



File No. S&NI/Consultancy/2025

28th May 2025

CORRIGENDUM – 1 TO RFP

**REQUEST FOR PROPOSAL FOR CONSULTANCY SERVICES AND ESTABLISHMENT OF
STRATEGIC PROJECT MANAGEMENT OFFICE (SPMO)**

AT CSL MAIN CAMPUS IS KOCHI, KERALA

RFP No. S&NI/Consultancy/2025 dated 28.04.2025

1. Subsequent to the pre bid meeting held on 14th May 2025, CSL response/clarifications to the queries raised by the vendors who have participated in the meeting is placed at Annexure- I.
2. Further certain amendments have been made in the RFP. Amendments are placed at annexure II& Annexure - III. Bidders are requested to consider the amendments while submitting the offer.
3. All other terms, conditions and scope of RFP shall remain the same.

Thanking You,

Yours Sincerely

For Cochin Shipyard Ltd.

General Manager

(Strategy & New Initiatives)

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REQUEST FOR PROPOSAL
FOR CONSULTANCY SERVICES AND ESTABLISHMENT OF STRATEGIC PROJECT MANAGEMENT OFFICE (SPMO) AT CSL MAIN CAMPUS IN KOCHI, KERALA
Ref. No S&NI/Consultancy/2025 dated 28.04.2025

ANNEXURE- I TO CORRIGENDUM - 1 DATED 28.05.2025

SI	Reference Clause	Page no.	Description	Bidder's Query	CSL Reply
1	Annexure I, 6.16: Proposal Submission Due Date	15	Proposal shall be submitted on or before 1500 hours Indian Standard Time (IST) on 28 May 2025	The Authority is requested to extend the deadline for submission of proposal to 3 weeks after the release of clarifications to queries raised in pre-bid conference This would give the participants sufficient time to prepare the proposal in-line with clarifications provided by the Authority Proposed Clause: Proposal shall be submitted on or before 1500 hours Indian Standard Time (IST) on 3 weeks from the date of release of clarifications to pre-bid queries)	Date & Time of submission of bid is amended as follows: 1500 Hrs on 18 June 2025.
2	Annexure II, Appendix 2, SI 8 Annexure II, Appendix 3, SI 2.1	41 and 44	The consulting firm should have experience of minimum "Two completed assignments focusing on Shipyard growth strategy and execution support" for the Shipyard sector In India or Outside India (Global). Executed value of each assignment shall be of value equivalent or exceeding USD 1 M / INR 8 Crores including taxes in the past 7 years. (Projects such as vessel construction, repairs. conversion, ship recycling and feasibility study on particular theme will not be considered)	Based on the review of the Scope of Work, the role of the Strategic Program Management Office will cover comprehensive strategic matters for the client. As provided in Annexure II, Appendix 1, Clause 1: Scope of Work: 8. The consultant also should assess the current state of CSL across all focused areas, including operations, supply chain, production planning, organizations structure, technological advancements, skill development and overall effectiveness etc. Based on this evaluation, they should propose suitable solutions to achieves the targets set in the 2030 roadmap. 9. Study and offer technological solutions for efficient productivity measurements and production planning to effectively monitor output. 10. Suggest training and up skilling of both management and executives, aligned with identified growth initiatives 11 Support the creation of Standard Operating Procedures (SOPs) to ensure the effective execution of various initiatives. Considering the comprehensive coverage of the client's strategic matters, CSL is requested to accept Bidder's experiences Operations Strategy and Organizational Strategy Proposed Clause: "The consulting firm should have experience of minimum "Two completed assignments focusing on Shipyard growth strategy. operational strategy, organizational strategy, and execution support" for the Shipyard sector In India or Outside India (Global)"	Tender condition shall prevail.
3	Annexure II, Appendix 2, SI 8 Annexure II, Appendix 3, SI 2.1	41 and 44	The consulting firm should have experience of minimum "Two completed assignments focusing on Shipyard growth strategy and execution support" for the Shipyard sector In India or Outside India (Global). Executed value of each assignment shall be of value equivalent or exceeding USD 1 M / INR 8 Crores including taxes in the past 7 years. (Projects such as vessel construction, repairs. conversion, ship recycling and feasibility study on particular theme will not be considered)	Considering the specialized experience requested in the Shipyard sector, CSL is requested to extend the coverage of experience to 10 years. It is to be noted that the previous 7 years also include covid impacted years, during which global maritime industry (incl shipping and shipyards) were impacted, hence fewer consulting studies were awarded in that period. Proposed Clause: "Executed value of each assignment shall be of value equivalent or exceeding USD 1 M / INR 8 Crores including taxes in the past 10 years."	"Executed value of each assignment shall be of value equivalent or exceeding INR 8 Crores (including taxes), in the past 10 years (Financial Year)." Also Please refer amended clause in Annexure II to corrigendum -1 dated 28.05.2025
4	Annexure II, Appendix 2, Note II	43	Lead partner/ Director/ Project Head: 01 a) Needs to have Minimum 15 years' of experience in which minimum 5 years' of consultancy experience in Shipyard/Ship repair/Marine/Shipping sectors. b) Must have executed at least two similar assignments in the shipyard/Ship building/ Ship repair sectors as consultant. c) Experience in Project execution management/Strategy / business structuring / diversification / organization transformation / operations excellence / Financial modeling / Business finance. d) Must possess Graduate Engineer with Post graduations in Management from reputed institutes (Full time management programme).	CSL is requested to provide the definition of "similar assignments" required in the experience for Lead Partner.	"Similar assignments" means Experience in Project execution management/Strategy / business structuring / diversification / organizational transformation / operations excellence and Financial modeling / Business finance. Also Please refer amended clause in Annexure II to corrigendum -1 dated 28.05.2025

