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ASSAM INDUSTRIAL DEVELOPMENT CORPORATION LTD.

(A Govt. of Assam Undertaking)

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অসম উদ্যোগিক উন্নয়ন নিগম সীমিত

(অসম চৰকাৰৰ প্ৰতিষ্ঠান)

বাৰাগোবিন্দ বৰুৱা পথ, গুৱাহাটী-৭৮১০২৪

Ref: AIDC/CC/KP/2/14026

Date: 28/05/2018

Response to Pre-Bid Queries - "Request for Proposal (RFP) for hiring of Knowledge Partner for Industries & Commerce Department, Government of Assam"

S. No.	RFP Document Reference(s) (Section & Page Number(s))	Content of RFP requiring clarification(s)	Points of Clarification	Company Name	Response
1	Section 3: Timelines and Data Sheet Page 8	Consortium/ JV/ Sub contracting: Not permitted	Given the multiple expertise required for contracting: we request you to permit Consortium/ JV/ Sub contracting.	Deloitte	No change.
2	Section 5: Eligibility criteria and Proposal Evaluation 5.1 Minimum Qualification criteria Page 15	Certificate from statutory auditor regarding a) Turnover from Government Consulting Services, and b) Pending Litigations	We request you to accept self-certification from Authorized Signatory of the consulting firm in place of certificate from statutory auditor.	Deloitte	No change. Consultant firms may provide Certificates from Statutory Auditors for the financial years of FY 2014-15 2015-16 and 2016-17.
3	Section 5: Eligibility criteria and Proposal Evaluation 5.1 Minimum Qualification criteria Page 15	Prior experience: The bidder should have served as Knowledge Partner for State or Center for their investment promotion program or central / state schemes for infrastructure investment programs with a consulting fees of INR 5 crore through single contract or maximum of two contract totalling up to INR 5 crore.	We request you to consider ongoing projects as well, with a consulting fee of INR 5 crore through single contract.	Deloitte	No change
4	Section 5: Eligibility criteria and Proposal Evaluation 5.2 Technical Evaluation Page 16	5.2.7: Full time represent total deployment of 36 months in Guwahati	We understand from Page 8 of the RFP that the project duration is 24 months, and may be extended by another 24 months. In this context, we request you to clarify clause 5.2.7 that mentions deployment for 36 months.	Deloitte	It has been already rectified as per Notice dated 16.05.2018.

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5	Section 5: Eligibility criteria and Proposal Evaluation Page 17	1. Firm Experience: Credentials - 30 Marks (Break-up given below) Experience of working with the Government of India on National Priority Projects such as Make In India, Swatch Bharat, Skill India, Digital India, Startup India, Ease of Doing Business and other similar assignments, etc. . 20 marks Experience of Assisting State Governments in Investment Promotion . 10 marks	The scope of work of proposed project requires the consulting firm to have experience in other areas such as formulation of Strategy and action plan for state industrial development corporation, Organization Restructuring, and Long Term Industrial Infrastructure Development Planning. Hence, we request you to divide the 30 marks and consider suggestions as given below: 10 Marks: Experience of working with the Government of India or State Governments or Urban Local Body or Special Purpose Vehicle on National Priority Projects such as Make In India, Swatch Bharat, Skill India, Digital India, Start-up India, Ease of Doing Business, AMRUT, Smart City and other similar assignments, etc.+ Each project will be given 2 marks, subject to a Maximum of 5 projects. For project to be eligible, it needs to be a minimum of INR 1 Crore value in last 4 years ending 31st March 2017. Ongoing projects where minimum INR 1 Crore has been completed as on 31 March 2018 will also be considered.	Deloitte	No change.

