



Indian Ports Association

Request for Proposal (RFP)

For

Strategy Consulting Services

1. To formulate National Perspective Plan mandated under the Indian Ports Act, 2025 to meet the requirements of the maritime trade and prioritise associated infrastructure development.
2. To assess the feasibility for developing one Mega Port on East Coast for handling containers

TENDER NOTICE NO: IPA/P&P/NPP/2026 Dated:20.04.2026

1st Floor, South Tower, NBCC Place
B.P. Marg, Lodhi Road
New Delhi – 110003
Phone: 011-24369061

April, 2026

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Disclaimer

This RFP is being issued by the Indian Ports Association (IPA) to the interested and eligible Strategy Consulting firms for **“Strategy Consulting Services to formulate National Perspective Plan mandated under the Indian Ports Act, 2025 to meet the requirements of the maritime trade and prioritise associated infrastructure development and to assess the feasibility for developing one Mega Port on East Coast for handling containers”** on such terms and conditions and for the achievement of objectives of the Project set forth in this RFP or that may subsequently be provided to Bidder(s) whether verbally or in documentary form by or on behalf of IPA or any of its authorized employees or advisors.

It is hereby clarified that this RFP is not an agreement and is not an offer or invitation by IPA to any parties hereunder. The purpose of this RFP is to provide the Bidder(s) with information to assist in the formulation of their proposals. While, the IPA has taken due care in the preparation of information contained herein and believes it to be accurate, neither the IPA or any of its representatives, officers, employees, agents or advisors gives any warranty or make any representations, express or implied as to the completeness or accuracy of the information contained in this document or any information which may be provided in association with it.

The information is not intended to be exhaustive and interested parties are required to make their own inquiries that it may require in order to submit the bid. The information is provided on the basis that it is non-binding on the IPA, any of its authorities or agencies or any of their respective officers, employees, agents or advisors.

IPA reserves the right not to proceed with the bidding process at any stage without assigning any reasons thereof, to alter the timetable reflected in this document or to change the process or procedure to be applied. It also reserves the right to decline to discuss the bid further with any party submitting a bid.

No reimbursement of cost of any type will be paid to persons or entities submitting the Bid.

**Managing Director
Indian Ports Association**

RFP Notice

Notice Inviting Tenders for the selection of Strategy Consulting firms for providing “Strategy Consulting Services to formulate National Perspective Plan mandated under the Indian Ports Act, 2025 to meet the requirements of the maritime trade and prioritise associated infrastructure development and to assess the feasibility for developing one Mega Port on East Coast for handling containers”

Indian Ports Association (IPA) invites Requests for Proposal (RFP) from interested eligible Strategy Consultancy Firms for undertaking the subject work.

The RFP document is available on <http://ipa.nic.in> and <https://eprocure.gov.in/eprocure/app>. Eligible agencies may download the RFP from the above websites.

The details of RFP are as follows:

Name of work	Strategy Consulting Services 1. To formulate National Perspective Plan mandated under the Indian Ports Act, 2025 to meet the requirements of the maritime trade and prioritise associated infrastructure development 2. To assess the feasibility for developing one Mega Port on East Coast for handling containers”
Tender Notice No.	IPA/P&P/NPP/2026 Dated: 20.04.2026
Cost of Tender Document	Rs. 10,000/- (Rs. Ten Thousand Only) (Non-refundable)
EMD	Rs. 2,00,000/- (Rs. Two Lakhs Only)
Performance Guarantee	5% (Five Percent) of the awarded cost / agreement value
Method of Selection	QCBS 70:30
Contract Period	Six Months
RFP / Tender Availability Date	20.04.2026 by 18:00 hrs.
Last Date of receiving queries	25.04.2026 by 17:00 hrs.
Pre-Bid Meeting Date	27.04.2026 at 11:00 hrs.
Response to Queries	29.04.2026 by 17:00 hrs.
Last date of submission	05.05.2026 by 15:00 hrs.
Opening of Technical Bid	05.05.2026 by 15:30 hrs.
Technical Presentation	To be notified
Opening of Financial Bid	To be notified
Letter of Award	To be intimated to Selected Bidder
Date of Start of Work	To be intimated to Selected Bidder
Validity of Tender	120 days from the Due Date

Contact Details	<p>1. Prema Kumar Pillai prem.mpt@gmail.com Mobile: 9822388841</p> <p>2. Suparn Kashyap jastat-ipa@gov.in Mobile: 9958935304</p>
Communication Address	<p>The Managing Director, Indian Ports Association, 1st Floor, South Tower, NBCC Place, Bhisham Pitamah Marg, Lodi Road, New Delhi – 110 003. Tel. No. 0091-011-24369061/63, 24368334 FAX: 011-24365866 Email: ipa@nic.in</p>

**Managing Director
Indian Ports Association**

1 Introduction

India is embarking on a period of rapid maritime evolution, propelled by shifting global trade patterns, digital innovation, and stricter environmental mandates. To capitalize on these trends while addressing domestic goals—such as lowering logistics costs and boosting shipbuilding—the **Indian Ports Association (IPA)** is seeking strategy consultants to provide *“Strategy Consulting Services to formulate National Perspective Plan mandated under the Indian Ports Act, 2025 to meet the requirements of the maritime trade and prioritise associated infrastructure development and to assess the feasibility for developing one Mega Port on East Coast for handling containers”*

National Perspective Plan. Mandated by the Indian Ports Act of 2025, this blueprint will integrate infrastructure, green energy, and institutional reform to establish India as a premier global maritime power.

2 Glossary

In this bid document and in the ‘Contract’, unless the context otherwise requires:

- i) “Authorised Representative” means any Officer of IPA authorised by the Competent Authority responsible for supervising, administering the Contract, certifying payments due to the Consultant, and other functions as specified in this contract.
- ii) “Bid” (including ‘tender’, ‘offer’, ‘quotation’ or ‘proposal’) means an offer for rendering services made in accordance with the terms and conditions set out in the bid document.
- iii) "Bid documents" (including the term 'bid documents' or 'Request for Proposal Documents' in certain contexts) means a document issued by IPA, including any amendment thereto, that sets out the terms and conditions of the given e-tender and includes the invitation to bid.
- iv) "Bidder" (including the term 'tenderer', Consultant, or Consultant in certain context) means any person (in the form of sole proprietor) or firm or company or any other legal entity (registered under the Companies Act, Societies Registration Act, etc.), participating in the e-tendering process with IPA;
- v) "Bidder registration document" means a document issued by IPA, including any amendment thereto, that sets out the terms and conditions of registration proceedings and includes the invitation to register for the e-tender;
- vi) "Competent authority" means the Managing Director or any officer(s) authorized by the Managing Director of Indian Ports Association, New Delhi which is registered in Delhi under the Societies Registration Act, 1860.
- vii) "Contract" (including the terms 'Work Order' under certain contexts), means a formal legal agreement as may be amended, supplemented or modified in accordance with the terms of contract in writing relating to the subject matter of the tender, executed between Indian Ports Association and the Consultant / Consultant together with the documents referred to therein including general conditions, special conditions of Contract, Priced and instructions issued from time to time by IPA and all these documents taken together shall be deemed to form one contract and shall be complementary to one another, which are in compliance with all

the relevant provisions of the laws of India.

- viii) "Contract Period" a period up to **6 Months** from the date of signing of contract agreement which may be extendable for a further period on the requirement of IPA on mutually agreed basis at the same rates, terms and conditions as decided by IPA, if the services are required by IPA and the performance of the Consultant is found satisfactory by the IPA.
- ix) "Contract price" means the sum named in the tender subject to such additions thereto or deductions there from as may be made under the provisions herein after contained. "GoI" means Government of India.
- x) "Consultant / Consultant" means the person or persons, firm or company whose tender has been accepted by the competent authority and includes consultant's representative, successors and/or permitted assigns for the subject Contract.
- xi) "Cost of Tender Document & Bid Processing Fee" means an amount of Rs. 10,000 (Rupees Ten Thousand Only) to be paid as one-time non-refundable payment to participate in tender process for any work undertaken by IPA for which no exemption shall be provided on any ground.
- xii) "Day" means a day of 24 hours from midnight to the next midnight irrespective of the number of hours worked in that day.
- xiii) e-Tender" means conducting of procurement processes by IPA with bidders for the acquisition of works and services using information and communication technology (specially the internet) with the aim of open, non-discriminatory, and efficient procurement through transparent procedures.
- xiv) "Earnest Money Deposit" (EMD)" means a security from a bidder securing obligations resulting from a prospective contract award with the intention to avoid; the withdrawal or modification of an offer within the validity of the bid, after the deadline for submission of such documents; failure to sign the Contract or failure to provide the required security for the performance of the Contract after an offer has been accepted; or failure to comply with any other condition precedent to signing the contract specified in the Bid documents.;
- xv) "Head of the Department" means Executive Director / Chief Administrative Officer / Head Officer (Procurement) or any other officer assigned such duties by Managing Director of the Indian Ports Association.
- xvi) "Head of the Organization" means Managing Director of the Indian Ports Association.
- xvii) "Month" means a month according to Christian calendar.
- xviii) "Notice inviting tenders" (including the term 'Invitation to bid' or 'request for proposals' in certain contexts) means a document and any amendment thereto published or notified by IPA, which informs the potential bidders that it intends to procure services and/or works.;
- xix) "Pre-qualification document" means the document including any amendment thereto issued by IPA, which sets out the terms and conditions of the pre-qualification bidding and includes the invitation to pre-qualify;
- xx) "Responsive bid", in relation to a bidder, means a bid submitted by a bidder that conforms to all material aspects and conditions specified in the Bid document. If any requirements specified in the Bid document are not complied with or changes are made by the bidder in the tender document or if there is non-usage of the prescribed forms stipulated in the bid document, the bid shall be considered as non-responsive and shall be summarily rejected.

xxi) “Strategy Consulting Services” means a subset of consultancy services having the meaning assigned under Rule 177 of the General Financial Rules (GFR), 2017 and shall mean high-level advisory services involving formulation of long-term direction, policies, corporate or sectoral strategies, innovation strategy, organisational restructuring, institutional design, process & operations design, governance frameworks, transformation roadmaps, people strategy, analytical modelling, management capacity build, risk assessment, driving global investment promotion, business or revenue models etc. which is having an advisory or professional nature, primarily intellectual and non-physical, where outcomes are dependent on the expertise and analysis of the consultant.

Strategic consultancy shall exclude routine operational, implementation, audit, compliance, accounting, tax advisory, transaction advisory, engineering design, program management, regulatory compliance project, project management/execution, IT project, IT support, system integration, system implementation services etc.

xxii) "Tender" means the Consultant's priced offer to IPA for the execution and completion of the works and the remedying of any defects therein in all accordance with the provisions of the Contract, as accepted by the Work order.

xxiii) "Week" means seven days without regard to the number of hours worked in any day in that week.

3 Instructions to the Bidders

A. General:

Electronic Tenders (Online) are invited by INDIAN PORTS ASSOCIATION (IPA) from interested Strategy Consulting firms for providing “*Strategy Consulting Services to formulate National Perspective Plan mandated under the Indian Ports Act, 2025 to meet the requirements of the maritime trade and prioritise associated infrastructure development and to assess the feasibility for developing one Mega Port on East Coast for handling containers*”

3.1 Pre Bid Meeting

A pre-bid meeting will be conducted on the date, time and place as specified in RFP Notice at Indian Ports Association, New Delhi. Interested bidders can send their queries to the designated e-mail by and may participate in the pre- bid meeting. The meeting can be attended physically at IPA office or through Video Conference. The link to attend the meeting will be available in the CPP Portal and IPA website. The replies to queries will be published on the CPP Portal and IPA website, which shall form part and parcel of the contract agreement. Any queries received after the due date shall not be considered and no reply to such queries will be given.

3.2 Registration of Bidders on the Portal

The intending Bidders are required to register on the website <https://eprocure.gov.in/eprocure/app> by clicking “**Online Bidder Enrolment**” option in order to obtain user-id and password at first and then to activate their respective user-id by using Digital Signature Certificate (Class III).

B. Cost of Tender Document & Bid Processing Fee

Bid document will be issued by IPA. Applicants shall have to furnish a non-refundable cost of tender document & bid processing fee amounting to Rs. 10,000/- (Rupees Ten Thousand only) pledged in favour of Indian Ports Association through NEFT in the designated bank account of IPA for which no exemption on any ground shall be provided.

3.3 Earnest Money Deposit (EMD)

In order to be considered for the bid, the Bidder shall make payment of EMD of Rs. 2,00,000/- (Rupees Two Lakhs only) in the designated bank account of IPA as per following terms & conditions:

- i) While submitting their bid, the bidder shall upload the scanned Unique Transaction Reference (UTR) number details or any other electronic transaction details in the Form - 6 towards the successful remittance of the Earnest Money Deposit (EMD). The

Earnest Money Deposit (EMD) remitted in any other form will not be considered and such tenders will be summarily rejected.

- ii) The Earnest Money Deposit (EMD) furnished by all unsuccessful bidders will be returned through an e-payment system, after the expiry of the final tender validity period but not later than 30 (thirty) days after award of Contract or signing of the Contract Agreement, whichever is earlier. The Earnest Money Deposit (EMD) of the successful bidder shall be adjusted against the Performance Guarantee.
- iii) The EMD will be forfeited, if the bidder withdraws or modifies an offer within the validity period of the bid, after the deadline for submission of such documents.
- iv) If the successful bidder fails to remit the Performance Security after the issue of letter of intent within the specified or extended time, the EMD shall be forfeited and the bidder shall be debarred/ black listed for a period of three years.
- v) No interest shall accrue or is payable on the EMD from the date of its remittance till it is returned to the bidders.
- vi) Any bidder who is claiming exemption from payment of EMD based on any Central/ State Government certification, the same shall be considered for such exemption provided that the firm uploads the said valid certificate copy at the time of submission of their bid documents along with the details duly filled in **Form – 6A**.