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5	14. Ownership of Reports and Records	56	Calculation sheets, drawings, reports and similar documents provided by the consultant in terms of this agreement to the client shall be the property of the client and the client shall have full right to use them in any manner for the project or for any other purpose at the client’s sole discretion	CSL is requested to change this clause as follows Proposed Clause: Calculation sheets, drawings, reports and similar documents (excluding Consultant’s pre-existing intellectual property) provided by the Consultant in terms of this Agreement to the Client (the “Deliverables”) shall be the property of the Client. Client acknowledges and agrees that the Services are personal to Client and intended solely for the internal use of Client. Except as specifically authorised by Consultant in writing, Client may not publish, disclose, refer to or otherwise disseminate any Deliverables or any recommendations that Consultant may make.	Tender condition will prevail
6	Annexure II Clause 8, 9, 10 & 11	41 & 42	1) Copy of the letter of award/Contract/Purchase order showing scope of the work. 2)Completion certificate issued by the Client organization for whom the jobs have been executed by the bidder with requisite details such as nature of the job, executed value, etc. Or Copy of the Payment certificate / evidence of payments made against the contract/purchase order. (Certification of CA/Statutory Auditor shall also considered as evidence of payment)	We shall be happy to disclose the same where we are legally permitted to, however we have signed confidentiality agreements with our clients that limit our ability to disclose their names & the contracts /work orders/completion certificate. We hence request you to accept the self- certificate by MD in such cases. We will provide a description of the client, without explicitly disclosing their names, the nature of services we performed for them, the duration of the project and the contract value. We can additionally submit CA certificate to ensure authenticity of information over and above MD self-certificate. Please note that this approach is standard practice in recent central/state government RFPs, such as ☐ Engagement of Consulting firm for Benchmarking of Research and Development Activities of HAL with Global Aerospace and Defence Companies issued in 2025 ☐ Strategy Consultant for Telecom Technology Development Fund issued by Department of Telecommunications issued in 2024 ☐ Maritime India Vision RFP by Ministry of Shipping issued in 2020 ☐ Accelerating Investment in India RFP by Invest India issued in 2019 Kindly confirm.	In case the consultant is not legally permitted to disclose details of any of the above documents due to confidentiality clause included in respective contracts, self certificate from Managing Director is to be submitted in this regard. However the firm shall submit details of scope of work as stated in the work order executed. The firm shall also submit work completion certificate indicating date of award, date of completion and value of order. Also to submit certificate issued by Chartered Accountant to ensure authenticity of information over and above MD self-certificate. Also Please refer amended clause in Annexure II to corrigendum -1 dated 28.05.2025
7	Annexure II: Clause: 3	47	Qualification of personnel	As per note II of page 43 of 61, we understand that the Project Director and Project Manager need to have given years of experience in shipyard sector consultancy. Kindly confirm whether pro-bono experience qualifies and whether similar project fee criteria as specified in Annexure II, Criteria 2.1, are applicable for assessing personnel experience.	Tender conditions shall prevail.
8	Annexure II: Clause:3	47	Qualification of personnel	We understand that CSL is one of the key defence ship builder for India, and this engagement may inadvertently entail sharing of significant data with the key personnel. We therefore request CSL to clarify whether personnel of non-Indian origin are allowed to be deployed on this assignment. We remain committed to bring our global experts in addition to the key personnel, as and when necessary for the specific topic. We are also happy to deploy them on the assignment, in case the data sharing with non-Indian personnel is acceptable to CSL. Kindly clarify	Deployment of foreign personnel from land border sharing countries of India shall not be permitted. Also Please refer amended clause in Annexure II to corrigendum -1 dated 28.05.2025