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			<p>10 Marks: Experience of assisting State/ Central Governments in India or abroad in aspects such as investment promotion, investment climate improvement, investment attraction strategy, sector competitive analysis for attracting investments and business environment simplification matters. Each project will be given 2 marks, subject to a maximum of 5 projects. Each Project to be of a minimum INR 50 Lakhs in last 5 years ending 31st March 2017. Ongoing projects where minimum INR 50 Lakhs has been completed as on 31 March 2018 will also be considered.</p> <p>5 Marks: Experience in formulation of business plan/ strategic plan/ Organisation Restructuring for central/ state government institutions. Each project will be given 1 mark, subject to a maximum of 5 projects.</p> <p>5 Marks: Experience in conducting feasibility study for infrastructure projects for central/ state government institutions. Each project will be given 1</p>		

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			mark, subject to a maximum of 5 projects.		
6	Section 5: Eligibility criteria and Proposal Evaluation Page 17	2. Project Team Project Director: e. Should have led at least 3 Investment Promotion Projects as Project Director or Engagement Partner	We request you to modify the clause as follows: Should have led at least 3 Investment Climate Improvement related projects as Project Director or Engagement Partner	Deloitte	No change.
7	Section 5: Eligibility criteria and Proposal Evaluation Page 18	2. Project Team Team Leader: a. BE / B.Tech and MBA from a recognized university	We request you to modify the clause as follows: a. Bachelors Degree in any field and MBA from a recognized university	Deloitte	No change. As per RFP.
8	Section 6: Instruction to the bidders Page 27	6.21. Confidentiality	We request you to kindly add the following to the clause: The confidentiality obligations shall survive the termination of this Contract / completion of services for a period of one (1) year.	Deloitte	It is not deemed to be necessary. The existing clause already ensures the same.
9	Section 6: Instruction to the bidders Page 28	6.28. Commencement of the Assignment Assuming that the contract can be satisfactorily concluded in two weeks after finalizing the consultant, it is expected that the works shall commence within two weeks	We request you to modify the clause as follows: Assuming that the contract can be satisfactorily concluded in three weeks after finalizing the consultant, it is expected that the works shall commence within three weeks.	Deloitte	No Change
10	Section 6: Instruction to the bidders Page 31	6.39. Award of Contract ò . it shall also be asked to execute an agreement in the format given in the RFP on a non-judicial stamp of requisite value at his cost and deposit the amount of Performance Security or a	We request you to modify the clause as follows: ò . it shall also be asked to execute an agreement in the format given in the RFP on a	Deloitte	No Change

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		Performance Security Declaration, if applicable, within a period of 15 (fifteen) days from the date on which the LOA or LOI is dispatched to the selected Consultant.	non-judicial stamp of requisite value at his cost and deposit the amount of Performance Security or a Performance Security Declaration, if applicable, within a period of 21 days from the date on which the LOA or LOI is dispatched to the selected Consultant.		
11	Section 6: Instruction to the bidders Page 32	6.41. Performance Security: The amount of Performance Security shall be 5%, i.e., five percent of the amount of the Contract. The currency of Performance Security shall be Indian Rupees. The bidder shall deliver the Performance Security to the Procuring Entity within 30 days after issue of the Letter of Award.	We request you to define the timeline by which the client shall return Performance Security to the Consultant post completion of the assignment.	Deloitte	On certification of satisfaction by the procuring authority of the services.
12	Section 6: Instruction to the bidders Page 3	6.42. Schedule of payments	We kindly request you define the timeline for acceptance of the deliverables by client including deemed acceptance period	Deloitte	On certification of satisfaction by the procuring authority of the services.
13	Appendix 1: Technical Proposal Page 35	Form 1: Letter of Proposal 6. I/We certify that in the last three years, we have neither failed to perform on any contract, as evidenced by imposition of a penalty by an arbitral or judicial authority or a judicial pronouncement or arbitration award against the Applicant, nor been expelled from any project or contract by any public authority nor have had any contract terminated by any public authority for breach on our part.	We request you to modify the clause as follows: I/We certify that in the last three years, we have neither failed to perform on any contract, as evidenced by imposition of a penalty by an arbitral or judicial authority or a judicial pronouncement or arbitration award against the Applicant, nor been expelled from any project or contract by any public	Deloitte	No change, as per RFP.