3.4 Designated Bank Account Details of IPA

Any payments related to the bid process shall be made to IPA's designated bank account as follows:

Sl.	Detail	Information
A	Name and address of the bank	Indian Overseas Bank, Lok Kala Manch, Lodhi Colony, New Delhi – 110003
B	Name of the branch	Lok Kala Manch Branch
C	IFSC code	IOBA0001498
D	Account Number	149801000002360
E	Type of Account	Savings Account
F	Contact Details	ipa@nic.in

3.5 Performance Security

The Selected bidder shall submit performance security, which shall be 5% of the accepted tender cost/ awarded cost/ agreement value and shall be in form of irrevocable an irreversible bank guarantee/Demand Draft/Insurance surety bonds/Fixed Deposit Receipt. The performance security shall be submitted by the selected bidder within 07 working days from receipt of Letter of Award, pursuant to which the Agreement shall be signed within 15 working days from issuance of letter of award. The performance security shall remain with IPA for a period of 60 (sixty) days beyond the date of completion of all contractual obligations of the consultant, including Defects Liability Period (DLP). On expiry of a period of 60 days

beyond the Defects Liability Period, the Engineer-In-Charge shall, on demand from the Consultant, refund to him the performance security (without any interest) provided the Engineer-in-Charge is satisfied that there is no demand outstanding against the Consultant. The performance security will be forfeited and credited to the IPA's account in the event of a breach of contract by the consultant/ termination of contract under any clause(s) of the contract. The Applicant, by submitting its Application pursuant to this RFP, shall be deemed to have acknowledged that without prejudice to IPA's any other right or remedy hereunder or in law or otherwise, the Performance Security, as available, shall be forfeited and appropriated by IPA in lieu of compensation and damage payable to IPA for, inter alia, the time, cost and effort of IPA 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 as specified in this RFP;
- b) If the Applicant is found to have a Conflict of Interest as specified in this RFP; The Bank Guarantee shall be submitted as per format provided in **Annexure – C** for performance security.

3.6 Expenses incurred by the Bidder

- i) IPA shall not be responsible for any direct or indirect expenses incurred by the Bidders in preparing, submitting and/or personally attending at the time of opening the techno-commercial bid / price bid or at any other time.
- ii) 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, and visits to IPA. IPA will not be responsible or in any way liable for such costs, regardless of the conduct or outcome of the Selection Process.

3.7 Bidder's Responsibility

- i) The bidder, at the bidder's own responsibility and risk are encouraged to examine the requirements of IPA and obtain all information that may be necessary for preparing the bid and entering into a contract.
- ii) Applicants must read carefully the minimum conditions of eligibility (the "Pre-qualification criteria") provided in this document Proposals of only those Applicants who satisfy the Conditions of Minimum Eligibility will be considered for evaluation.
- iii) It is implied that on submission of the tender, the Bidder is deemed to have clearly understood and satisfied himself regarding the work and all conditions likely to be encountered during the execution of the work thereof.
- iv) Further the Bidder undertakes (if his tender is accepted) that he has to enter into and execute when called upon to do so, a Contract Agreement as provided in the document with such modifications as agreed upon. Until the formal Contract Agreement is prepared and executed, this tender document together with the written acceptance shall form a binding agreement between IPA and the Consultant.
- v) The Bidder shall furnish a certificate of Acceptance on technical and commercial terms and

conditions in the enclosed **Form - 10**.

- vi) Any bidder who is claiming exemption from payment of EMD based on any Central/State Government certification, shall furnish a declaration and undertaking as in the enclosed **Form – 6A**. *Please note that such exemptions will be only for the EMD and does not cover the cost of tender document and bid processing fee which is payable and non-refundable.*
- vii) The Bidder shall submit a declaration as provided in the **Form - 10** of the bid document that the Bidder has no litigation or arbitration proceedings against IPA and that the bidder has not been blacklisted or debarred as on the date of submission of bid from providing service by any of the Central / State Government / Nationalized Banks/ Autonomous bodies / PSEs/PSUs and any other organizations in India prior to the submission date of tender mentioned in the NIT and the same shall be uploaded along with the bid document in the E-tender portal.
- viii) The Applicant should submit a Power of Attorney as per the format at **Form – 4** provided, however, that such Power of Attorney would not be required if the Application is signed by the proprietor of the company.

3.8 Number of Proposals

No Applicant shall submit more than one Application for the proposed work.

3.9 Acknowledgement by Applicant

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 IPA;
- c) accepted the risk of inadequacy, error or mistake in the information provided in the RFP;
- d) satisfied itself about all matters, things and information necessary for submitting an informed Application;
- 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.

IPA shall not be liable for any omission, mistake or error on account of any matter arising out of or relating to the RFP or the Selection Process.

3.10 Declaration by the Bidder

The bidder shall furnish a declaration to the effect that he has completely read the bid documents and found himself to be eligible before submission of the bid, as specified in **Form – 9**.

3.11 Transfer of Bid Documents

Transfer of bid documents downloaded by one intending Bidder to another is not permissible.

3.12 History of Litigation

A consistent history of litigation or arbitration awards against the applicant/bidder may result in disqualification.

3.13 Right to Reject Any or All Proposals

Notwithstanding anything contained in this RFP, IPA 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 obligation for such acceptance, rejection, or annulment.

Without prejudice to the generality of the above, the IPA 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 IPA, the supplemental information sought by IPA for evaluation of the Proposal.

Misrepresentation / improper response may lead to disqualification of the Applicant.

3.14 Incomplete Details and Canvassing

IPA does not bind itself to accept the lowest tender and may reject any or all tenders received without assigning any reason, whatsoever. Tenders in which any of the particulars and prescribed information is inadequate or incomplete in any respect and / or prescribed conditions are not fulfilled, such tenders are liable to be rejected. Canvassing in any form by the Bidders shall result in their tender being rejected.

3.15 Fraud and Corrupt Practices

The Applicant 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 IPA 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 IPA 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 IPA for, inter alia, time, cost and effort of the IPA, in regard to the RFP, including consideration and evaluation of such Applicant's Proposal.

Without prejudice to the rights of the IPA hereinabove and the rights and remedies which the IPA may have under the LOA or the Agreement, if an Applicant or Consultant, as the case may be, is found by the IPA 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 IPA during a period of 2 (two) years from the date such Applicant or Consultant, as the case may be, is found by the IPA 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.

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 IPA 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 IPA, shall be deemed to constitute influencing the actions of a person connected with the Selection Process; or 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 agency/ adviser of the IPA 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 IPA 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.

3.16 Amendments of RFP

At any time prior to the deadline for submission of Proposal, IPA 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 Website/portal.

All such amendments will be notified in writing through e-mail to all Applicants who have purchased the RFP document. The amendments will also be posted on the IPA Website and CPP Portal and will be binding on all Applicants.

In order to afford the Applicants a reasonable time for taking an amendment into account, or for any other reason, IPA may, in its sole discretion, extend the Proposal Due Date.

Addenda/Corrigenda/clarification, if any to the bid documents will be issued by the IPA only in the E-tender portal and IPA's website, prior to the date of opening of the tenders.

3.17 Clarifications

Applicants requiring any clarification on the RFP may email their queries to IPA before the date mentioned in the Schedule of Selection Process. IPA will reply to all such queries at its own discretion.

IPA reserves the right not to respond to any queries or provide any clarifications, in its sole discretion, and nothing in this document shall be construed as obliging IPA to respond to any question or to provide any clarification.

3.18 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 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.

3.19 Format and Signing of Proposal

The Applicant shall provide all the information sought under this RFP. IPA would evaluate only those Proposals that are received in the specified forms and complete in all respects.

The Proposal shall be typed or written in indelible ink and signed by the authorised signatory of the Applicant who shall initial each page. 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 a partner, in case of a partnership firm and/ or a limited liability partnership;

or

- b) by an authorized representative possessing a valid Power of Attorney, in the case of a company or corporation, or by the owner in the case of a proprietorship firm

A copy of the Power of Attorney certified by a notary public in the Form - 4 shall accompany the Proposal.

Applicants should note the Proposal Due Date, as specified in the RFP document, for submission of Proposals. Except as specifically provided in this RFP, no supplementary material will be entertained by IPA, and that evaluation will be carried out only based on documents received by the closing time of Proposal Due Date. Applicants will ordinarily

not be asked to provide additional material information or documents after the date of submission, and unsolicited material if submitted will be summarily rejected.

3.20 Correction / Variation

- a. All corrections and alterations in the entries of the bid documents shall be attested with full signature of the Bidder with date. No erasures or over-writings shall be made.
- b. The Bidders should not upload any revised or amended offers after the opening of the tender. If any such document is found in the bid, the same shall be rejected.
- c. The bidder's proposal is deemed to include, all prices for the **Scope of Work** specified in the RFP bid document and no arithmetical correction or price adjustments are allowed.
- d. Tender should be complete in all respects for taking a decision immediately on opening of the tender.

3.21 Conflict of Interest

- i) An Applicant shall not have a conflict of interest that may affect the Selection Process (the "Conflict of Interest"). Any Applicant found to have a Conflict of Interest shall be disqualified. In the event of disqualification, IPA shall forfeit and appropriate the Performance Security, as available, as mutually agreed genuine pre-estimated compensation and damages payable to IPA for, inter alia, the time, cost and effort of IPA including consideration of such Applicant's Proposal, without prejudice to any other right or remedy that may be available to IPA hereunder or otherwise.
- ii) IPA requires that the Agency provides professional, objective, and impartial advice and always hold IPA's interest paramount, avoid conflicts with other assignments or its own interests, and act without any consideration for future work. The Agency shall not accept or engage in any assignment that would 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 IPA.
- iii) An Applicant shall be deemed to have a Conflict of Interest affecting the Selection Process, if:
 - a) the Applicant or Associates (or any constituent thereof) and any other Applicant 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 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 or Associate, as the case may be) in the other Applicant 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 (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 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 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;

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 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 will depend on the circumstances of each case. While providing goods or services to IPA for this particular assignment, the Agency 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 IPA to provide goods or works or services for a project, and its Associates, will be disqualified from providing goods or services for the same project save and except as provided in the RFP document; conversely, a firm hired to provide goods or services for the preparation or implementation of a project, and its Associates, will be disqualified from subsequently providing goods or works or services related to the same project; or

h) the Applicant or Associate (or any constituent thereof), and the Applicant or concessionaire if any, for the Project, its consultant(s) or sub-consultant(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 or Associate (or any shareholder thereof having a shareholding of more than 5% (five per cent) of the paid up and subscribed share capital of such Applicant or Associate, as the case may be,) in the Applicant or concessionaire, if any, or its consultant(s) or sub-consultant(s) is less than 5% (five per cent) of the paid up and subscribed share capital of such concessionaire or its consultant(s) or sub-consultant(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 2 (72) of the Companies Act 2013. 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, with the Applicant (the “Associate”); 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.

An Applicant eventually appointed as consultant for this Project, its Associates, affiliates and the Agencies, shall be disqualified from subsequently providing goods or works or services related to the assignment 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 other assignments granted by banks/ lenders at any time; provided further that this restriction shall not apply to works, goods and services performed for IPA in continuation of this assignment or to any subsequent assignment performed for IPA in accordance with the rules of IPA. For the avoidance of doubt, an entity affiliated with the Agency shall include a partner in the firm or a person who holds more than 5% (five per cent) of the subscribed and paid up share capital of the firm (to which Agency belongs), as the case may be, and any Associate thereof. For the avoidance of doubt, in the event that:

- a) any member of an Applicant was a partner or an employee of another firm, which attracts the provision 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 Agency shall be deemed to suffer from Conflict of Interest for the purpose hereof.

If the Agency, its Associates or affiliates are auditors or financial advisers to any of the Applicants for the Project, they shall make a disclosure to IPA as soon as any potential conflict comes to their notice but in no case later than 7 (seven) days from the opening of the RFP applications for the Project and any breach of this obligation of disclosure shall be construed as Conflict of Interest. IPA shall, upon being notified by the Agency under this Clause, decide whether it wishes to terminate this assignment or otherwise, and convey its decision to the firm within a period not exceeding 15 (fifteen) days.

3.22 Signing of the Bid Documents

All pages of the bid documents and the documents submitted in support of the eligibility of the Bidder pre-qualifying in the tender (as stated in Annexure - A) to be uploaded by the Bidder, which shall be originally signed with date and seal at the lower right hand corner and shall be serially numbered, wherever required by the Bidder himself or a person holding power of attorney duly authorized and competent to do so on behalf of the Bidder, as furnished in Form – 4 of the bid document, before submission of the tender.

3.23 Bid Submission

- a. Such of the registered bidders, who intend to bid, are required to download and print out the bid document along with its Annexures and forms and fill up the same. A scanned copy of such filled up bid document shall be submitted online through the CPP Portal using their respective user-id and password in order for their bid to be considered. The bidders shall also upload the scanned copies of the supporting documents in the form and manner as mentioned in the "**Qualification and Responsiveness Information of Annexure - A**" of the bid document.
- b. The bid follows e-tender system and bidders are required to submit techno commercial / qualification details in Technical Bid and Price bid separately in Financial Bid electronically. Both shall be submitted simultaneously.
- c. Both Part I and Part II bid documents are required to be submitted only through the above mentioned electronic mode and tender submitted through any other mode will be summarily rejected and no correspondence on such matter will be entertained for the reasons whatsoever.
- d. The Applicants shall submit the Proposal with all pages numbered serially and by giving an index of submissions only in the CPP Portal. There will be no hard copy submissions.
- e. The Technical Proposal shall be signed by the Authorised Representative of the Applicant. All pages of the original Technical Proposal must be numbered and initialled by the person or persons signing the Proposal.
- f. The completed Proposal must be submitted on the CPP Portal before the specified due date. Proposals submitted in any other form shall not be entertained.
- g. 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 copies of the relevant pages of printed documents. No separate documents like printed annual statements, firm profiles, copy of contracts etc. will be entertained.