SI	Reference Clause	Page no.	Description	Bidder's Query	CSL Reply
9	Annexure II: Clause:3	47	Qualification of personnel: Request for addition	<p>We understand that CSL is looking to set up a strategic program management office vide this engagement.</p> <p>Considering the comprehensive scope of the engagement covering Strategic Systems, HR, Technology, Production Enhancement, and Partnerships, we request the inclusion of additional experts in the evaluation criteria:</p> <ul style="list-style-type: none"> ☐ Partnership expert with experience in shipyards and wider partnership execution ☐ Technology expert with experience in shipyards and wider technology project execution ☐ Indian public sector expert with experience in shipyards and wider experience with Indian public sector companies <p>We believe that it is important for the Consultant to understand the nuances of Indian Public Sector context, in order to drive meaningful value at CSL. We hence urge CSL to consider the above three experts in addition to the current list of key experts – with due allocation of marks.</p>	Tender conditions shall prevail.
10	Annexure II: Clause: 2.1	44	<p>Shipyard sector experience in last 7 years:</p> <p>5 and above: 20 marks</p> <p>3 to 4: 15 marks</p> <p>2 assignments: 10 marks</p>	<p>We understand that minimum eligibility criteria under this experience bucket is for 2 assignments.</p> <p>We hence request you to provide no marks for 2 assignments.</p> <p>We also observe that the current evaluation method inadvertently penalizes incrementally higher experience, allocating fewer marks per assignment for bidders with extensive experience.</p> <p>The calculation of marks per assignment is illustrated as follows - 10 marks for 2 assignments, i.e., 5 marks per assignment</p> <p>15 marks for 3 assignments, i.e., 5 marks per assignment 20 marks for 5 assignments, i.e., 4 marks per assignment</p> <p>We hence request you to lower the weightage of second bucket of marking criteria (3-4 assignments) to 10 marks.</p>	Tender conditions shall prevail.
11	Annexure II: Clause: 2.1	44	<p>Shipyard sector experience in last 7 years:</p> <p>5 and above: 20 marks</p> <p>3 to 4: 15 marks</p> <p>2 assignments: 10 marks</p>	<p>We understand that this is a strategically important project for CSL and hence request to specify the mix of Indian and Global assignments.</p> <p>We believe that shipping and ship building offers many similarities through global market, however Indian shipyard sector and shipping lines' requirements from Indian industry are quite unique. Hence, we firmly believe that it is imperative for the Consultant to have experience of working with Indian shipyard sector, in order to drive strategic initiatives at CSL.</p> <p>We therefore urge CSL to seek at least 2 assignments within Indian shipyard sector under this criterion. This suggestion is also in line with the spirit of CSL's eligibility criterion which mandates 2 assignments</p>	Tender conditions shall prevail.
12	Annexure II Clauses: 2.2, 2.3 & 2.4	45 & 46	<p>2.2 Executed value of each assignment shall be equivalent or exceeding USD 0.5M /INR 4 crore including taxes</p> <p>2.3 Executed value of each assignment shall be equivalent or exceeding INR 3 cr</p> <p>2.4 Executed value of each assignment shall be equivalent or exceeding INR 1 cr</p>	<p>Kindly confirm. We understand that this is a strategically important project for CSL, and hence pro-bono or academic or trivial projects by the applicants will not reflect their credentials to have been trusted to deliver projects of similar strategic relevance. We therefore request that the size of acceptable projects be such that it indicates the strategic nature, commensurate with the scope of this project- as is the norm in public sector RFPs of similar size, scope and duration. Hence, we request you to kindly increase the threshold project fees to Rs 8 Cr or USD 1 Mn for these 3 criteria i.e. 2.2, 2.3 & 2.4 similar to criteria 2.1.</p> <p>This also ensures uniformity of project fee cut-off, as is the fair practice in the public sector procurement process. Precedence from public sector RFPs include:</p> <ul style="list-style-type: none"> ☐ 2025 : Engagement of Consulting firm for Benchmarking of Research and Development Activities of HAL with Global Aerospace and Defence Companies ☐ 2021 : Engagement of Consultant Firm for Providing Strategic Advisory Services for Devising Business cum Growth Plan for Hindustan Aeronautics Limited 	<p>Tender conditions shall prevail.</p> <p>Also Please refer amended clause in Annexure II to corrigendum -1 dated 28.05.2025</p>

