conducted in schools for different classes every year.
- c) Availability of infrastructure including class rooms, laboratories, computer rooms, toilets, drinking water etc. and the quality of infrastructure.
- d) State of maintaining of infrastructure

- e) Students attendance,
- f) Teachers attendance,
- g) Performance in co-curricular activities including sports, games, art and music.
- h) Qualification of the teachers
- i) Status of refresher training of the teachers.
- j) ICT usage in the school.
- k) Reduction in drop out rates
- l) Test on spoken English used by the children

Whereas incentives may be provided for excellence in any of these items, stiff penalties will be imposed for not meeting the standards of any of the parameters. The payment would be based on “no service no fee” principle. Whether the parameters have been achieved would be certified by an independent third party monitoring agency.

### **19. Phasing and duration of the Govt. support:**

In the first year, Classes 6 to 8 will be started together and thereafter one higher class would be added in each year till the school reaches Class 12. State support would be provided in the first year for 420 students and this would increase every year by 140 till year 5th when it would reach 980.

Initially the period of concession would be 10 years and the scheme would be extendable by mutual consent. However, the children who are already sponsored by Government and are in the school at the end of 10 year-period, will continue to receive Govt. support till they complete their education in the same school.

### **20 Roll out plan:** The phasing would be as follows:

- |    |         |   |      |
|----|---------|---|------|
| a) | 2012-13 | : | 500  |
| b) | 2013-14 | : | 1000 |
| c) | 2014-15 | : | 1000 |

### **21. Bidding process:**

(i) Bidding would take place for each of the 2500 blocks. Each bidder would have to provide details about its financial and technical capability. The evaluation of bids would be based on the track record in the field of education, the financial standing and the commitment and preparedness to provide necessary infrastructure and governance structure. In the first stage, the bidding would take place with an understanding that not more than 60% of the seats would be from the management quota. However, if no satisfactory response is received in the first round, this can be varied in the second round.

(ii) It will be specified in the bid document that the school premises would be permitted to be used for vocational education and training and for other genuine educational purposes outside school hours. However, the private entity must indicate its desire to this effect in the bid

document by elaborating on its strategy including how the additional revenue generated on this account will be ploughed back to the school for improving the overall quality.

(iii) Ceiling of 20 schools per state and 50 schools overall in the country will be fixed for any single private entity to run model schools. However, if sufficient number of private entities does not come forward at the bidding process, this condition can be relaxed appropriately in the subsequent rounds of bidding.

(iv) A Committee will be set up under the Chairpersonship of Secretary, Department of School Education and Literacy to frame the Request For Proposal which will also detail the modalities for the technical evaluation of the bids.

**22. Eligibility for selection:** The following entities may be eligible to be selected:

- An entity running at least one CBSE school from where at least two consecutive batches have passed out from class 10 will qualify for upto 3 schools;
- Those who have not come up to the Board examination level will qualify for one school
- An entity would qualify for 3 schools if it has a track record of running educational institutions for at least 5 years and if it makes an interest-bearing deposit of Rs. 25 lakh for each school, to be released in 3 annual instalments after commissioning
- A corporate entity would be eligible for one school for every Rs. 25 crore net worth subject to interest-bearing deposit of Rs. 50 lakh each for upto 3 schools and Rs. 25 lakh per school thereafter.

**23. Concession agreement:** The private partner will have to enter into a concession agreement with the Central Government. The Concession agreement would basically be between the Government of India and the private entity. The concession agreement would be enforced by regular inspections, audit and monitoring for quality assurance. There would be stiff penalties for violation of the agreement or for shortfalls in key performance indicators coupled with incentives for better performance.

Detailed arrangements would be spelt out in the concession agreement for regular reporting of outcomes which will be closely monitored by the government through extensive use of IT and UID systems besides appropriate tests, inspections and surveys. Since payment to the private entity will be based on output parameters, a close monitoring thereof would be ensured. Detailed arrangements for regular monitoring would be spelt out and enforced as part of the concession framework.

**24. Role of State Government:** The State Government would facilitate availability of land for the school. It may also consider providing financial support beyond the initial 10 year period which is committed by the Central Government. It would also be requested to provide uniforms, textbooks and mid day meals as applicable in government schools. The State Government may also consider providing transport subsidy or free transport for students to come from different parts of the blocks to the school and back.

For issues concerning the States, such as land, admission test for children, teacher training, continuance of support beyond 10 years, provision of uniform, textbook, transport subsidy etc, a separate State support agreement between the State Govt. and the private partner may be drawn up. However, it would not be mandatory for the private entity to sign an agreement with the State Government.

## **25. Special responsibilities of Model Schools**

**25.1. Networking responsibility:** A model school would have the responsibility to have network with all the other secondary schools in the block. Whereas quarterly meetings of all the school principals are envisaged, the school would also organize teachers' in-service training. Therefore, the school must provide training facilities. It may be stipulated that the training room should be made available for at least 75 working days in a year to the Government to organize in-service training of teachers. However, the school can charge a reasonable fee for the use of its campus and facilities.