3.24 Proposal Due Date

Proposal should be submitted by the due date specified in RFP Notice in the manner and form as detailed in this RFP.

IPA may, in its sole discretion, extend the due date by issuing an Addendum uniformly for all Applicants.

3.25 Late Proposals

Proposals received by IPA after the specified due date shall not be eligible for consideration and shall be summarily rejected.

3.26 Uploading of Bid Documents

- i. The Bidder shall on its own responsibility have to download and upload the bid document in the provided E-tender portal. The Bidder has to make his own arrangements to overcome the internet, electricity or other connectivity failures to complete the tender filling online at his own risk and cost and IPA will not be responsible for such failures or shall not be liable to extend or accept such delayed or incomplete tender, for reasons

whatsoever.

- ii. The terms of the tender schedule, conditions of consultant any other documents attached to the bid document shall not be defaced or detached from it and the same has to be uploaded in whole as per the instructions provided in the bid document or in the E-tender portal or format for Tenders Acceptance letter is attached **Form – 5**.
- iii. In order to file an error-free tender, the bidders may make use of the qualification documents to be uploaded list provided in the **Qualification and Responsiveness Information in Annexure A** of the bid document to identify the documents to be scanned and uploaded in support of their bid. The list is not exhaustive and only indicative. Hence the Bidder is advised to read the entire bid document carefully and determine any other documents which need to be uploaded, as a support to their qualification to the bid.

3.27 Quoting for the Price Bid

- i. The bidder shall quote the rate /price for the assignment as per format specified in **Part – II Price Bid (Annexure – B 1)” only in the CPP Portal. The Technical bid shall not contain and price.**
- ii. Applicable taxes, if any payable, shall be reimbursed over and above the quoted rates on production of documentary evidence.
- iii. The Bidder shall quote the rate / prices in figures as well as in words in English. In case of any discrepancy between figures and words, the rates in words shall prevail.

3.28 Bid Opening

The Part I – Technical Bid containing the techno-commercial documents listed in the Qualification and Responsiveness Information in Annexure - A and any other documents uploaded by the Bidders will be opened through online on the scheduled date and time as indicated in the NIT.

3.29 Bid Validity

The Bid Proposal shall be valid for a period of not less than 120 days from the date of Bid opening.

3.30 Payments Currency

All payments will be made only in Indian Rupees and no foreign exchange is available for this work.

3.31 Communication for Information

All communications should contain the following information at the top in bold letters:

REQUEST FOR PROPOSAL (RFP) for

“Strategy Consulting Services to formulate National Perspective Plan mandated under the Indian Ports Act, 2025 to meet the requirements of the maritime trade and prioritise associated infrastructure development and to assess the feasibility for developing one Mega Port on East Coast for handling containers”

All communications including the submission of Proposal should be addressed to;

Managing Director,
Indian Ports Association,
1st Floor, South Tower,
NBCC Place, Bhisham Pitamah Marg,
Lodhi Road, New Delhi - 110003.
Tel. No. 0091-011-24369061/63, 24368334

4 Selection Process

The selection will be based on the evaluation framework defined in this document. All bids will primarily be evaluated based on pre-qualification criteria. Bidders who meet the Pre-Qualification Criteria will be eligible for the next set of evaluations. The Commercial Proposal of Bidders who do not meet the Pre-Qualification criteria will not be opened.

4.1 Brief Description of the Selection Process

IPA has adopted a single-stage two-cover process using Quality and Cost Based Selection (QCBS) 70:30. In the first stage, a technical evaluation will be carried out. Based on this technical evaluation, a list of technically qualified applicants shall be prepared. In the second stage, financial proposals of the qualifying Bidders shall be opened and evaluated. Proposals will finally be ranked according to their combined technical and financial scores. The first-ranked Applicant shall be called for negotiation, if necessary, while the second-ranked Applicant will be kept in reserve.

4.2 Technical Proposal

Applicants shall submit the technical proposal in the formats as specified at **Annexure – A**. While submitting the Technical Proposal, the Applicant shall 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) The RFP document duly signed on all pages is submitted;
- d) The Technical Proposal shall not include any financial information relating to the Financial Proposal.

Failure to comply with the requirements spelt out above shall make the Proposal liable to be rejected.

IPA 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 IPA to undertake such verification shall not relieve the Applicant of its obligations or liabilities hereunder nor will it affect any rights of IPA there under.

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 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 IPA without the IPA being liable in any manner whatsoever to the Selected Applicant.

In such an event, IPA shall forfeit and appropriate the Performance Security, as available, as mutually agreed pre-estimated compensation and damages payable to the IPA for, inter alia,

time, cost and effort of IPA, without prejudice to any other right or remedy that may be available to IPA.

4.3 Financial Proposal

Applicants shall submit the financial proposal in the formats specified at **Annexure – B 1 only in the CPP Portal**, clearly indicating its quote for the assignment in Indian Rupees.

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

- a) All the costs associated with the assignment shall be included in the Financial Proposal. 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 may be considered non-responsive and liable to be rejected.
- b) The Financial Proposal shall consider all expenses and tax liabilities excluding GST. 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. GST will be paid only after submission Tax Invoice and proof of filing returns (GSTR-1 & GSTR-3B) and appearing of same in GSTR-2A.
- c) Costs (including break down of costs) shall be expressed in INR

4.4 Pre-Qualification (PQ) Criteria

Pre-Qualification (PQ) criteria for a consultant typically ensure that the vendor possesses the necessary expertise, resources, and experience to undertake the assignment.

S. No.	Basic Criteria	Description	Documents Required
1	Statutory Requirements	<ul style="list-style-type: none"> • The bidder must be an Indian entity registered under applicable laws and has been in existence for more than five years. • The bidder must have a valid GST Number and PAN Card in India. • The bidder must have completed balance sheets for any three of the last four financial years (i.e. FY 2022-23, FY 2023-24, FY 2024-25, FY 2025-26) and any other financial statements that demonstrate its financial stability and compliance 	<ul style="list-style-type: none"> • Copy of Certificate of Incorporation/ Registration • Copy of the work orders / completion certificates • Valid GSTIN and copy of GST Registration Certificate • Valid PAN Card • Copy of audited Profit & Loss Statement OR Certificate from the Statutory Auditor
2	Blacklisting	The bidder shall not be under declaration of ineligibility for corrupt or fraudulent practices with any Central / State Government Organization and	Undertaking to this effect on company's letter head signed by company's authorized signatory

S. No.	Basic Criteria	Description	Documents Required
		should not have been blacklisted as on the date of submission of bid.	
3	Litigations	The bidder should not have any pending litigation or disputes that could adversely impact the performance of the contract and should disclose pending litigation or disputes against him before any court of law or tribunal or arbitrator or any other institution / organisation.	Undertaking to this effect on company's letter head signed by company's authorized signatory
4	Past performance of the Applicant	A bidder or its Associate should not have been imposed any penalty by an arbitral or judicial authority through a judicial pronouncement or arbitration award.	Undertaking to this effect on company's letter head signed by company's authorized signatory.
5	Strategy Consulting Capability	<ul style="list-style-type: none"> •The Bidder must have an ongoing empanelment as Top Tier Strategy Consulting Organisation in any Central / State Government Department / Organisation. <p style="text-align: center;">OR</p> <ul style="list-style-type: none"> •The Bidder meets following criteria: <ul style="list-style-type: none"> – having at least 70% of overall business as strategy consulting. – having at least 75 strategy consulting resources on company payroll possessing qualifications from premier institution of national / international repute such as IIMs, IITs, ISB or top 200 globally ranked universities (as per QS / THE rankings). – having experience in at least 10 Strategy Consulting Projects (only projects having more than Rs. Two Crores consultancy fees payable shall be considered) for both Private and Government Organizations during last ten Financial Years. 	<ul style="list-style-type: none"> • Empanelment Order as Top Tier Strategy Consulting Organisation • Certificate from CA towards percentage of strategy consulting business in overall business. • Certificate from the Head of HR/ Director/ President of the organization for strategy consulting resources. • Previous Work Orders/ Completion Certificates/ Phase Completion Certificates in strategy consulting projects. • Any other evidence document

S. No.	Basic Criteria	Description	Documents Required
		<ul style="list-style-type: none"> – having experience in at least 03 Strategy Consulting Projects in Maritime Sector (only projects having more than Rs. Two Crores consultancy fees payable shall be considered) for both Private and Government Organizations during last ten Financial Years. 	
6	Public Sector Experience	The Bidder must demonstrate expertise in undertaking maritime consultancy assignments for Central/ State Governments/ PSUs/ Autonomous Bodies apart from private sector.	<ul style="list-style-type: none"> • Work Orders/ Completion Certificates/ Partial Completion Certificates • Any other evidence document
7	Financial Capacity	The bidder must have an average annual turnover of ₹ 500 crores or more in any three of the last four financial years (i.e. FY 2022-23, FY 2023-24, FY 2024-25, FY 2025-26).	<ul style="list-style-type: none"> • Copy of audited Profit & Loss Statement OR Certificate from the Chartered Accountant • Audit Reports: Access to recent audited financial statements that demonstrate transparency and financial soundness.
8	Key Personnel Requirement	<ul style="list-style-type: none"> • 01 Project Director meeting following criteria: <ul style="list-style-type: none"> – possessing qualifications for strategy consulting resources – having minimum qualification as MBA/ Post Graduate Diploma in Management in relevant field – minimum 15 years' consulting experience – experience of leading at least 03 strategy consulting project for Central / State Governments / PSUs/ Autonomous Bodies (only projects having more than Rs. Two Crores consultancy fees payable shall be considered) 	<ul style="list-style-type: none"> • Certificate from the Head of HR / Director / President of the organization that the key personnel is on organisation payroll as on the day of bid submission or will be on organisation payroll as on the day of commencement of assignment. • Self attested CV's of the Key personnel as described in the RFP to be submitted along with bid which shall be integral part of bid document and

S. No.	Basic Criteria	Description	Documents Required
		<ul style="list-style-type: none"> • 01 Port / Terminal Expert meeting following criteria: <ul style="list-style-type: none"> – possessing qualifications for strategy consulting resources – having minimum qualification of BE / B-Tech / M-Tech in relevant field – minimum 10 years' professional experience in relevant sector – experience of at least 02 port / terminal sector projects (India or outside India) • 01 Trade / Traffic Expert meeting following criteria: <ul style="list-style-type: none"> – possessing qualifications for strategy consulting resources – having minimum qualification of MBA / BE / B-Tech / M-Tech in relevant field – minimum 10 years' professional experience in relevant sector – experience of at least 02 trade / traffic assessment projects in maritime sector (outside India) • 01 Hinterland Logistics Expert meeting following criteria: <ul style="list-style-type: none"> – possessing qualifications for strategy consulting resources – having minimum qualification of MBA / BE / B-Tech / M-Tech in relevant field – minimum 10 years' professional experience in relevant sector – experience of at least 02 logistics sector projects in maritime sector (outside India) • 01 Resident Consultant having 1-3 years of experience in Port & Shipping Sector to be deployed in 	<p>evaluation. No changes shall be allowed in the Key Personnel after the bid has been submitted without the approval from IPA.</p>

S. No.	Basic Criteria	Description	Documents Required
		<p>MoPSW Office / IPA Office, Delhi / IPA Satellite Office Mumbai during entire duration of the project.</p> <p>Note: only projects having more than Rs. Two Crores consultancy fees payable shall be considered.</p>	

4.5 Man Power Requirement

- The strategy team shall consist of a Project Director (remote deployment), 03 relevant sector experts (remote deployment) and 01 full time resident consultant. The full time resident consultant will be stationed at the MoPSW Office / IPA Office, Delhi / IPA Satellite Office Mumbai IPA office for the entire duration of the project, selected at the discretion of Head of Organisation.
- The team will bring on-board relevant sector experts for client and stakeholder interactions. These sector experts should be available for in-person/video conference meetings with IPA or any other relevant authority/stakeholder as deemed necessary by IPA, as per requirement. The consultant shall leverage other topic experts as and when needed (e.g. capex strategy, financing, etc.).
- The manpower requirement of officials/experts and staff during the Assignment shall be as per the key personnel requirement as defined in Clause 4.4 Pre-Qualification Criteria. Any external/ internal experts as and when required for tackling technical / environmental / legal matter shall be arranged by the consultants at no extra cost to IPA.
- The entire team of consultants shall be required to be present physically / virtually at any location, date & time as may be required by IPA. In case physical presence is required, the cost of logistics arrangements including air ticket fare in premium economy / economy class, accommodation, food, local transportation etc. shall be borne by IPA.

4.6 Technical Evaluation Criteria

The Technical Evaluation Criteria ensures that the selected bidder is not only technically competent but also innovative, experienced, and aligned with the objectives of the study. IPA shall carry out the evaluation of proposals based on the evaluation criteria defined in this document. If required, IPA may seek specific clarifications from any or all Applicant(s) at this stage.