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13	Annexure II Clauses: 2.1	44	Scoring methodology: <ul style="list-style-type: none">• 5 & Above Assignments - 20 marks• 3 to 4 Assignments -15 marks• 2 Assignments -10 marks	<p>The volume of assignments entrusted to a consultant in core and allied sectors is a direct reflection of their demonstrated expertise, reliability, and capacity to deliver results across diverse engagements.</p> <p>We earnestly request the authority to therefore consider a revision in the current assignment allocation, with a view to increasing the number of assignments as detailed below, thereby enabling optimal utilization of available capabilities for mutual benefit.</p> <p>☐ 10 & Above Assignments - 20 marks</p> <p>☐ 2 to 5 Assignments -15 marks</p> <p>☐ 2 Assignments -10 marks</p>	Tender conditions shall prevail.
14	Annexure II Clauses: 2.2 & 2.3	45	Scoring methodology: 2.2 & 2.3: <ul style="list-style-type: none">• 5 & Above Assignments - 10 marks• 3 to 4 Assignments -7 marks• 2 Assignments -5 marks	<p>The volume of assignments entrusted to a consultant in core and allied sectors is a direct reflection of their demonstrated expertise, reliability, and capacity to deliver results across diverse engagements.</p> <p>We earnestly request the authority to therefore consider a revision in the current assignment allocation, with a view to increasing the number of assignments as detailed below, thereby enabling optimal utilization of available capabilities for mutual benefit.</p> <p>☐ 10 & Above Assignments - 10 marks</p> <p>☐ 2 to 5 Assignments -7 marks</p> <p>☐ 2 Assignments -5 marks</p>	Tender conditions shall prevail.
15	Annexure II Addition of new criteria	44	New Evaluation Criteria: Evaluation of Case Study	<p>Detailed case studies allow the technical evaluation committee to exhaustively evaluate consultant’s approach and outcomes in a similar context.</p> <p>We therefore request CSL to include at least 2 case studies on Shipyard growth strategy and execution support/ turnaround/ reviving/strategy benchmarking assessment of shipping/ port sector (one in an India environment and one global) with a value that is equivalent or exceeding USD 1 M / INR 8 Crores including taxes in the last 7 years for 10 marks each. The same should be presented as part of the Technical presentation. (One case study from India and one international case study)</p> <p>Few RFPs where case studies were sought as criteria for evaluating the bidder’s experience, expertise and approach are as specified below:</p> <p>☐ Consultancy services to unlock state budget potential issued by Finance Department, Govt of Karnataka in 2024</p> <p>☐ Strategy Consultant for Telecom Technology Development Fund issued by Department of Telecommunications in 2024</p> <p>☐ Engagement of business consultant for realizing potential opportunities in Electrolyzer manufacturing and Green Hydrogen value chain issued by BHEL in 2023</p> <p>Kindly confirm.</p>	<p>Tender conditions shall prevail.</p> <p>Also Please refer amended clause in Annexure II to corrigendum -1 dated 28.05.2025</p>
16	Annexure II Clause: 3	47	Lead Partner/ Project Director/ Project head: 10 marks Project Manager: 7 marks	<p>Given the strategic nature of the engagement, it is important to understand the expertise in handling similar projects by key personnel while interacting during the presentation.</p> <p>We are therefore requesting you to apportion 50% of the marks for key experts and key personnel on the basis of their participation in the technical presentation and Q&A and allocate the remainder of the 50% of the marks on the basis of number of relevant projects (project slabs remaining the same).</p> <p>Few public sector RFPs where a similar criteria was applied are as specified below for your reference:</p> <p>☐ Consultancy Firm for Setting up a PMU & Central Procurement Unit for Projects & procurement by Ministry of External Affairs issued in 2023</p> <p>☐ Selection of High-Level consultant for Strategy and Program management Support for Ministry of Tourism during India’s G-20 presidency issued in 2023</p> <p>☐ Selection of Agency to act as an adviser for Modernization/ Commercialization of Semi-Conductor Laboratory issued by MeitY, Govt of India in 2022</p> <p>Kindly confirm.</p>	Tender conditions shall prevail.