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			authority nor have had any contract terminated by any public authority for accepted breach on our part which in any manner may impair our provision of the services under the proposed engagement.		
14	Section 3: Timelines & Data Sheet. Row 5. [Page 7 of 44]	Earnest Money Deposit of INR 5,00,000/- only	The document does not mention that the EMD is refundable for the unsuccessful bidders post completion of the bidding process and for the successful bidder, upon submission of the Performance Guarantee. This clause may kindly be incorporated	Ernst & Young LLP	The EMD is refundable provided circumstances do not require initiation of the forfeit clause as stated in the RFP.
15	Section 5. Eligibility Criteria and proposal Evaluation. Clause 5.2 Technical Evaluation, 1. Firm's Experience [Page 17 of 44]	The firm's experience has two criteria: <ul style="list-style-type: none"> • Experience of working with the Government of India on National Priority Projects such as Make in India, Swatch Bharat, Skill India, Digital India, Start-up India, Ease of Doing Business, etc. • Experience of Assisting State Governments in Investment Promotion. 	The scope of service in the RFP talks about Investment promotion, EoDB assistance and Infrastructure Development for State Government of Assam. Projects such as Swatch Bharat, Skill India etc. with Government of India have no relevance of any sorts with the scope of the RFP and hence are irrelevant in evaluation. Also cut-off date may be revised to March 31st 2018. Cutoff dates are usually end of previous financial year/ bid issue date/ bid submission ate.	Ernst & Young LLP	Refer Corrigendum.

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			<p>Thus the technical evaluation criteria may be modified as under:</p> <p>(i) Experience of Assisting State Governments in Investment Promotion on long term projects ~ 10 Marks for 5 projects. 1 mark each for every additional project furnished subject to a maximum of 20 marks. ~ Each Project to be of a minimum INR 1 crore with a minimum duration of 1 year in last 5 years ending March 31st 2018 [20 marks]</p> <p>(ii) Experience of Assisting State Governments in BRAP Implementation for 2016 rankings. ~ 5 marks for 2 State Governments within top 10 ~ 1 mark each for each additional State Government supported within top 10 [10 marks]</p> <p>(ii) Technical Presentation [15 marks]</p> <p>Thus total marks for Firmsq Experience will be 45 marks</p>		
16	Section 5. Eligibility Criteria and proposal evaluation. Clause 5.2 Technical Evaluation,	Project Director: Minimum Experience required is 20 years	20 years of experience refers to very senior members of the firm . generally Partners . who are not expected to spend too much	Ernst & Young LLP	No change, as per RFP.

S. No.	RFP Document Reference(s) (Section & Page Number(s))	Content of RFP requiring clarification(s)	Points of Clarification	Company Name	Response
	2. Project Team [Page 17 of 44]		time in project operations. Suggest this clause be revised to A Minimum 15 years of Experienceq		
17	Section 5. Eligibility Criteria and proposal evaluation. Clause 5.2 Technical Evaluation, 2. Project Team [Page 17 of 44]	Project Manager: 12 years or more of experience in relevant fiel	Considering the experience requirement of Team Leader and other team members, this may be revised to 10 years or more of experience in relevant fieldq	Ernst & Young LLP	No change, as per RFP.
18	Section 6. Instructions to the bidder; Clause 6.42. Schedule of Payments; SI No. 2 . Milestone based payments	6. Selection of SI for Online Single Window Clearance System and Investment Promotion Portal development (28 weeks) . 7% of Contract value 8. Setting up of Investment Facilitation Cell at AIDC (30 weeks) . 5% of Contract value	Completion of both these activities require approvals/ action at the end of AIDC and/or external third party agencies. The payments for such action cannot be linked to completion of the tasks . since they are not under the control of the bidder. Suggest the terms to be revised as: 6. Completion of bid process for Selection of SI for Online Single Window Clearance System and Investment Promotion Portal development (28 weeks) . 7% of Contract value 8. Action plan for Setting up of Investment Facilitation Cell at AIDC (30 weeks) . 5% of Contract value	Ernst & Young LLP	No change, as per RFP.