Technical Evaluation for those bidders will be carried out, who qualify the Pre-Qualification Criteria. The technical score of all the bidders would be calculated as per the criteria mentioned below and bidders who score a minimum 70 marks in the overall Technical Evaluation would be eligible for the next stage, i.e. Financial Bid opening:

S. No	Details of Criteria	Maximum Score	Scoring Guidelines	Supporting documents
1	Bidder's strategy consulting business as percentage of overall business in any three of the last four financial years (i.e. FY 2022-23, FY 2023-24, FY 2024-25, FY 2025-26).	15	Between 70 to 75 Percentage – 09 Marks More than 75 and up to 80 Percentage – 12 Marks More than 80 Percentage – 15 Marks	Certificate from CA towards percentage of strategy consulting business in overall business.
2	Bidder's experience in Strategy Consulting Projects in Maritime Sector (only projects having more than Rs. Two Crores consultancy fees payable shall be considered) for both Private and Government Organizations during last ten Financial Years.	15	Between 03 to 05 Projects – 09 Marks More than 05 and up to 07 Projects – 12 Marks More than 07 Projects – 15 Marks	Previous Work Orders/ Completion Certificates / Phase Completion Certificates in strategy consulting projects.
3	Bidder's average annual turnover in any three of the last four financial years (i.e. FY 2022-23, FY 2023-24, FY 2024-25, FY 2025-26).	15	Between 500 to 750 Crores – 09 Marks More than 750 and up to 1000 Crores – 12 Marks More than 1000 Crores – 15 Marks	Copy of audited Profit & Loss Statement OR Certificate from the Statutory Auditor
4	Number of strategy consulting resources on company payroll possessing qualifications from premier institution of national / international repute such as IIMs, IITs, ISB or top 200 globally ranked universities (as per QS / THE rankings).	10	Between 75 to 85 Numbers – 06 Marks More than 85 and up to 100 Numbers – 08 Marks More than 100 Numbers – 10 Marks	Certificate from the Head of HR/ Director/ President of the organization for strategy consulting resources.
5	Combined experience in terms of years of domain expertise of all Key Personnel taken to gather subject to each key	15	Between 50 to 60 Years of Experience – 09 Marks More than 60 and up to 75 Years of Experience – 12 Marks	Certificate from the Head of HR / Director / President of the organization that the key personnel is on

	<p>personnel meeting the experience criteria as defined in Clause 4.4 Pre-Qualification Criteria.</p>		<p>More than 75 Years of Experience – 15 Marks</p>	<p>organisation payroll as on the day of bid submission or will be on organisation payroll as on the day of commencement of assignment.</p> <p>CV's of the Key personnel as described in the RFP to be submitted along with bid which shall be integral part of bid document and evaluation. No changes shall be allowed in the Key Personnel after the bid has been submitted without the approval from IPA.</p>
6	<p>Technical PPT on proposed methodology, demonstration, Work plan, approach & methodology for completing the work:</p> <ul style="list-style-type: none"> • Understanding of global & domestic maritime logistics industry, challenges & opportunities in India • Understanding of latest developments in port and shipping sector in global & domestic maritime sector • Understanding of maritime trade and traffic scenario at global level with specific reference to India's position • Approach, Methodology & Proposed Tools to be deployed for the 	30	<p>Technical Presentation shall be reviewed by the committee constituted by IPA which shall assign score to each bidder's presentation.</p>	<p>Technical Presentation along with case studies to be submitted along with bid which shall be presented in IPA. No changes shall be allowed in the PPT after the bid has been submitted.</p>

	<p>execution of project</p> <ul style="list-style-type: none"> • One detailed case study related to developing national ports / maritime strategy based on the similarity of scale of case study to current RFP • One detailed case study related to global maritime trade and traffic assessment based on the similarity of scale of case study to current RFP • One detailed case study of supporting a port/ terminal operator in developing hinterland logistics based on the similarity of scale of case study to current RFP • Ability to leverage skills & expertise of national / international institutions / organisations • Proven ability to complete assignments of similar nature with excellent track record • Commitment of top leadership of consultancy firm • CV's of Proposed Key Personnel • Any other matters showcasing value addition 			
Total marks	100			

4.7 Quality-Cost Based Selection (QCBS):

The method of Selection is **Quality Cum Cost Based Selection (QCBS)** with weights distributed between technical & financial bid shall be used to evaluate the proposals as mentioned under:

- Technical Evaluation: 70% weightage
- Financial Evaluation: 30% weightage

1. Technical Bid Score: 70% (The bidder who secures maximum marks shall be given a Technical score of 100 and then pro-rata calculations for successive bidders with respect to their technical score).

The technical scores of other Bidders for the project shall be computed as follows.

$$Ts \text{ (bidder)} = 100 * (T \text{ (bidder)} / T \text{ (highest technical score amongst all bidders)})$$

(Adjusted to two decimal places)

Only those Bidders who have secured Technical Score of 70 or above shall be declared as qualified for evaluation of their 'Financial Bid'. Bidders who have secured less than 70 for Technical Score shall be rejected.

2. Financial Bid Score: 30 % (with full marks to lowest financial bidder and then pro-rata calculations for successive bidders with respect to their financial bids).

Financial Quote of any bidder = F

$$Fs \text{ (bidder)} = 100 * (F \text{ (lowest financial quote amongst all bidders)} / F \text{ (bidder)})$$

(Adjusted to two decimal places)

Any monetary figure in decimal shall be rounded off to the nearest INR. In cases of discrepancy between the prices quoted in words and in figures, lower of the two shall be considered. For any other calculation/ summation error etc. the bid may be rejected.

Total Evaluated Score = 0.70 Ts + 0.30 Fs

The bidder with highest Total Evaluated Score shall be declared as successful bidder.

5. TERMS OF REFERENCE (ToR)

5.1 BACKGROUND:

India is entering a period of accelerated maritime transformation driven by global supply chain reconfiguration, emerging trade corridors, intensifying competition among transshipment hubs, rising environmental standards, expanding multimodal connectivity, and rapid digitalisation in port and logistics operations.

At the same time, domestic imperatives, such as reducing logistics costs to global benchmarks, building resilience into supply chains, expanding port capacity, developing new mega ports, accelerating modal shift, strengthening shipbuilding, and transitioning towards green fuels, require a cohesive, future-proof national maritime strategy.

In this context, the Indian Ports Association (IPA) intends to appoint a team of strategy consultants to formulate a comprehensive National Perspective Plan mandated under the Indian Ports Act, 2025 to meet the requirements of the maritime trade and prioritise associated infrastructure development and to assess the feasibility for developing one Mega Port on East Coast for handling containers to address long-term capacity, connectivity, logistics ecosystem integration, green transition, shipping and shipbuilding growth, and institutional reforms necessary to place India among the top maritime nations globally.

5.2 OBJECTIVES OF THE CONSULTING PROGRAM

The consultant shall support IPA in preparing a holistic National Perspective Plan and conducting feasibility study for developing one Mega Port on East Coast with the following objectives:

1. Define a national vision and strategic pillars for India's maritime growth, covering port capacity, shipping, shipbuilding, logistics, coastal movement, green transition, and digitalisation.
2. Develop implementable action plans for each strategic pillar, including project pipelines, policy reforms, investment needs, and timelines.
3. Assess long-term cargo demand and translate it into port capacity requirements, including greenfield and brownfield port development.
4. Design multimodal logistics and connectivity frameworks ensuring competitive evacuation, increased modal shift, and resilience.
5. Develop a national strategy for maritime trade competitiveness and shipping ecosystem expansion.
6. Outline a shipbuilding, ship repair, and ship-recycling roadmap aligned with global benchmarks.
7. Formulate a national green maritime transition roadmap, including fuel readiness, port decarbonization, and climate resilience.
8. Recommend institutional, regulatory, PPP, and financing reforms for long-term governance and implementation.
9. Create a risk and resilience framework covering geopolitics, environment, trade disruptions, technology shifts, and investment risks.

10. Assess the feasibility for developing one Mega Port on East Coast for handling containers.
11. Assess the feasibility for developing other Mega Ports on Indian Coast in greenfield / brownfield segment for all types of cargoes.

The duration of the engagement is 6 months, extendable on mutual consent under similar terms and conditions.

5.3 SCOPE OF WORK

5.3.1 Port Capacity and Infrastructure

5.3.1.1 Cargo Demand Assessment & Capacity Gap Analysis

- Conduct comprehensive demand forecasting for EXIM, coastal, and inland waterways cargo in a phased manner.
- Analyse cargo types individually—dry bulk, liquid bulk, containers, breakbulk, Ro-Ro, refrigerated cargo—and identify demand drivers.
- Evaluate the impact of evolving global supply chains, FTAs, trade agreements, industrial corridors, and new commodity flows.
- Develop multiple scenarios (base, optimistic, conservative) incorporating economic growth, energy transition, manufacturing shifts, and global uncertainties.
- Assess hinterland consumption/production centers and their likely influence on port traffic.
- Identify demand inflection points (e.g., energy transition affecting coal/petroleum cargo, semiconductor manufacturing affecting container flows).
- Introduce port-cluster-based demand analysis across coastal regions.
- Assess cargo specialization potential across cluster networks (mineral hubs, energy hubs, container hubs, etc.).

5.3.1.2 Capacity Gap Identification & Expansion Planning

- Map current and planned capacity across major and non-major ports.
- Identify constraints at berth, storage, channel, and evacuation levels that impact effective capacity.
- Develop port-wise capacity gap projections for the next 10, 15, and 20 years.
- Propose brownfield capacity augmentation, throughput enhancement, productivity improvements, mechanisation, and operational reforms.
- Identify suitable greenfield locations based on cargo projections, draft requirements, land availability, navigational conditions, and proximity to industrial corridors.
- Build a national capacity expansion roadmap with timelines, capex needs, and interdependencies.
- Develop a prioritised national maritime infrastructure pipeline aligned with projected trade requirements, including sequencing, criticality assessment, and investment prioritisation for ports, logistics, IWT, coastal shipping, and shipbuilding ecosystems.
- Prepare a Port Cluster Development Strategy, defining:
 - regional port networks,
 - gateway-feeder relationships,

- cargo allocation & specialization logic.
- Provide a Port-led Industrial & Manufacturing Ecosystem Plan covering:
 - CEZ/SEZ integration,
 - port-adjacent industrial estates,
 - logistics parks & value-added services.

5.3.1.3 Multimodal Connectivity & Logistics Efficiency Planning

- Assess adequacy of existing and planned rail, road, coastal shipping, inland waterways, and pipeline connectivity to ports.
- Identify network gaps and bottlenecks limiting port evacuation efficiency.
- Propose a national port-connectivity pipeline integrated with GatiShakti NMP and state master plans.
- Recommend modal shift targets (rail/waterways) and identify commodity-wise shift strategies.
- Develop solutions to reduce first-mile/last-mile congestion, improve turnaround time, and increase reliability.
- Propose logistics cost reduction interventions such as cargo consolidation hubs, ICD/CFS network optimisation, and multimodal logistics parks near ports.
- Integrated Port Cluster Logistics Model.
- Assess first-mile/last-mile digitalisation readiness for API-based cargo visibility.

5.3.1.4 Review of PPP, Institutional & Regulatory Frameworks

- Review existing PPP models, concession agreements, and port governance frameworks.
- Benchmark global PPP structures (landlord model, hybrid models, long-term concession designs).
- Identify impediments to private sector participation in Indian ports and suggest improvements.
- Recommend changes in institutional roles, regulatory clarity, approvals, and risk-sharing mechanisms to support mega-scale port development.
- Propose capacity-building needs for port authorities and state maritime boards.
- Recommend model concession updates incorporating ESG, digital compliance, safety, and climate readiness.
- Evaluate benefits/risks of asset monetisation pathways under National Monetisation Pipeline.

5.3.2 Mega Port Development

5.3.2.1 Mega Port Development Feasibility on East Coast for handling containers

- Shortlist at least three potential Mega Port sites on East Coast for handling containers (greenfield / brownfield).
- Include ESG screening for all shortlisted Mega Port sites on East Coast.
- Conduct high-level feasibility analysis including navigational depth, hinterland linkages, land availability, port clustering dynamics, and environmental suitability.

- Prepare the preliminary business case including demand capture potential, competitiveness, tariff attractiveness, and operational model recommendations.
- Benchmarking against global Mega Ports.
- Selection of most suitable Mega Port site on East Coast for handling containers.
- Prepare a preliminary master plan, development phasing, and expansion logic up to 2047.
- Estimate Capex and Opex requirements with sensitivity analysis.
- Detailed study for the Port Capacity and Climate-Resilient Port Infrastructure at proposed Mega Port site.
- Detailed study for Maritime Logistics Ecosystem, Port Diversification & Industrial Integration at proposed Mega Port site.
- Analysis of Shipping activities, Shipbuilding potential & Global Maritime Competitiveness at proposed Mega Port site.
- Green Fuels assessment & Decarbonization roadmap at proposed Mega Port site.
- Detailed study for Digital Maritime Ecosystem at proposed Mega Port site.
- Any other relevant study, analysis or assessment required for the development of Mega Port on East Coast for handling containers.

5.3.2.2 Mega Port Development Feasibility & Business Case on Indian Coast

- Shortlist at least ten potential Mega Port sites on Indian Coast (greenfield / brownfield).
- Include ESG screening for all shortlisted Mega Port sites.
- Conduct high-level feasibility analysis including navigational depth, hinterland linkages, land availability, port clustering dynamics, and environmental suitability.
- Prepare the preliminary business case including demand capture potential, competitiveness, tariff attractiveness, and operational model recommendations.
- Benchmarking against global Mega Ports.
- Selection of at least 05 most suitable Mega Port sites on Indian Coast for handling various types of cargoes.
- Prepare a preliminary master plan, development phasing, and expansion logic up to 2047.
- Estimate Capex and Opex requirements with sensitivity analysis.
- Detailed study for the Port Capacity and Climate-Resilient Port Infrastructure at proposed Mega Port sites.
- Detailed study for Maritime Logistics Ecosystem, Port Diversification & Industrial Integration at proposed Mega Port sites.
- Analysis of Shipping activities, Shipbuilding potential & Global Maritime Competitiveness at proposed Mega Port sites.
- Green Fuels assessment & Decarbonization roadmap at proposed Mega Port sites.
- Detailed study for Digital Maritime Ecosystem at proposed Mega Port sites.
- Any other relevant study, analysis or assessment required for the development of Mega Ports on Indian Coast for handling various types of cargoes.