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17	Annexure II Clause: 4	48	Business Presentation- On quality of proposed approach, methodology and work plan in response to the Terms of Reference: 25 marks	<p>Approach & Methodology and Technical presentation provides an opportunity to the technical evaluation committee to thoroughly evaluate the consultant & proposed key personnel.</p> <p>Hence, we request CSL to increase the marks awarded to Approach & Methodology to 40 marks. The norm for Approach & Methodology across Govt projects is to award 30-45 marks as reflected in the representative RFPs mentioned below:</p> <ul style="list-style-type: none"> ☐ Green energy financing rfp issued by REC in 2024 ☐ Knowledge partner for investment acceleration issued by IKF in 2024 ☐ Selection of Consultant for providing strategic advisory services- Growth Strategy issued by GeM in 2021 <p>Kindly confirm.</p>	Tender conditions shall prevail.
18	Annexure II Clause: 4	48	Document with proposed approach, methodology, max 10 pages)	<p>This is a strategic engagement with multiple topics such as growth opportunities across shipbuilding, ship repair, ECS, partnerships, HR, funding, etc.</p> <p>Hence, it is restrictive to cover the depth of services in just 10 pages and would not afford the evaluation committee an opportunity to examine the exhaustive capabilities of the bidders that would be deployed.</p> <p>It is especially relevant considering the QCBS nature of this RFP to allow the bidders an opportunity to adequately showcase the quality of their proposal in a non-restrictive manner.</p> <p>We, therefore request you to remove the restriction on the number of pages</p>	<p>Document with proposed approach, methodology max 20 pages.</p> <p>Also Please refer amended clause in Annexure II to corrigendum -1 dated 28.05.2025</p>
19	Annexure II Clause: 3.3	47	Consultants / Associates: 3 marks	Typically, Consultants/ Associates are not evaluated in the public sector RFPs. We, therefore request that the scoring for this criterion may be reallocated to other key personnel.	Please refer amended clause in Annexure III to corrigendum -1 dated 28.05.2025
20	Note III	43	Bidder shall ensure deployment of the same team personnel provided during the on-boarding process till completion of the contract.	<p>Kindly note that the personnel who will qualify as Consultants/Associates form a part of consultants' talent pool who can be deployed for driving the engagements across relevant projects.</p> <p>Hence the actual staffing for the Consultants/ Associates depends on the projects starting around the given time and available pool of Project Associates at that time.</p> <p>We agree that the Consultants/Associates shall have relevant experience for this Project, however considering the practical constraints around the clarity of actual start date of this Project, we request the Authority to waive off this criterion of removal and/or replacement of key personnel for Consultants/ Associates.</p> <p>We agree that the Consultants/ Associates shall be replaced basis agreement with CSL, with personnel of equivalent or better credentials in case of replacement.</p>	Tender conditions shall prevail.
21	Clause: 3	49	Technical Proposal Evaluation	<p>It is requested that normalization of technical be undertaken, as is the norm in public sector RFPs.</p> <p>Normalization process for technical scores:</p> <p>s. The technical scores (St) of the other Technical Proposals will be determined using the following formula:</p> <p>[St = 100 x T/Tm, in which St is the technical score, Tm is the highest technical score, and T is the technical score of bidders under consideration].</p> <p>This is a norm in all recent RFPs for central/ state Governments as enumerated below: ☐ Engagement of Consulting firm for Benchmarking of Research and Development Activities of HAL with Global Aerospace and Defence Companies issued in 2025</p> <p>☐ Services Export Strategy 2030 issued by Ministry of Commerce & Industry in 2024</p> <p>☐ Selection of Consultant for providing strategic advisory services issued by GeM in 2021</p> <p>☐ Project Management Consultants for Implementation of Recommendations of Project Studies Executed by Ministry of Road Transport and Highways (MoRTH) issued in 2020</p> <p>Kindly confirm.</p>	<p>Formula for calculation of Technical score is included in the RFP as follows:</p> <p>After evaluating and scoring the applicants on each criterion, the total technical score (st) The technical scores (St) for each applicant shall be computed as follows:</p> <p>St = 100 x T/Tm, in which St is the technical score, Tm is the highest technical score, and T is the technical score of bidders under consideration.</p> <p>Also Please refer amended clause in Annexure II to corrigendum -1 dated 28.05.2025</p>
22	Clause 7 of Encl – 4 Pre-Integrity Pact	27	Fall Clause	Given the nature of services being provided here i.e. consulting services, we request this clause be removed. As a consultant our scope and charges are customized for each client.	Tender conditions shall prevail.