S. No.	RFP Document Reference(s) (Section & Page Number(s))	Content of RFP requiring clarification(s)	Points of Clarification	Company Name	Response
19	Page Number: 32-33 6.42 Schedule of Payments	Schedule of Payments	In Schedule of payments, 48 % of the quoted fee has been now linked with milestones, further divided to 5% to 7% for each milestone. We believe that the needs of the state of Assam in terms of an Investment Destination is evolving in nature and therefore aligning them with specific milestones at the proposal stage may not be practical. In case these milestones are required to be changed later on, it may be time consuming due to departmental approvals etc. Hence to bring in more flexibility and focusing on what is best suited for Assam at that point of time, we request that this may be converted to quarterly payments as well.	KPMG	No change, as per RFP.
20	Page Number 43, Appendix III Financial Proposal	Appendix III . Financial Proposal	In case of Project Manager, it has been mentioned that the duration should be of 12 months. We believe that for a 14 member team including the Team leader who would be based out of client location in Guwahati, it may not be required for the Project Manager to be deployed for 12 months. Hence, we request that this may be changed to 3 months from 12 months.	KPMG	No change, as per RFP.

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21	Page Number 18, Section 5.2.8.	Criteria for Team Leader	<p>In case of the position for Team Leader, the following has been mentioned for educational qualification:</p> <ul style="list-style-type: none"> • BE/BTech and MBA from a recognized university: 2 marks • Minimum 7 years of experience: 3 marks • Should have experience of working with at least 3 state governments. 3 marks <p>We believe that having an Engineering degree may not have any bearing on the abilities of the Team Leader as the other requirements of having minimum 7 years of experience and experience of having worked for atleast 3 state government already are quite substantial. Therefore, we request the condition to be modified to the following:</p> <ul style="list-style-type: none"> • Graduate and MBA/Post Graduate Diploma from a recognized university/institute : 2 marks • Minimum 10 years of experience: 3 marks • Should have experience of working with at least 4 	KPMG	No change, as per RFP.

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			<p>state governments. 2 marks</p> <p>Experience of having worked for atleast 2 large scale PMU assignments(1 each for Central and State Government) . 1 marks</p>		
22	Page Number 19-20 Section 5.2.8.	Criteria for Domain Expert / Sectoral Experts	<p>It has been mentioned that bidder would be required to provide at least 2 CVs during the course of the project with each expert with atleast 12 years of experience. Further it has been mentioned that the experts may be a Governance Expert, Legal Expert, Cluster Development Expert, Financial Modelling Expert, PPP Expert, Investment Promotion Expert etc. and that the client would take the decision based on the suitability of the project. We would like to submit that costing of such experts would vary as per the expertise and sector and it would be difficult to estimate the same in our financial proposal. Therefore, we request that client may allow submission of rate cards for these experts and they would be billed separately as per the number of hours/days deployed in the project.</p> <p>Further, it has been mentioned that these positions shall not be</p>	KPMG	No change, as per RFP. CVs are to be submitted with the proposal.

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			evaluated. Please clarify whether CVs are required to be submitted at proposal stage.		
23	Page Number 17-20, Section 5.2.8.		In case of Project Director, Team Leader and Module experts etc. MBA from recognized university has been mentioned as a requirement. We would like to submit that many renowned B-Schools / institutes including IIMs, IITs provide Post graduate diploma in management which are considered equivalent to MBA degrees which are conferred by Universities or Deemed Universities only. Therefore, we request that it may be changed to MBA/Post Graduate diploma in management form recognized universities/institutes.	KPMG	Post Graduate Diploma in Management as per AICTE approved courses would be considered eligible.
24	Page number 7, Section 3, Timelines and Data sheet - Last date and time for submission of response to RFP (Bid . Documents)	Timelines and Data sheet - Last date and time for submission of response to RFP (Bid . Documents)	The last date and time of submission has been mentioned as 1300 Hrs, 22 June 2018. We believe that the scope of work of the assignment is quite extensive in nature. Further 14 quality resources are required who would be deployed at client location with varied experience. Moreover the success of the positioning the state of Assam as a preferred Investment	KPMG	No change, as per RFP.