**25.2. Special teaching for weaker students:** In order to ensure the optimal level of learning achievement, intensive supportive teaching at the beginning of Class VI will be arranged so as to enable students for smooth transition to Class VI. Since many of the students selected under government quota may have studied in the regional medium up to Class V, whereas the medium of model school could be English, intensive coaching in English language will be made available by such school for students in classes 6 and 7 so that they can fully integrate.

**26. Name of the school:** The name of the school should be started with two words to be selected by the private entity (not associated with any caste, community or religion) followed by the words "Rashtriya Adarsh Vidyalaya". However, once the Government stops sponsoring children through government quota to the schools, the words "Rashtriya Adarsh Vidyalaya" will no longer be used by the private entity.

**27. Management of the school:** The management of the school will rest with the private entity with full autonomy in decision making. However, the school management committee will have representatives from parents, local bodies, state government and educational experts. The Central Government will have the discretion to nominate a representative if it so desires. There would be state level coordination councils for model schools and there will be parent teachers associations stipulated to meet on a quarterly basis in every school.

**28. Model School Organization:** A separate organisation called "Model School Organization" would be set up to administer both types of model schools, i.e. those under state government and those under PPP. This organization will be responsible for guidance, school inspection, regulatory issues and quality aspects.

**29. Evaluation:** There shall be an independent third party assessment on a continuous basis of the quality parameters as laid down. The assessing body will be selected in consultation with State Governments. While doing the evaluation, input will be taken from Block Panchayat also.

The physical and financial progress of the project will be shared with the Block Panchayat concerned.

**30. Corporate Social Responsibility (CSR):**It is possible that several private firms would be ready to set up schools and run them as part of their Corporate Social Responsibility(CSR).In Blocks where a Model School has already been set up or being planned to be set up under CSR no Model School need be set up.



**Appendix****SCHEDULE OF SPACE REQUIREMENT FOR CENTRALLY SPONSORED SCHOOL  
FOR ESTABLISHMENT OF NEW SCHOOLS IN KV TEMPLATE**

<u>S. No.</u>	Description of Space	<u>From Class VI to XII</u> (02 Sections in each class)			<u>From IX to XII</u> (02 Sections in each class)		
		No. of Rooms	Dimension (in Cms.)	Total Area (Sq.M.)	No. of Rooms	Dimension (in Cms.)	Total Area (Sq.M.)
<b>A)</b>	<b><u>TEACHING SPACES</u></b>						
1	Upper Primary Class Rooms	6	700 x 700	294.00	...	...	...
2	Secondary and H.S. Class Rooms	8	700 x 700	392.00	8	700 x 700	392.00
3	Computer Room	2	700 x 1060	148.40	2	700 x 1060	148.40
4	<u>a) Physics Lab.</u>						
	(i) Laboratory	1	700 x 880	61.60	1	700 x 860	61.60
	(ii) Store cum Teacher's Room	1	700x360	25.20	1	700x360	25.20
	<u>b) Chemistry Lab.</u>						
	(i) Laboratory	1	700 x 880	61.60	1	700 x 860	61.60
	(ii) Store cum Teacher's Room	1	700x360	25.20	1	700x360	25.20
	<u>c) Biology Lab.</u>						
	(i) Laboratory	1	700 x 880	61.60	1	700 x 860	61.60
	(ii) Store cum Teacher's Room	1	700x360	25.20	1	700x360	25.20
5	Resource Room (for Upper Primary & Secondary/H.S.)	1	700 x 700	49.00	1	700 x 700	49.00
6	Activity Room	1	700 x 1060	74.20	1	700 x 1060	74.20
7	Art Room	1	700 x 1060	74.20	1	700 x 1060	74.20
8	SUPW / Work Shop	1	700 x 1060	74.20	1	700 x 1060	74.20

9	Library	1	700 x 1420	99.40	1	700 x 1420	99.40
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	<b>Total (A)</b>			<b>1465.80</b>			<b>1171.80</b>
<b>B)</b>	<b><u>ADMINISTRATIVE SPACES</u></b>						
1	Principal's Room	1	700x700	49.00	1	700 x 700	49.00
2	Office	1	700 x 700	49.00	1	700 x 700	49.00
3	Staff Common Room	1	700 x 700	49.00	1	700 x 700	49.00
4	Examination Room	1	700 x 340	23.80	1	700 x 340	23.80
	<b>Total (B)</b>			<b>170.80</b>			<b>170.80</b>
<b>C)</b>	<b><u>SERVICE &amp; SUPPORT SPACES</u></b>						
1	General Store	1	700 x 700	49.00	1	700 x 700	49.00
2	NCC/Scout / Guide Room	1	700 x 700	49.00	1	700 x 700	49.00
3	P.E.T Room	1	700 x 700	49.00	1	700 x 700	49.00
4	Medical Room	1	700 x 340	23.80	1	700 x 340	23.80
5	Math Lab.	1	700x700	49.00	1	700x700	49.00
	<b>Total ( C )</b>			<b>219.80</b>			<b>219.80</b>
	<b>Grand Total (A+B+C)</b>			<b>1856.40</b>			<b>1562.40</b>
	Add conversion factor 60% approx			1113.84			937.44
	<b>Total plinth area (subject to vary as per site conditions and architectural planning)</b>			<b>2970.24</b>			<b>2499.84</b>