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23	Annexure II Section 1(4) of Scope of work	37	Evaluate potential risks including regulatory dependencies	<p>We would like to clarify that the Consultant does not provide any legal, accounting, regulatory or tax advice that may have a bearing on the recommendations provided by Consultant.</p> <p>We would like to propose the inclusion of the following clarification that Client shall be responsible for obtaining its own legal, tax and accounting advice concerning laws, regulations, agreements and other legal, accounting or tax issues related to the said Contract.</p>	Tender conditions shall prevail.
24	Annexure 2 – Appendix 4 – Consultancy Agreement – Section 12	56	Insurance	Consultant being a global organization has insurances in places as per local and global requirements. Therefore, we won't be able to keep client specific insurances.	The insurance by the firm should cover all aspects of subject assignment as per tender conditions, during the execution of the agreement. Also Please refer amended clause in Annexure II to corrigendum -1 dated 28.05.2025
25	Annexure 2 – Appendix 4 – Consultancy Agreement – Section 13	56	Indemnity	<p>We request patent indemnity is removed as no software deliverables are being provided. We would like to discuss the indemnity provisions with Bank. We agree with the indemnity for any losses or damages that the client may sustain due to violation of copyright or trademarks. However, Consultant does not indemnify clients for technical error, deficiency, negligence or any fault (i.e. all direct claims), other than for third party claims.</p> <p>Any liability, however, should be capped, and will exclude payment for any indirect, consequential, punitive, or other special damages.</p> <p>Accordingly, these provisions need to be aligned at contract negotiation stage.</p>	Tender conditions shall prevail.
26	Annexure 2 – Appendix 4 – Consultancy Agreement – Section 14	56-57	Ownership of Reports and Records	<p>All final versions of materials, reports and presentations prepared by Consultant for delivery to client (the “Deliverables”) shall be owned exclusively by and be the property of client.</p> <p>Also, we would like to propose the inclusion of the language that allows us to retain the pre-existing and underlying intellectual property to the extent embedded in the deliverables.</p> <p>Pre-Existing IPR - means any IPR: (i) developed by a Party independently of the engagement; or (ii) owned by a Party or licensed to such Party (other than by the other Party), at the commencement date of the engagement, including any and all derivative works including modifications or enhancements to the same made before, during, and after the engagement.</p>	<p>Clause 14</p> <p>1. All documents including without limited to calculation sheets, drawings, draft reports (hereinafter referred to as ‘preliminary documents’) and final versions of materials, reports and presentations prepared by Consultant for delivery to client (hereinafter referred to as the “Deliverables”) shall be owned exclusively by and be the property of client.</p> <p>The Client shall exclusively own all rights, title, and interest in all reports, data, and other deliverables, including all intellectual property rights therein, created or developed in connection with this Agreement.</p> <p>Each party shall retain its absolute rights over any Pre-Existing IPR - means any IPR: (i) developed by a Party independently of the engagement; or (ii) owned by a Party or licensed to such Party (other than by the other Party), at the commencement date of the engagement, including any and all derivative works including modification or enhancements to the same made before, during, and after the engagement without using the confidential information of the other Party.</p>