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			Destination also would depend largely on the implementation of the assignment through these resources. Therefore we request for an extension for submission of the proposal by 30 days i.e. by 1800 hrs, 22 July 2018.		
25	Page 10 of 44 Section 4.1	Identification of key aspects for institutional strengthening and organizational restructuring, developing strategy for institutional reforms and capacity building	We request the Authority to kindly clarify if the proposed restructuring and institutional strengthening / capacity building activities restricted to Assam Industrial Development Corporation Limited only or the same shall include other institutions as well.	PwC	The Industries & Commerce Department, Govt. of Assam and all other bodies under it.
26	Page 12 of 44 Section 4.3 iii)	Wherever applicable will also identify the necessary changes in Acts / laws under which some of the agencies may have been setup.	We understand that the scope for the consulting firm shall be limited to identifying changes and actual drafting of laws / legislature shall not be included as part of the scope. We request the Authority to kindly confirm this understanding.	PwC	Scope shall restrict to identifying the changes required including laws and legislature to achieve the objective of bringing on-board a Knowledge Partner.
27	Page 15 of 44 Section 5.1 (5)	The amount involved in pending litigations against the Bidder in various Courts/ Tribunals should be less than the net worth of the company/ firm.	It is requested that this clause be removed as the financial statements pertaining to turnover and net worth are usually an acceptable metric for evaluating firm's financial strength.	PwC	No change, as per RFP.
28	Page 15 of 44 Section 5.1 (7-2)	There should not be any nontax pending litigation in any courts across India.	We request the Authority that this clause may kindly be removed as non-blacklisting	PwC	No change, as per RFP.

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			declaration and financial statements are usually considered as adequate measure of firm's capability.		
29	Page 15 Section 7	Blacklisting The bidder should never have been blacklisted, suspended or terminated by any agency of the central government, public sector undertaking or by any department of State Government in India	The clause mentions that a bidding firm should never have been blacklisted, suspended or terminated by any department of State Government of India. We request the Authority to kindly clarify if a firm could participate in the bidding process if an earlier blacklisting / termination by a department of State government of India is revoked on a later date.	PwC	No change, as per RFP.
30	Section-5: Eligibility criteria and proposal evaluation Sub-section 5.2: Technical evaluation Point no. 5.2.7 Page 16-17 of 44	Full time represent total deployment of 36 months in Guwahati	It is mentioned in Section 3: Timelines and Datasheet, The duration of the consultancy assignment shall be two years and may be further extended by two more years on mutually agreeable terms with annually increased rate of 15% per annum per resource+. Hence Point 5.2.7 may be re - drafted as "Full time represent total deployment of 24 months in Guwahati"	PwC	It has been already rectified as per Notice dated 16.05.2018.

S. No.	RFP Document Reference(s) (Section & Page Number(s))	Content of RFP requiring clarification(s)	Points of Clarification	Company Name	Response
31	Eligibility criteria and proposal evaluation Sub-section 5.2: Technical evaluation Point no. 5.2.8 Page 17 of 44	Criteria for Point Allotment Experience of working with the Government of India on National Priority Projects such as Make In India, Swatch Bharat, Skill India, Digital India, Start-up India, Ease of Doing Business and other similar assignments, etc. · Each project will be given 2 marks, subject to a Maximum of 10 projects. · For project to be eligible, it needs to be a minimum of INR 1 Crore value in last 4 years ending 31st March 2017	Criteria for point allotment may be re-drafted to reflect the most recent experience of the bidding firms: <i>Experience of working with the Government of India on National Priority Projects such as Make In India, Swatch Bharat, Skill India, Digital India, Start-up India, Ease of Doing Business and other similar assignments, etc. · Each project will be given 2 marks, subject to a Maximum of 10 projects.</i> · For project to be eligible, it needs to be a minimum of INR 1 Crore value in last 4 years ending 31st March 2018	PwC	No change, as per RFP.
32	Eligibility criteria and proposal evaluation Sub-section 5.2: Technical evaluation Point no. 5.2.8 Page 17 of 44	Experience of Assisting State Governments in Investment Promotion. · Each project will be given 1 mark, subject to a maximum of 10 marks. · Each Project to be of a minimum INR 1 Crore in last 5 years ending 31st March 2017	<i>Experience of Assisting State Governments in Investment Promotion.</i> · Each project will be given 1 mark, subject to a maximum of 10 marks. · Each Project to be of a minimum INR 1 Crore in last 5 years ending 31st March 2018	PwC	No change, as per RFP.
33	Eligibility criteria and proposal evaluation Sub-section 5.2: Technical evaluation Point no. 5.2.8	Project Director c. Minimum 20 years of experience e. Should have led at least 3 Investment Promotion Projects as Project Director or Engagement Partner: 3 Marks;	Project Director c. Minimum 10 years of experience e. <i>Should have led at least</i>	PwC	No change, as per RFP.