5.3.3 Maritime Logistics Ecosystem, Port Diversification & Industrial Integration

5.3.3.1 Logistics Value Pool Assessment

- Map India's end-to-end logistics value chain across first-mile pickup, mid-mile movement, warehousing, distribution, digital logistics, cold chain, and contract logistics.
- Estimate market size, growth potential, fragmentation level, regional variations, and major players.
- Identify inefficiencies, service gaps, cost leakages, and opportunities for port-led improvements.
- Benchmark global ports that have diversified into logistics ecosystems (e.g., DP World, PSA, AP Moller terminals).
- Identify logistics innovation opportunities (digital freight platforms, real-time visibility tools).
- Assess scope for dedicated port-industry corridors supporting manufacturing clusters.

5.3.3.2 Identification of Diversification Opportunities

- Identify 6-8 potential diversification avenues such as:
 - ICD/CFS development
 - Rail logistics and freight services
 - Coastal shipping operations
 - Container/reefer supply chain services
 - Warehousing, 3PL/4PL, cold chain
 - Marine services (dredging, vessel services, port craft, bunkering)
 - Digital platforms (track & trace, cargo visibility, port-community services)
- Develop a list based on: market demand, investment requirement, synergies with port operations, regulatory feasibility, and return indications.
- Include tourism, cruise, marina & ferry services as diversification avenues tied to the Blue Economy Pillar.
- Identify marine services manufacturing (equipment, spares, components) linked to shipbuilding clusters.

5.3.3.3 Business, Operating & Governance Model Recommendations

- Develop detailed business models for shortlisted diversification themes.
- Recommend entity structure (SPV, subsidiary, JV, PPP, or direct port-led venture).
- Propose operating model including governance, organization structure, staffing requirements, and partnership models.
- Outline financial viability using indicative RoCE, payback period, and revenue models.
- Recommend sequencing and prioritization for implementation over short-, medium-, and long-term horizons.
- Governance structures for port-led industrial estates.
- PPP models suitable for cruise terminals, marinas, and passenger services.

5.3.4 Shipping, Shipbuilding & Global Maritime Competitiveness

5.3.4.1 Tonnage Expansion Strategy

- Analyse domestic shipping fleet, ownership patterns, age profile, vessel categories, and competitiveness gaps.
- Benchmark global models.
- Propose fiscal incentives, financing mechanisms, and tax reforms.
- Recommend measures to increase Indian-flagged and Indian-owned tonnage, including long-term cargo assurance strategies.
- Develop a roadmap for India's global shipping presence, including:
 - international registry competitiveness,
 - Indian P&I participation strategies,
 - adoption of green shipping standards.
 -

5.3.4.2 Shipbuilding Cluster Development

- Identify potential locations for global-scale shipbuilding and ship repair clusters.
- Evaluate infrastructure, ecosystem availability (steel, engines, marine equipment), skilled workforce, and land requirements.
- Benchmark competitive support schemes.
- Propose incentives, JV models, cluster design, and modernization roadmap.
- Include marine equipment & component manufacturing ecosystem strategy.
- Recommend alignment with global shipbuilding technology trends (AI-assisted design, green propulsion).

5.3.4.3 Ship Repair & Ship Recycling Modernization

- Analyse current dry docking, ship repair, and recycling capacity.
- Recommend modernization to meet international environmental and safety norms.
- Identify opportunities for global competitiveness in ship repair for commercial, naval, and offshore vessels.
- Outline expansion and environmental compliance strategy for ship recycling to meet EU and HKC standards.
- Introduce zero-emission repair yard models, global best-practice compliance and worker safety standards.

5.3.5 Green Maritime Transition & Climate Resilience

5.3.5.1 Green Fuels Readiness Assessment

- Evaluate national readiness for LNG, methanol, ammonia, hydrogen, hybrid-electric, and other green fuels.
- Identify priority ports for phased deployment of bunkering infrastructure.
- Assess technology, safety, regulatory, and investment needs.
- Assess green corridor partnerships with global ports.

5.3.5.2 Decarbonization Roadmap

- Benchmark global port decarbonization pathways.
- Propose a phased energy transition plan including shore power (cold ironing), electrification of cargo-handling equipment, renewable integration, and carbon accounting systems.
- Develop national GHG reduction targets aligned with IMO 2030/2050 goals.
- Include ESG scoring frameworks for ports.

5.3.5.3 Climate-Resilient Port Infrastructure

- Assess climate risks such as sea-level rise, cyclones, storm surges, coastal erosion, heat stress, and flooding.
- Recommend design standards, hardening measures, nature-based solutions (mangrove buffers), and emergency preparedness protocols.
- Add mandatory safety & disaster resilience protocols, including:
 - incident response systems,
 - emergency readiness KPIs,
 - training & drills.

5.3.6 Digital Maritime Ecosystem

5.3.6.1 National Maritime Digital Platform Architecture

- Define the architecture for a unified digital platform integrating ports, terminals, customs, logistics operators, shipping lines, and hinterland stakeholders.
- Identify digital standards, interoperability requirements, and data governance protocols.
- Propose modules for PCS 2.0, cargo visibility, berth planning, documentation, payments, and compliance.
- Include real-time national maritime dashboard (performance + ESG + safety).

5.3.6.2 Smart-Port & Digital Twin Use Cases

- Recommend use cases for digital twins in predictive maintenance, traffic flow optimization, equipment health monitoring, and energy management.
- Identify opportunities for automation (ASCs, AGVs), IoT deployment, real-time analytics, and AI-assisted vessel scheduling.
- Propose cybersecurity standards and resilience frameworks.
- Cover automation workforce transition frameworks (reskilling & redeployment).

5.3.7 Governance, Finance, Global Engagement & Implementation

5.3.7.1 Governance & Institutional Reforms

- Review roles of central ministries, port authorities, state maritime boards, and other agencies.
- Recommend reforms for coordination, decision-making, regulatory simplification, and private sector participation.

- Propose institutional mechanisms for implementing NPP 2047 (e.g., a National Maritime Board or Maritime Strategy Unit).
- Add a centre–state–port coordination framework.
- Recommend establishing International Maritime Engagement Units for:
 - IMO representation,
 - bilateral maritime cooperation,
 - arbitration & maritime law.

5.3.7.2 Investment & Financing Models

- Estimate national investment requirements across ports, connectivity, digital, green infrastructure, and shipping.
- Recommend financing models including PPP frameworks, sovereign funds, multilateral support, port revenue securitization, green bonds, and blended finance.
- Evaluate feasibility of a Maritime Development Fund.
- Explore green financing instruments, including transition bonds.

5.3.7.3 Risk Register, Resilience Framework, KPIs & Monitoring

- Develop a national risk register covering macroeconomic, environmental, trade, technological, and geopolitical risks.
- Propose mitigation strategies and contingency planning frameworks.
- Define KPIs to monitor progress across port performance, logistics efficiency, green transition, digital adoption, and shipping competitiveness.
- Recommend a monitoring and evaluation framework with periodic review schedules.
- Add human capital KPIs, safety KPIs, ESG KPIs.

5.3.8 Human Capital, Research, Skill Development & Innovation

- Assess demand–supply for maritime skills across ports, shipping, logistics & IWT.
- Evaluate capacity of maritime universities, MTIs, and sector training centers.
- Recommend future skills framework (AI, automation, digital twins, cyber, green fuels).
- Propose Centres of Excellence, research collaboratives, and innovation labs.
- Develop a maritime workforce transition plan for automation and green transition.

5.3.9 Blue Economy & Coastal Development Strategy

- Prepare a national coastal development strategy (logistics + communities).
- Assess ferry, Ro-Pax, cruise, marina, and tourist water transport opportunities.
- Recommend policies for island development and coastal economic zones.
- Integrate IWT passenger and freight links with ports.
- Propose inclusive coastal livelihood development plans.

5.4 Deliverables & Submission Deadlines

Sl.	Deliverable	Submission (T=Start Date)	Duration	Payment (in %)
1	Acceptance of Inception Report & Strategic Framework	T+ 2 Weeks	2 Weeks	15
	Detailed methodology Macro vision & strategic pillars Data request templates Stakeholder consultation plan (ports, ministries, industry, coastal states) Risk management & governance plan Work sequencing & resource allocation			
2	Acceptance of National Cargo Demand, Port Capacity & Cluster-Level Infrastructure Assessment	T+ 6 Weeks	4 Weeks	10
	Phased Cargo demand forecast Commodity-wise analysis (dry bulk, liquid bulk, containers, Ro-Ro, reefers) Scenario modelling (base, optimistic, conservative) FTA, GVC, and industrial corridor impact Hinterland freight profiling Port capacity mapping (major + non-major) Port-wise capacity gaps (10/15/20 years) Constraints (berth, yard, channel, equipment) Port Cluster Strategy Port-led industrial & manufacturing ecosystem potential			
3	Acceptance of Mega Port Development, Connectivity & National Port Network Strategy	T+ 12 Weeks	6 Weeks	10
	Shortlisted megaport sites Technical feasibility (draft, land, environment, hinterland) Master plan & phasing Capex & opex estimation Global benchmarking National multimodal connectivity blueprint (rail, road, IWT, coastal shipping, pipeline) Port-wise connectivity bottlenecks Modal-shift strategy Integrated Port Cluster Logistics Model Logistic cost-reduction interventions PPP model refinement & institutional readiness ESG screening for infrastructure			
4	Acceptance of Logistics Value Pools, Hinterland Ecosystem & Coastal/ IWT Integration Strategy	T+ 14 Weeks	2 Weeks	10
	End-to-end logistics value chain diagnostics Market sizing & growth drivers Inefficiencies, fragmentation, and gap analysis Roles of warehousing, ICD/CFS, 3PL/4PL, cold chain Benchmarking global port-led logistics diversification Coastal economic development model Passenger & freight IWT integration Preliminary Blue Economy opportunity map			
5	Acceptance of Port Diversification Strategy & Business Model Blueprint	T+ 16 Weeks	2 Weeks	10
	List of potential new business ideas for diversification of port operations Business models (SPV, JV, PPP, direct port operating)			

	Governance structures High-level financial viability (RoCE, payback) Integration of cruise, marina, ferry & Ro-Pax opportunities Marine equipment manufacturing synergies			
6	Acceptance of Shipping, Shipbuilding, Repair & Maritime Industrial Competitiveness Strategy	T+ 18 Weeks	2 Weeks	10
	Fleet competitiveness assessment Indian-flag & Indian-owned tonnage strategy Fiscal, tax & financing incentives Shipbuilding cluster identification OEM & component manufacturing ecosystem Ship repair & recycling modernization Zero-emission shipyard readiness Global benchmarking Pathways for India to emerge as a top global maritime industrial hub			
7	Acceptance of Green Maritime Transition, Digital Ecosystem & Climate Resilience Strategy	T+ 21 Weeks	3 Weeks	10
	National green fuels readiness Green corridor feasibility with global ports Decarbonisation strategy (shore power, electrification, hydrogen/ ammonia/ methanol ecosystems) Emission inventory & GHG baselines ESG compliance & reporting framework for all ports Climate risk & resilience standards National Maritime Digital Platform architecture Digital twins, IoT, AI scheduling Cybersecurity frameworks Real-time national maritime performance dashboard Automation readiness assessment			
8	Acceptance of Human Capital, R&D, Innovation & Global Engagement Strategy	T+ 23 Weeks	2 Weeks	10
	Maritime skill demand–supply projection Workforce modernization plan (automation, digital, green fuels) Future skills framework Innovation ecosystem & startup pathways R&D roadmap (ship design, green fuels, digitisation) India’s international maritime positioning strategy Cooperation pathways with IMO, BIMCO, IALA Maritime arbitration, insurance & P&I strengthening			
9	Acceptance of Final Integrated Maritime National Perspective Plan and Detailed Feasibility Study for developing Mega Port on East Coast for handling containers	T+ 26 Weeks	3 Weeks	15
	Integrated vision, goals & national maritime strategy Combined port—logistics—shipping—industry blueprint National investment roadmap (2047 horizon) Implementation program & institutional reforms Financing model (PPP, green finance, blended finance) National Risk Register KPI dashboard & monitoring system Global competitiveness strategy Detailed Feasibility Study document for developing Mega Port on East Coast for handling containers			

The team is also expected to carry out stakeholder engagements and interactions wherever considered necessary for drafting of the above-mentioned deliverables.

The deliverables for the assignment shall follow the phase-wise structure and payment schedule specified in the RFP.

All outputs shall be submitted in both hard and soft copies (editable formats in PDF, AutoCAD, and GIS).

Where technical investigations are to be executed by a separate agency, the Consultant shall coordinate, review, and validate such outputs before integration into subsequent phases.

5.5 Remuneration

It is understood that the Fee quoted by the Consultant shall be the all-inclusive firm price (excluding GST) which shall be valid till completion of all related works and it shall cover:

(A) such salaries and allowances as the Consultant shall have to pay to the Personnel as well as factors for social charges and overhead.

(B) the cost of back supporting by home office staff not included in the Personnel listed.

(C) the Consultancy Firm's fee.

(D) bonuses or other means of profit-sharing, if any

(E) Cost of any accessing any knowledge repository, document or proprietary data required for the execution of assignment.

It is also understood that the logistics arrangements (airfare, accommodation, local transport, etc.) for surveys, stakeholder consultations, and review meetings shall be borne directly by IPA and cost on this overhead shall not be part of price bid quote. This condition will not apply for meetings/consultations taking place in Delhi.

6. General Conditions of Contract

The Consultant is the successful bidder in the subject E-Tender published by IPA and being the successful bidder has agreed to the terms and conditions specified in the bid document for completing the above-mentioned work more specifically detailed as per Scope of Work in the bid document. These General terms and conditions of this Contract shall also form part of this tender.

6.1 Consideration

The price to be paid by IPA to the Consultant for the whole of the work to be done and the performance of all the obligations undertaken by the Consultant as per the terms of the Contract Agreement shall be ascertained by the application of the rates provided and quoted by the Consultant in the tender. (excluding logistics and travel costs borne by IPA)

6.2 Period of Contract

The Contract is for a period 06 months from the date of signing of contract agreement.