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27	Annexure 2 – Appendix 4 – Consultancy Agreement – Section 15	57	Confidentiality	We request confidentiality clause is made mutual and a more comprehensive confidentiality clause is agreed including standard exceptions to confidentiality provisions.	Confidentiality 1. Either Party will keep strictly confidential and will not, without the prior written consent of the Disclosing Party t, disclose, use, copy, or permit the use or disclosure of any Confidential Information (as defined below) received or accessed in connection with this Agreement, except as necessary to perform the Consultancy Services. 2. “Confidential Information” means all information, whether oral, written, electronic, or otherwise, relating to either Party or its affiliates’ business, operations, projects, strategies, finances, technology, customers, suppliers, or employees, including but not limited to trade secrets, proprietary data, project plans, and any information designated as confidential at the time of disclosure. 3. The obligations in this clause will not apply to information that: a) was already known to the Receiving Party before disclosure by Disclosing Party (other than through a breach of any confidentiality obligation); b) was or becomes publicly available other than by breach of this Agreement; c) is received lawfully from a third party without restriction; or d) is independently developed by the Receiving Party without reference to the Confidential Information. 4. If the Receiving Party is required by law, regulation, or court order to disclose any Confidential Information, the Consultant will (to the extent legally permitted) promptly notify Disclosing Party t in writing, and reasonably cooperate to allow Disclosing Party t to seek protective measures. 5. Upon termination or expiry of this Agreement, or upon Disclosing Party’s request, the Receiving Party t will promptly return or securely destroy all Confidential Information and certify such destruction if requested. 6. The obligations in this clause will survive termination or expiry of this Agreement for a period of 3 years. 7. The Receiving Party shall use the Confidential Information supplied by the Disclosing Party solely for the purpose of performing and carrying out his obligations under this Consultancy Agreement and shall not disclose the same to any other person, party or agency except to the extent required in performance of the work of the project, and shall maintain utmost secrecy. 8. The Confidential Information supplied by the Disclosing Party hall not be passed on or made use of by the Receiving Party or his associates for the benefit of any other agency. The Consultant shall not without the consent in writing of Client, publish any article or photograph relating to the project at any time.
28	Annexure 2 – Appendix 4 – Consultancy Agreement – Section 19, Section 20	57-58	Suspension and Termination and breach of consultancy agreement	We request the Consultant also have equal right to terminate. Additionally, clarification should be added to state that Consultant shall be paid for all services rendered up to the date of termination, no matter what the reason for termination has been. Further, we request any suspension should last not more than 30 days and any termination or suspension should happen with prior notice of 30 days.	Tender conditions shall prevail.
29	Annexure 2 – Appendix 4 – Consultancy Agreement – Section 28	59	Reperformance of Services	We propose that any deficiency in services be informed to us within 15 days of delivery of services. In absence of the same, services/deliverables to be considered deemed accepted. Further, Consultant should be paid for all services, deliverables provided till effective date and accepted by Client.	Following clause is included in the RFP: CSL shall respond to deliverables / reports submitted by the consultants as early as possible, not later than 30 days of receipt of respective documents. Also Please refer amended clause in Annexure II to corrigendum -1 dated 28.05.2025
30	New Clause to be included in the Contract	NA	Re-distribution of deliverables with third parties	Consultant prepares a deliverable specifically for the client as per their requirements and instructions, we urge inclusion of the below, which shall protect Consultant’s rights against any third-party claims that may arise from unauthorized re-distribution of the deliverable. “The Client acknowledges and agrees that the Deliverables are prepared solely for the Client's internal use. The Client will not disclose the Deliverables or make the Deliverables available for use by any third party without the prior written consent of Consultant. The Client will procure that any third party to which it wishes to disclose the Deliverables or any other Consultant materials, or work must first sign Consultant 's standard form of non-reliance letter. Consultant can provide the Client with a copy of this form upon the Client’s request. If Consultant agrees to the Client disclosing the Deliverables to third parties, the Client agrees that Consultant will not be responsible for any losses incurred by the Client or any third party as a result of or in connection with such disclosure, or the third party's use of, or reliance on the Deliverables or any other aspect of Consultant work.”	Tender conditions shall prevail.
31	New Clause to be included in the Contract	NA	No Publicity	Neither Party will make any public announcement nor press release regarding the Contract, nor any activities performed under it without the prior written consent of the other Party. Except as required by law, no reference may be made to Consultant in any prospectus, proxy statement, offering memorandum or similar document or materials prepared for public distribution.”	Tender conditions shall prevail.