S. No.	RFP Document Reference(s) (Section & Page Number(s))	Content of RFP requiring clarification(s)	Points of Clarification	Company Name	Response
	Page 17 of 44	f. Should have experience of working with Government of Assam: 2 Marks	<i>3 Investment Promotion Projects as Project Director or Engagement Partner: 3 Marks; f. Should have experience of working with Government of Assam: 2 Marks</i>		
34	Eligibility criteria and proposal evaluation Sub-section 5.2: Technical evaluation Point no. 5.2.8 Page 17 of 44	Project Manager 12 years or more of experience in relevant field	Project Manager 7 years or more of experience in relevant field	PwC	No change, as per RFP.
35	Section 6: Instruction to the bidders Sub-section- 6.32	Conflict of Interest: The selected Bidder shall not receive any remuneration in connection with the assignment except as provided in the Agreement. The team deployed by Knowledge Partner shall not engage in consulting activities that conflict with the interest of the AIDC under this Agreement and shall be excluded from downstream supply of goods or construction of works or purchase of any asset or provision of any other service related to the assignment other than a continuation of the Services under the ongoing contract. The team engaged for this assignment should not be deployed in similar nature of assignment of any other state. It should be the requirement of the assigned works that the Knowledge Partner should provide professional, objective and impartial advice and at all times hold the AIDC's interests paramount, and that in providing advice they avoid conflicts with other assignments and their own corporate	We request the Authority that the condition as underlined may be waived off for the <u>Project Director</u> and <u>Project Manager</u> positions	PwC	No change, as per RFP.

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		interests.			
36	Section 4: Terms of Reference Sub-section 4.4: Module 4- Long Term Industrial Infrastructure Development Planning	The PMU shall carry out a detailed forecasting of industrial infrastructure that will be required to be developed by Government of Assam to sustain and promote industrial development in state through assessment of the industrial infrastructure requirement	We request the Authority to confirm if the inference of the term infrastructure should be limited to land area/industrial parks or should the same also include supporting utility and urban infrastructure such as power and water supply and transport infrastructure- road, waterway, rail and air?	PwC	As per RFP.
37	Section 4: Terms of Reference Sub-section 4.4: Module 4- Long Term Industrial Infrastructure Development Planning Page 12-13 of 44	The Long Term Industrial Infrastructure Development plan for the state will take into account (viii) To promote sustainability (financial viability, environmental sustainability and social inclusiveness) at the core to development of infrastructure projects	We request the Authority to kindly confirm if the term promotion +of sustainability (financial viability, environmental sustainability and social inclusiveness) involve recommendation of good practices for infrastructure development or detailed project-level impact assessment in the three aforementioned domains.	PwC	As per RFP.
38	Page 26 of 44 Section 6.15.5	A copy of the Power of Attorney certified under the hands of a director of the Bidder or a notary public on the specified form shall accompany the Proposal	We request the Authority to kindly also consider Board Resolution as a necessary evidence for the purpose.	PwC	Already rectified in Corrected RFP as per Notice dated 16.05.2018.