6.3 Non-performance of Contract/ Breach of Contract

In the event of unsatisfactory performance or non-compliance with regard to the provisions of the Contract or if any breach is committed by the Consultant of the terms and conditions of the Contract, the IPA will issue notice to the consultant indicating such unsatisfactory performance or non-compliance by the Consultant, for compliance and if the Consultant fails to comply within a period of 30 days from the date of issue of notice by the IPA, the IPA reserves the right to terminate the contract. In such event, the Performance Security will be forfeited, for the loss or damages suffered by the IPA due to the breach of the Contract committed by the Consultant.

6.4 Malpractice or furnishing of false information

In case of suppressing of any facts or furnishing of false information or malpractice committed by the Consultant anytime during the tender process and/or during the contract period, the IPA shall reject the bid in whole or terminate the Contract Agreement. In the event of such omission, the IPA reserves right to forfeit the EMD and/or Performance Security and/or Security Deposit lying with the IPA. In addition to the above, the IPA may also black list or suspend or debar the Consultant from participating in future tenders, as the IPA thinks deem fit.

6.5 Negotiations

The Selected Bidder may, if necessary, be invited for negotiations for exploring possibility of arriving at a reasonable better offer and for re-confirming the obligations of the Consultant under this Bid. Issues such as, understanding of the ToR, methodology and quality of the work plan shall be discussed during negotiations and re-confirmed.

6.6 Substitution of Key Personnel

The Employer expects all the Key Personnel to be available during implementation of the Agreement and consultant will not substitute any Key Personnel without the approval of the Employer. The Employer will not normally consider substitution of Key Personnel except for reasons of any legal disqualification, incompetence, incapacity, major health issues or any other reasons beyond the control of the consultant. Such substitution shall ordinarily be permitted subject to equally or better qualified and experienced personnel being provided to the satisfaction of the Employer. As a condition to such substitution, a sum equal to Rs. 5 lakh shall be deducted from the payments due to the Consultant for every substitution of each Key Personnel. However, no cost will be deducted if the substitution is carried out as per the requirement of the Employer.

6.7 Termination of Contract

Consequent to the failure of the contractor to comply with the notice issued for non-performance/ breach of contract, IPA will issue a notice giving the contractor seven (7) days' time asking him to show cause as to why the contract should not be terminated.

ii) If no reply is received or if the reply received from the contractor within given time is found to be not satisfactory, IPA will terminate the contract with immediate effect.

6.8 Discontinuance by the Consultant

If the consultant is not in a position to continue the contract, the Consultant should give a notice of 60 (sixty) days in writing, prior to the proposed date of discontinuance of the contract to the IPA. In such case, the Performance Security shall be forfeited.

6.9 Foreclosure of the Contract by IPA

The Contract may be foreclosed by the IPA by giving 30 (thirty) days advance notice to the consultant during the subsistence of the contract period without assigning any reasons. In such cases, the Performance Security Deposit will be refunded to the Consultant.

6.10 Change in Constitution

The Consultant / Contracting entity shall not make change in the formation, constitution or composition of its business or its name without the written consent of the IPA, during the existence of the Contract.

6.11 Insolvency / Bankruptcy / Winding up, etc.,

The IPA shall be entitled to cancel / terminate the Contract before expiry of contract period, if the Consultant is declared as insolvent or bankrupt or is unable to pay its debts or makes a composition with its creditors or if a trustee, liquidator, receiver or administrator is appointed to take over the assets or the business or the undertaking of the Consultant or if a substantial

portion of the assets, property, revenues or business of the Consultant is confiscated or expropriated by the Central / State Government or any governmental agency or third party or if the law relating to the sick organization applies to the Consultant or the Consultant is dissolved or wound up or if an order shall be made or an effective resolution is passed for the winding up of the Consultant or the Consultant is reconstituted or the business or operations of the Consultant is closed either due to disputes inter-se amongst its stakeholders or otherwise.

6.12 Liquidated damages (LD)

If the Consultant fails to adhere to the timelines prescribed for any stage of the assignment, a penalty of **0.2% of the total Contract Price per week** (or part thereof) shall be levied, subject to a cumulative maximum of **10% of the total Contract Price** across all stages. In case IPA incurs any additional cost due to such delay, the same shall be recoverable from the Consultant's Performance Security or any amount due or becoming due to the Consultant, in addition to the recovery of LD.

6.13 Penalty

The assignment shall be undertaken as per the scope of work defined in this RFP document. If the development does not take place as per the scope of work or is of inferior quality not acceptable to IPA then a penalty equivalent to the double value of such omission / reduction in the scope of work or quality shall be imposed on Consultant subject to a maximum of 10% of the total value of Contract Price. In case IPA decides to develop the product for such scope of work or improve the quality of the product, any such additional cost incurred on it above the contract price shall be at the risk and cost of the consultant and shall be recovered from the Performance Security or any amount due or become due to be payable to the Consultant.

6.14 Confidentiality

The Consultant shall keep confidential, all the data and other information of the IPA shared or obtained during the course of work in any form during and after expiry/termination/cancellation of the Contract, except that which are available in the public domain.

6.15 Damage to IPA

The Consultant shall be responsible for making good to the satisfaction of the IPA, any loss or damage caused to IPA if such loss or damage is due to fault and/or the negligence or wilful acts or omission of the Consultant or his agents/ representatives. The consultant shall make good the loss as assessed by the IPA.

6.16 Indemnification

The Consultant shall defend, indemnify and keep indemnified and hold the IPA, its officers and employees harmless from any and all claims, demands, injuries, damages, costs, charges, compensation, losses, expenses, proceedings or suits including attorney fees, arising from any breach or default in the performance of any obligation on the Consultant's part to be performed under the terms and conditions of this Contract or arising from any negligence of the Consultant, or any of its agents or the person provided for the purpose of this Contract or non-fulfilment / non-adherence / non-compliance of any statutory provisions which is as per law the consultant is required to comply with. The provisions of this section shall survive even after the expiration or termination of this Agreement.

6.17 Changes in terms of a concluded Contract

No variation in the terms of a concluded contract can be made without the consent of both the parties.

6.18 Dispute Resolution

- i) In the event of any dispute or difference of whatsoever nature between the parties arising out of, in relation to, or in connection with the contract, including any dispute or difference arising from or in connection with termination, the parties shall, at the outset, attempt to resolve the said dispute or difference amicably.
- ii) Any claim, dispute or difference relating to or arising out of this contract /tender shall be settled amicably between the parties as per the guidelines issued by Ministry of Finance vide [OM No. F 1/2/2024-PDD Dated 03.06.2024](#), as amended/superseded from time to time.
- iii)The contract shall be subject exclusively to the laws of India. Subject to the clause, the Courts at New Delhi shall have exclusive jurisdiction with respect to the disputes or differences of whatsoever nature between the parties arising out of, in relation to, or in connection with the contract. Any court case pertaining to this contract / tender shall lie within the jurisdiction of the court where the headquarters of IPA is situated.

6.19 Doubt and clarifications

In case of any doubts on the terms and condition of the tender, the same may be referred to the Managing Director, Indian Ports Association, New Delhi in writing for clarification, whose interpretation shall be final and binding.

6.20 Notice

Any notice to the consultant shall be deemed to be sufficiently served to the Consultant directly or to any person declared as his authorised representative in **Form – 5**, if given or left in writing at the address or sent through E-mail ID given in response to the bid document declared in the **Form - 2**. Responsibility to notify any change in address and/or email- id, entirely lies with the Consultant.

6.21 Joint Venture

Joint Ventures including Consortium (that is an association of several persons or firms or companies) are not permitted to participate in this tender.

6.22 Sub-contracting

The Consultant can assign, transfer, pledge or sub-contract all or part of the performance or services awarded by the IPA to any other party with written consent of IPA for the purpose of better execution of contract.

6.23 Applicable Law and Jurisdiction

The contract shall be governed by and constructed according to the laws in force in India. The Consultant shall hereby submit to the jurisdiction of the courts situated at New Delhi for the purpose of actions and proceedings arising out of this contract and the courts at New Delhi shall have the sole jurisdiction to hear and decide such actions and proceedings.

6.24 Adoption

The Contract shall be governed by the provisions or amendments or clarifications issued by Indian Ports Association and any other relevant Acts and directives issued by the Government of India from time to time. It shall be binding upon the Consultant to comply with all such acts, rules, regulations and directives issued by the Government of India and/or others communicated by the IPA from time to time.

7 Special Conditions of Contract

The Consultant being the successful bidder has agreed to these Special conditions of the contract as specified in the bid document for completing the work specifically detailed as per Scope of Work in the bid document. These Special conditions of the Contract shall also form part of this tender.

7.1 Ownership

The ownership and Intellectual Property rights for all the documents and data generated shall lie with Indian Ports Association (IPA) including any pre and post assignment reports, PPT's, minutes, discussion notes, data sets, data analysis or any other relevant document/data.

7.2 Miscellaneous

- i) The IPA, in its sole discretion and without incurring any obligation or liability, reserves the right, at any time, to:
 - a) call the consultant physically or through VC in order to receive updates, clarification or further information related to project;
 - b) retain any information and/or evidence submitted to the IPA by, on behalf of and/or in relation to the project;
 - c) independently verify, disqualify, reject and/or accept any and all submissions or other information and/or evidence submitted by or on behalf of the consultant.
- ii) The Consultant shall be accessible through E-mail/Fax/Special Messenger/Phone from the IPA, which shall be acknowledged and responded immediately on receipt, on the same day, by the Consultant.

Annexures and Forms

Annexure - A

Qualification and Responsiveness Information (List of Documents to be enclosed)

The bidders shall upload necessary documents to determine their qualification and responsiveness of Technical Bid by using their user-id and password in the E-tender portal on or before the last date of submission of tender as mentioned in the RFP Notice. All documents mentioned in the check list of **Annexure – A** shall be uploaded with the proposal. If some document is not applicable for any bidder, then that document shall be strike through as “**Not Applicable**” and then uploaded with other documents. If any bidder wants to attach any supplementary document / information other than that is mentioned in **Annexure – A**, the same may be uploaded in the last after uploading all documents as per checklist. All bidders shall upload the following documents and other necessary information with their bids by scanning the relevant documents after being filled, signed with seal and serially numbered by the Bidder:

S. No.	Documents detail	Document Reference	Uploaded Page Ref No.
1	Bid cover letter	Form – 1	
2	Bidder’s Profile	Form – 2	
3	Statement of Legal Capacity	Form – 3	
4	Power of Attorney for Authorised Signatory (notarised)	Form – 4	
5	Declaration of Authorised Representative	Form – 5	
6	EMD Transaction Details (UTR / remittance proof)	Form – 6	
7	Declaration & Undertaking by Bidder claiming exemption from EMD payment (if applicable)	Form – 6A	
8	CA Certificate – confirming 70% business concentration in strategy consulting	Form – 7	
9	CA Certificate – Annual Turnover of the bidder (FY 2022-23 to 2025-26)	Form – 7A	
10	Past Experience of the Bidder	Form – 8	
11	Experience / Completion / Performance Certificate	Form – 8A	
12	Details of TDS Certificate	Form – 8B	
13	Declaration by the Bidder	Form – 9	
14	Tender Acceptance and Declaration on Litigation & Blacklisting	Form – 10	
15	Bank Mandate Form	Form – 11	
16	Prebid Query Form	Form – 12	

17	CVs of Key Personnel (as per RFP-defined roles and qualifications)	Form-13	
	Statutory and Supporting Documents		
18	Certificate of Incorporation/ Registration		
19	Valid GST Registration Certificate		
20	Valid PAN Card		
21	Audited Profit & Loss Statements for FY 2022-23, 2023-24, 2024-25, 2025-26 (at least any three required)		
	Work Orders / Completion Certificates / Partial Completion Certificates		
	TDS Certificates (for private sector experience)		
	Certificate from Head of HR / Director confirming Key Personnel are on payroll		
	Technical Presentation (PPT) and Case Studies – to be submitted with bid and presented to IPA		
	Any other evidence documents supporting eligibility and experience		
	Undertaking for Post-Submission Support and Advisory Services		

(Fill the page numbers where the documents have been uploaded in the table provided above)

*The above qualification documents to be uploaded list is subject to changes as per the requirement of the concerned department

Place:

Date:

Signature and seal of the Authorized Representative of Bidder

Bidder's Bid Cover Letter

(To be provided on the bidder's company letter head with signature and seal)

(Date and Reference)

1. Registered Business Name:
2. Registered Business Address :
3. Name of the Contract person to whom all references shall be made regarding this tender:
4. Description and address of the person to whom all references shall be made regarding this tender:
5. Telephone :
6. Mobile :
7. E-Mail :

To,

The Managing Director
Indian Ports Association
1st Floor, South Tower
NBCC Place, Bhisham Pitamah Marg
Lodhi Road, New Delhi 110003

Sub: Proposal for Providing Strategy Consulting Services:

- 1. To formulate National Perspective Plan mandated under the Indian Ports Act, 2025 to meet the requirements of the maritime trade and prioritise associated infrastructure development.**
- 2. To assess the feasibility for developing one Mega Port on East Coast for handling containers.**

Dear Sir,

With reference to your RFP Document dated....., after having examined all relevant documents and understood their contents, I/We hereby submit our Proposal for the subject assignment

Further That,

1. I/We acknowledge that the IPA will be relying on the information provided in the Proposal and the documents accompanying the Proposal for selection of the Agency, 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.
2. This statement is made for the express purpose of selection as the Agency for the aforesaid Project.
3. I/We shall make available to the IPA any additional information it may deem necessary or require for supplementing or authenticating the Proposal.
4. I/We acknowledge the right of the IPA to reject our application without assigning any reason or otherwise and hereby waive our right to challenge the same on any account whatsoever.

5. I/We hereby give our consent to the IPA or its authorized Representatives to conduct any investigations to verify the statements, documents and information submitted and to clarify the financial and technical aspects of this application. For this, we hereby authorize (any Public Official, Engineer, Bank, Depository, Manufacturer, Distributor, etc.) or any other person or firm to furnish pertinent information deemed necessary and requested by the IPA to verify statements and information provided in this application or regarding our competence and standing.
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 Board or a judicial pronouncement or arbitration award against the Applicant, nor been expelled from any project or contract by any public Board nor have had any contract terminated by any public Board 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 IPA;
 - b. I/We do not have any conflict of interest in accordance with the provisions mentioned in 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 the RFP document, in respect of any tender or request for proposal issued by or any agreement entered into with the IPA 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 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 agency, without incurring any liability to the Applicants in accordance with provisions of the RFP document.
9. I/ We declare that we are not a Sub-Agency in any other Proposal applying for Selection as a Agency under this RFP.
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 Board which would cast a doubt on our ability to undertake the Strategy Consulting Services 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 Board 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 IPA [and/ or

the Government of India] in connection with the selection of agency 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 Contract 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 120 (one-hundred twenty) days from the Proposal Due Date 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 Agency, I/ we agree to enter into an Agreement with IPA. We agree not to seek any changes in the form and agree to abide by the same.
18. In the event of my/ our firm being selected as the agency, I/ we agree and undertake to provide the services of the Team Leader in accordance with the provisions of the RFP and that the Team Leader 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 IPA or in respect of any matter arising out of or concerning or relating to the Selection Process including the award of Publication Services.
20. The Financial Proposal is being submitted in the CPP Portal. 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 authorized signatory)

(Name and seal/ stamp of the Applicant)

Particulars of the Bidder

(To be provided on the bidder's company letter head with signature and seal)

S.No.	Particulars	Details
i.	Name of Firm:	
ii.	Country of incorporation:	
iii.	Registered address:	
iv.	Year of Incorporation:	
v.	Year of commencement of business:	
vi.	Principal place of business:	
vii.	Name, designation, address and phone numbers of authorized signatory of the Applicant:	
viii.	Name:	
ix.	Designation:	
x.	Company:	
xi.	Address:	
xii.	Phone No.:	
xiii.	Fax No.:	
xiv.	E-mail address:	
<p>(Signature, name and designation of the authorized signatory) For and on behalf of </p>		

Statement of Legal Capacity

(To be provided on the bidder's company letter head with signature and seal)

(Date and Reference)

To,

The Managing Director

Indian Ports Association

1st Floor, South Tower

NBCC Place, Bhisham Pitamah Marg

Lodhi Road

New Delhi 110003

Sub: Proposal for Strategy Consultancy Services for Development of NPP

Dear Sir,

I/ We hereby confirm that we, the Applicant, satisfy the terms and conditions laid down in the RFP document.

I/ We have agreed that (insert individual's name) will act as our authorized Representative and has been duly authorized to submit our Proposal. Further, the authorized 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 authorized signatory)

For and on behalf of

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 authorize 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 Agency, to work as agency Indian Ports Association, New Delhi, for the **formulation of the National Perspective Plan and Mega Port Feasibility Study**" 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 IPA, representing us in all matters before IPA, signing and execution of all contracts and undertakings consequent to acceptance of our proposal and generally dealing with IPA 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 IPA.

AND, we do hereby agree to ratify and confirm all acts, deeds and things lawfully done or caused to be done by our said Authorized 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 Authorized 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 , 2026

For

(Signature, name, designation and address)

Witnesses:

- 1
2

Notarized Accepted

.....

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

Note:

- I. 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/ stamp affixed in accordance with the required procedure.
II. For a Power of Attorney executed and issued overseas, the document will also have to be legalized by the Indian Embassy and notarized 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 legalized by the Indian Embassy if it carries a conforming Apostille certificate.

Declaration of Authorised Representative

(To be provided in Rs.100 /- non-judicial stamp paper)

(Separate Forms to be submitted for each Signatory with details of Proprietor or Partner or Managing Director)

I/We..... (Name) being the (Proprietor/Partners/Karta/Managing Directors and whole time Director/Members of Managing Committee of Associations/Board of Trustees etc.) of (Name of the Bidder), hereby solemnly affirm and declare that the (Authorized Signatory) is hereby authorized, vide resolution No. (Resolution Number) dated. (Resolution Date) (copy submitted herewith), to act as an authorized signatory for the business (Name of the Bidder) for which submission of bid is being filed under the tender. All his actions in relation to this tender will be binding on me/us.

Signature of the person competent to sign

Name:.....

Description:.....

Name of the Business Entity:.....

Acceptance as an Authorized Signatory

I (Authorized Signatory) hereby solemnly accord my acceptance to act as authorized signatory for the above referred business and all my acts shall be binding on the business.

Signature of Authorized Signatory

Name:.....

Description:

Place:

Date:

Note:

1. For the purpose of this tender and the Agreement, the tender, forms, Agreement and other documents shall be signed only by the persons, who are themselves in a position to undertake the work and possessing all other resources required for the purpose. The tender shall contain the name, residence and place of business of the person or persons submitting the tender and shall be signed by the Bidder with his usual Authorized representatives followed by the name and Description of the person signing the document along with a copy of the partnership deed. A copy of the constitution of the firm with the names and addresses of all the partners shall be furnished.
2. Tender by a corporation shall be signed in the name of the corporation by a duly authorized representative, and a power of attorney in that behalf shall accompany the tender. In the case of company, a copy of the Memorandum and Articles of Association shall be furnished.
3. Tenders may be submitted by agents on behalf of their principals, but in such cases the Board reserves the right to enter into contract with the principals, Director, with the principals and agents jointly as deemed appropriate.

Transaction details for remittance of Earnest Money Deposit (EMD)

The bidder shall provide the details of remittance of Earnest Money Deposit (EMD) as per the bid document as follows:

S. No.	Unique Transaction Reference (UTR) No.	Date of transfer	Amount (in INR)	Uploaded page No. reference
1				

(Signature, name and designation of the authorized signatory)

For and on behalf of

Declaration & Undertaking by the Bidder who is claiming exemption from payment of EMD based on any Central/State Government certification

(To be provided on the bidder’s company letter head with signature and seal)

Date:

S.No.	Particulars	Details
1	Is your organization Proprietary / Partnership / Private Limited Company / Public Limited Company / Others
2	Does your organization belong to Micro / Small / Medium scale Industry / Start-ups/ others (Please tick mark appropriate box. If bidder is Start-up & MSE, then please tick mark both)	<input type="radio"/> Micro <input type="radio"/> Small Scale <input type="radio"/> Medium <input type="radio"/> Startup Company <input type="radio"/> Others
3	Attach the copy of the certificate	O

Note:

The above details are furnished only for the purpose of claiming exemption from Earnest Money Deposit and no exemption shall be given for payment of Cost of Tender Document and the application will not be considered for evaluation in case the cost of tender document is not paid.

Declaration:

We declare that the above details are true. In case any of the details are found to be false/untrue, our offer will be liable for rejection /cancellation of order/ subjected to appropriate actions as per tender Terms & Conditions.

(Signature, name and designation of the authorized signatory)

For and on behalf of

(With Company Seal & Signature)

Financial Capability of the Bidder
CA Certificate – 70% Business Concentration in Strategy Consulting

(To be issued by a Chartered Accountant / Statutory Auditor – not an employee or Director of the bidding firm)

I/We, M/s _____, Chartered Accountants (FRN: _____), hereby certify the following with respect to M/s _____ (Bidder):

1. The Bidder has been operating as a strategy consulting agency in India for the past _____ years (minimum required: 05 years, excluding current year).
2. Strategy consulting (as defined in this RFP for providing strategy consulting services to both Private and Government Organisations) constitutes such percentage of the Bidder's total overall business during the financial years as detailed below:

S.No.	Financial Year	Percentage of strategy consulting of overall business
1	2022-23	
2	2023-24	
3	2024-25	
4	2025-26	

3. This percentage meets / exceeds the minimum requirement of 70% (Seventy percent) as strategy consulting of overall business.

This certification is based on the audited financial statements of the Bidder for the financial year(s) mentioned above.

CA Firm Name: _____

FRN: _____

Signing Partner Name & Membership No.: _____

Seal: _____

Date: _____

Place: _____

**Financial Capability of the Bidder
CA Certificate – Annual Turnover**

(To be issued by a Chartered Accountant / Statutory Auditor – not an employee or Director of the bidding firm)

I/We, M/s _____, Chartered Accountants (FRN: _____), hereby certify that the following information pertaining to M/s _____ (Bidder) is true and correct, based on the audited financial statements:

Annual Turnover Details

Financial Year	Total Turnover in Rs. Cr	Uploaded page no. reference
2022–23		
2023–24		
2024–25		
2025–26		
Average of Best 3 out of 4 Years		

We confirm that the above average annual turnover in India meets / exceeds the minimum requirement of over Rs. 500 Crores as per this RFP.

CA Firm Name: _____

FRN: _____

Signing Partner Name & Membership No.: _____

Seal: _____

Date: _____

Place: _____

Past Experience of the Bidder

The Bidder’s experience in similar work carried out each in any Central / State Government / Autonomous bodies / PSEs/PSUs / Nationalized Banks / Public Limited or Private Limited Companies, etc., for evaluating the Eligibility Criteria for pre-qualification to be provided using the format as below in compliance with the Bid document as on (date):

Details of Similar Past Experience

S. No.	Name of work	Value of work executed (in Rs.)	Work order reference No.	Contract period		Date of completion certificate	Name and address of the Client	Uploaded page no. reference
				Commencement	Completion			
1								
2								
3								

Note:

1. The copies of the documents containing above information like work order and completion certificate in the format attached Form VIII (A) have to be uploaded duly self-attested.
2. In case of experience other than Central / State Government / Autonomous bodies / PSEs/PSUs/ Nationalized Banks / Public Limited Companies, the bidder has to submit TDS certificate for the past experience to be uploaded, as provided in form VIII (B), only then the experience will be considered.

Yours faithfully,

(Signature, name and designation of the authorized signatory)

For and on behalf of

Place:

Name

Date:

Designation

Business Address:

.....

Seal

Experience / Completion / Performance Certificate

(To be issued in the Company's official letter head, sealed and signed by the Official who had issued the work order / his equivalent or his superiors)

I, _____, (Designation: Head of HR / Director / President) of M/s _____, hereby certify the following:

Part A – Total Consulting Staff Strength:

Particulars	Details
Total number of strategy consulting resources possessing qualifications from premier institution of national / international repute such as IIMs, IITs, ISB or top 200 globally ranked universities (as per QS / THE rankings).	

Part B – Tabular List of Consulting Resources (minimum 75 required):

(Attach separate sheet if required. Confidential fields may be masked as instructed.)

S. No.	Name	Employee ID (may be masked)	Date of Joining (MM/YYYY)	Highest Qualification & Institute / University	Place of Current Posting	Project Name (if any)	Remarks (if any)
1.							
2.							
...

Part C – Certification:

- I hereby certify that the above information is true and correct to the best of my knowledge. The total number of strategy consulting resources on India payroll as on the date of bid submission is _____ (minimum required: 75) who possess qualifications from premier institution of national / international repute such as IIMs, IITs, ISB or top 200 globally ranked universities (as per QS / THE rankings).

Name of Certifying Officer: _____

Designation: _____

Organisation Seal: _____

Date: _____

Details of TDS Certificate

In case of experience in organization other than Central / State Government / Autonomous bodies / PSEs/PSUs/ Nationalized Banks / Public Limited Companies, the bidder has to provide the details of the TDS certificate in the form provided below and shall submit TDS certificate for the past experience to be uploaded, only then the experience will be considered.

S.No.	Name of work	Value of work executed (In Rs.)	Work order reference No.	TDS Certificate		Name and address of the Client	Uploaded page no. reference
				No.	Amount		
1							

Yours faithfully,

(Signature, name and designation of the authorized signatory)

For and on behalf of

Place:

Name

Date:

Designation

Business Address:

.....

Seal

Declaration by the Bidder

(To be provided in Rs.100 /- non-judicial stamp paper)

To

The Head of the Organization.

I/We M/s. represented by its Proprietor / Managing Partner /Managing Director having its Registered Office at and do declare that I/We have carefully read all the conditions of tender with NIT No....., dated....., and accepts all conditions of the tender including amendments/corrigendum subsequently issued by the tender inviting authority, if any. Further I/we confirm our eligibility for this tender and quoted as per the tender condition and Governing laws of India, in case of typographical error found in submitted documents/affidavits/declarations, in this case we accept all the Terms and conditions of bid documents and hereby confirm as under.

1. I/We have not made any counter conditions stipulation and conditions and I/We agree that in the event of any such counter conditions my/our tender will be summarily rejected and such offer will not be evaluated and considered at all by you.
2. I/We do hereby declare that we have not been blacklisted/ debarred by any Central / State Government / Autonomous bodies / PSEs/PSUs / Nationalized Banks / Public Limited or Private Limited Companies, etc., from taking part in the tendering process.
3. I/We do hereby declare that we have not been imposed any penalty by an arbitral or judicial authority through a judicial pronouncement or arbitration award.
4. I/We have not made any payment or illegal gratification to any person/authority connected with the tendering process so as to influence the tendering process and have not committed any offence under the Prevention of Corruption Act in connection with the tender.
5. I/We hereby declare that, all information furnished by me/us with this tender is true to best of my/our knowledge, belief and in case, if it is found that, the information furnished is not true or partially true or incorrect, I/We agree that my/our tender shall be summarily rejected without prejudice to the right of the board of Trustees of Indian Ports Association to take further action in to the matter.

Witness's Signature

Name:

Address:

Tel. /Mobile No:

Date:

Bidder's Signature

Name:

Address:

Tel. /Mobile No:

Date:

Tender Acceptance and Declaration on Litigation & Blacklisting
(To be provided on the bidder's company letter head with signature and seal)

To
The Managing Director
Indian Ports Association
1st Floor, South Tower
NBCC Place, Bhisham Pitamah Marg
Lodhi Road
New Delhi 110003

Sub: Proposal for Providing Strategy Consulting Services:

1. To formulate National Perspective Plan mandated under the Indian Ports Act, 2025 to meet the requirements of the maritime trade and prioritise associated infrastructure development.
2. To assess the feasibility for developing one Mega Port on East Coast for handling containers.

Sir,

WE DECLARE THAT:

1. I/We have not been involved in any litigation as on the date of submission of the bid that may have an impact of affecting or compromising the delivery of service as required under this tender.
2. Information regarding any litigation and arbitration against the IPA as on the date of submission of the bid, the parties concerned and disputed amount is as given below:
 - i) _____
 - ii) _____
3. I/We am / are not blacklisted or debarred as on the date of submission of bid from providing service by any Central / State Government / Autonomous bodies / PSEs / PSUs /Nationalized Banks / Public Limited or Private Limited Companies, etc., in India.
4. I/We have downloaded / obtained the tender document(s) for the above mentioned Tender / work from the website(s) namely: as per your advertisement, given in the above mentioned website(s).
5. I/We hereby certify that I/we have read the entire terms and conditions of the tender documents from Page No. to (including all documents like annexure(s), schedule(s), etc.), which form part of the contract agreement and I/we shall abide hereby and agree the terms / conditions / clauses contained therein.

6. The corrigendum(s) issued from time to time by Indian Ports Association for the above subject work has also been taken into consideration, while submitting this acceptance letter.

7. I / We hereby certify that there is no deviation from the Tender conditions either technical or commercial or tender enquiry.

8. I / We hereby unconditionally accept the tender conditions of above mentioned tender document(s) / corrigendum(s) in its totality / entirety.

9. I / We certify that all information furnished by me / us is true & correct and in the event that the information is found to be incorrect / untrue or found violated, then Indian Ports Association shall without giving any notice or reason therefore, summarily reject the bid or terminate the contract, without prejudice to any other rights or remedy including the forfeiture of the full earnest money deposit absolutely.

Yours faithfully,

(Signature of the Bidder, with Official seal)

Witness with signature

1) Name & Address

2) Name & Address

Bank Mandate Form
(Bank account details of the bidder)

1. Name of the company:
2. Status:
3. Bank Name, Address & Branch:
4. IFSC Code:
5. MICR Code:
6. Account No.:
7. Branch Code:
8. Name of the Authorized Person:
9. Signature of the Authorized person as per Bank:
10. E-Mail ID of Authorized Person:
11. Contact No. Landline/Mobile:

Copy of cancelled cheque may be enclosed if Bank signature not obtained.

Name & Seal of the Bank with Date

Prebid Query Form (in word format)

S.No.	Page No/ Clause No.	Clause	Query
1			

(Signature, name and designation of the authorized signatory)

For and on behalf of

CVs of Key Personnel

Name:			
Major Role(s) played:			
Current Job Title:			
Experience (Provide details regarding name of the organizations worked for, Designation, Responsibilities, Tenure, etc.			
Name of Organization	From	To	Designation/ Responsibilities
Number of years with the Current Organization:			
Current job responsibilities:			
Summary of professional/domain experience:			
Skill sets:			
Highlights of assignments handled:			
Educational Background, Training /Certification			
Degree (including subjects)	Year of Award of Degree	University	% of Marks
Authorized by the SI	Date:		
Name:			
Signature:			

(Signature)

Financial Proposal

To,
The Managing Director
Indian Ports Association
1st Floor, South Tower
NBCC Place, Bhisham Pitamah Marg
Lodhi Road, New Delhi 110003

Sub: Proposal for Providing Strategy Consulting Services:

1. To formulate National Perspective Plan mandated under the Indian Ports Act, 2025 to meet the requirements of the maritime trade and prioritise associated infrastructure development.
2. To assess the feasibility for developing one Mega Port on East Coast for handling containers.

Sir,

I/ We, (Applicant's name) herewith upload the Financial bid in the CPP Portal which is inclusive of all expenses and taxes excluding GST for selection of my/our firm.

I/ We agree that this offer shall remain valid for a period of 120 (One-hundred twenty) days from the Proposal Due Date or such further period as may be mutually agreed upon.

Yours faithfully,

(Signature, name and designation of the authorized signatory)

Notes:

1. The amount payable to the Consultant in accordance with the Financial bid, shall cover all the costs including all taxes and duties except GST. No additional charges in respect thereof shall be due or payable. The amount shall be limited to the amounts indicated in the financial quote and no escalation on any account will be payable on the above amounts.
2. All payments shall be made in Indian Rupees and shall be subject to applicable Indian withholding taxes if any.
3. There will be no hard copy submission and the price bid shall be uploaded only in the CPP Portal

“The quoted professional fee shall exclude any travel or logistics expenses, which are to be borne by IPA”

Format of Price Bid

(To be submitted on the CPP Portal only)

Name of the Bidding Agency: _____

Sl.	Deliverable / Milestone	% of Total Fee	Submission (T=Start Date)	Duration	Amount Quoted (Rs.) [Excluding GST]
1	Inception Report & Strategic Framework	15%	T+2 Weeks	2 W	
2	National Cargo Demand, Port Capacity & Cluster-Level Infrastructure Assessment	10%	T+6 Weeks	4 W	
3	Megaport Development, Connectivity & National Port Network Strategy	10%	T+12 Weeks	6 W	
4	Logistics Value Pools, Hinterland Ecosystem & Coastal/IWT Integration	10%	T+14 Weeks	2 W	
5	Port Diversification Strategy & Business Model Blueprint	10%	T+16 Weeks	2 W	
6	Shipping, Shipbuilding, Repair & Maritime Industrial Competitiveness Strategy	10%	T+18 Weeks	2 W	
7	Green Maritime Transition, Digital Ecosystem & Climate Resilience	10%	T+21 Weeks	3 W	
8	Human Capital, R&D, Innovation & Global Engagement Strategy	10%	T+23 Weeks	2 W	
9	Final Integrated Maritime National Perspective Plan 2047	15%	T+26 Weeks	3 W	
	TOTAL LUMP-SUM FEE (Excluding GST)	100%	T+26 Weeks	26 W	
	Total Fee in Words (Excluding GST)				

Note : The amount is to be quoted only in the Financial bid. No amount is to be quoted in the Technical bids and such bids shall be rejected.

**Form of Bank Guarantee
(For Performance Security)**

1. In consideration Head of Indian Ports Association (hereinafter called as "IPA") represented by its Managing Director having agreed to exempt M/s _____ (hereinafter called "Consultant") from the demand, under the Term and conditions of contract awarded with number----- made between IPA and the Consultant for selection of _____ (hereinafter called "Agreement") of Performance Security for the due fulfilment by the said Consultant(s) of the terms and conditions contained in the said Agreement, on production of Bank Guarantee for Rs. _____ (Rupees only).

2. We,..... (hereinafter referred to as the Bank) at the request of the Consultant(s) do hereby undertake to pay to the IPA an amount not exceeding Rs...../- (Rupees..... only) against any loss or damage caused to or suffered or would be caused to or suffered by the IPA by reason of any breach or non-performance by the said Consultant(s) of any of the terms and conditions contained in the said Agreement.

3. We, the Banker of the Consultant do hereby undertake to pay the amounts due payable under this Guarantee without any demur, merely on a demand from the IPA stating that the amount claimed is due by way of loss or damage caused to or would be caused to or suffered by the IPA by reason of any breach by the said Consultant(s) of any of the terms and 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...../-.

4. We undertake to pay to the IPA any money so demanded notwithstanding any dispute or disputes raised by the Consultant(s) in any suit or proceedings before any Court of Tribunal relating thereto our liability under this present being absolute and unequivocal.

5. The payment so made by us under this bond shall be valid discharge of our liability for payment there under and the Consultant(s) shall have no claim against us for making such payment.

6. This Bank Guarantee shall be valid upto..... ("Period"). We, the Bank further agree that the Guarantee herein contained shall remain in full force and effect during the Period and that it would be taken for the performance of the said Agreement and that it shall continue to be enforceable till all the dues of the IPA under or by virtue of the said agreement have been fully paid and its claims satisfied or discharged or till the IPA certified that the terms and condition of the said Agreement have been fully and properly carried out by the said Consultant's and accordingly discharges this Bank Guarantee. Unless a demand or claim under this Guarantee is made on us in writing within three

months from the date of expiry of the validity of the Bank Guarantee period we shall be discharged from all liability under this Guarantee thereafter provided further that the Bank shall at the request of the IPA but at the cost of Consultant(s) renew or extend this Guarantee for such further period or periods as the IPA may require.

7. We, the Bank further agree the IPA, that the IPA shall have the fullest liberty without 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(s) from time to time or to postpone for any time or from time to time any of the powers exercisable by the IPA against the said Consultant(s) or for any forbearance, act or omission on the part of the IPA or any indulgence by the IPA to the said Consultant(s) or by any such matter or thing whatsoever which under the Law relating to sureties would but for this provision, have effect of so relieving us.

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

9. We, the Bank hereby undertake not to revoke this Guarantee during its currency except with the previous consent of the IPA in writing.

Dated the day of month of 20..... at

Name & Seal of the Bank with Date

Contract Agreement Form

(To be entered in Rs. 100/- non-judicial stamp paper)

This AGREEMENT is made on this day ofMonth of Two Thousand (,) between Indian Ports Association, an apex body of Major Ports constituted in 1966 under Societies Registration Act, represented by its Management Director having its office at 1st Floor, South Tower, NBCC, Bhisham Pitamah Marg, Lodhi Road, New Delhi 110 003(herein after referred to as the Association which expression shall unless excluded by or repugnant to the subject or context be deemed to include the successor in office) of the one part

and

M/s....., (a partnership firm / proprietorship firm / company registered under the laws of India) having its place of business at represented by its (Description) Shri....., s/o..... (hereinafter referred to as 'Consultant' which expression shall, unless excluded by, or repugnant to the context be deemed to include his heirs, executors, administrators, representatives and assigns or his successors in office) of the other part

WHEREAS Indian Ports Association, New Delhi is desirous of the work comprising selection

WHEREAS the Consultant has offered to execute and complete such works and whereas IPA has accepted the tender of the Consultant and

WHEREAS the Consultant has furnished a sum of Rs /- (Rupees..... only) as Earnest Money Deposit (EMD) at the time of tendering, which will be adjusted against Performance Security as stipulated in the bid document, at the rates mentioned therein for the due fulfilment of all the conditions of the Contract.

NOW THIS AGREEMENT WITNESSETH AS FOLLOWS:

In this agreement words and the expressions shall have the same meanings as are respectively assigned to them in the conditions of the contract hereinafter referred to. The following documents shall be deemed to form and be read and construed as part of this Agreement:

1. Disclaimer
2. RFP Notice
3. Introduction
4. Glossary
5. Instructions to Bidders
6. Selection Criteria for MSP
7. Scope of Work
8. General Conditions of Contract

- 9. Special Conditions of Contract
- 10. Annexures and Forms
- 11. Any Corrigenda / Addenda / Clarifications issued by IPA
- 12. Any response to Pre-Bid Queries issued by IPA
- 13. Price Bid
- 14. Work Order No.....
- 15. Any correspondences and documents that are touching the RFP/Contract.

The Consultant hereby covenants with IPA to develop the product in conformity and in all respects with the provisions of this Agreement.

IPA hereby covenants to pay the Consultant in consideration of such services for the “Contract Price” at the time and in the manner prescribed in the Tender/Agreement.

IN WITNESS WHERE OF the parties here into have set their hands and seals the day and year first written.

The seal of the Head of Indian Ports Association was here into affixed and

The thereof, has set his Hand in the presence of

Indian Ports Association

Signed and sealed by

The Consultant in the presence of

Witness with signature

1) Name & Address 2) Name & Address

Undertaking for Post-Submission Support and Advisory Services

To
The Indian Ports Association (IPA)

.....

Subject: Undertaking for Post-Submission Support and Advisory Services

We, the undersigned, hereby confirm and undertake the following in relation to the appointment of strategy consultants for development of the NPP:

1. Commitment to Post-Submission Support

Upon formal acceptance of the Final Integrated Maritime NPP by 2047 by IPA, we undertake that the personnel deployed for the assignment—including Resident Consultants and designated domain experts—shall remain available to provide technical support and advisory services for a period of **five (5) years** from the date of acceptance.

2. Scope of Support Services

The support shall include, but not be limited to:

- o Timely response to queries, clarifications, and information requests raised by IPA, State Maritime Boards, or other competent authorities.
- o Participation in review meetings, discussions, or presentations as and when required by IPA.
- o Providing expert inputs on matters related to the feasibility report, infrastructure planning, and cruise tourism development.

3. Knowledge Repository Commitment

We further undertake to create and maintain a comprehensive knowledge repository comprising:

- o All raw and processed data, survey outputs, maps, designs, and models.
- o Meeting minutes, stakeholder consultation notes, and statutory correspondence.
- o Version-controlled documentation of all reports and deliverables.

This repository shall be securely stored and made accessible to IPA and its designated agencies for reference, audit, and future planning purposes.

4. Continuity and Knowledge Transfer

We shall ensure that the personnel responsible for the assignment remain available for knowledge transfer and continuity of support throughout the defined post-submission period.

We understand that this undertaking forms an integral part of our contractual obligations and shall be binding on all team members deployed for the assignment.

Signed on this ____ day of _____, 2026.

Authorized Signatory

Name: _____

Designation: _____

Organization: _____

Seal & Signature: _____