SI	Reference Clause	Page no.	Description	Bidder's Query	CSL Reply
32	New Clause	NA	Payment Terms	Request you to accept a payment term of 30 days from the invoice date within which we would like to receive payments as invoiced.	Following clause is included in the RFP: Payment shall be released within 45 days of submission of invoice by the consultant subject to completion of milestone activities and acceptance of CSL, as per terms and condition of the contract/agreement. Also Please refer amended clause in Annexure II to corrigendum -1 dated 28.05.2025
33	Clause 19	57	Suspension/ Termination	We suggest that the right to terminate for default be mutual for both parties.	Tender conditions shall prevail.
34	Appendix-2: Eligibility Criteria & Encl 8	34, 40	Certificate from the statutory auditor of the bidder	We will submit statutory auditor certificate in our auditor's standard format. Request you to please accept the same.	Tender conditions shall prevail.
35	4. Time schedule for services:- & 5 Stage Payment	51, 54	Note: 1. ## Indicates cardinal events where delay in performance will entail penalties.	We Propose removal of the penalties.	Tender conditions shall prevail.
36	Clause 2 / (iii)	2	Bid Closing Date & Time: 1500 Hrs. on 28 May 2025	We respectfully request the Authority to consider granting an extension of 14 days for bid submission. The extension will provide sufficient time for coordination with technical experts, internal approvals, and preparation of a high-quality and compliant proposal.	Date & Time of submission of bid is amended as follows: 1500 Hrs on 18 June 2025.
37	Clause 6.7	12	Nature of Bidder Each Bidder shall be a singular entity. For avoidance of any doubt, it is clarified that bidders whose constitution is in the nature of a Consortium/Joint Venture shall not be allowed to participate in this RFP. Further, subletting is also not permitted. All these will lead to disqualification.	We respectfully request the Authority to consider allowing Joint Venture (JV) or Consortium participation. Given the scale, diverse scope, and high-value technical requirements of the assignment, allowing consortiums would enable eligible firms to combine complementary expertise and meet the project requirements more effectively.	Tender conditions shall prevail.
38	APPENDIX- 2: ELIGIBILITY CRITERIA	40	SI No 3/ Description of Criteria Global Presence by way of offices in Maritime Nations Should have offices in at least 2 out of the following major maritime nations - Japan, Korea, USA. Norway & Singapore.	We respectfully request the Authority to consider removing this criterion. The presence of offices in maritime nations may not directly impact the quality or delivery of consultancy services for CSL's strategic initiatives. Removing this clause would allow more competent India-based firms with strong domain experience to participate competitively.	Tender conditions shall prevail.
39	APPENDIX- 2: ELIGIBILITY CRITERIA	40	SI No 5/ Description of Criteria Consultant should have a minimum of 100 Management Consultants on their payroll in consulting business services in India as on date of submission of Bid	We request the Authority to consider relaxing the minimum requirement from 100 to 50 Management Consultants. This will allow wider participation from reputed firms with strong sectoral expertise, especially mid-sized firms who are fully capable of delivering high-quality strategic consulting services.	Tender conditions shall prevail.
40	APPENDIX- 2: ELIGIBILITY CRITERIA	41	SI No 8/ Description of Criteria The consulting firm should have experience of minimum "Two completed assignments focusing on Shipyard growth strategy and execution support" for the Shipyard sector In India or Outside India (Global). Executed value of each assignment shall be of value equivalent or exceeding USD 1 M / INR 8 Crores including taxes in the past 7 years. (Projects such as vessel construction, repairs, conversion, ship recycling and feasibility study on particular theme will not be considered)	We request the Authority to kindly consider removing this specific criterion, as it significantly narrows the field to a limited number of firms. Broader strategic consulting experience in infrastructure, transport, heavy engineering, or ports sectors could offer equally relevant capabilities to support CSL's objectives. Removing this clause would enable wider participation without compromising the quality of deliverables.	Tender conditions shall prevail. Also Please refer amended clause in Annexure II to corrigendum -1 dated 28.05.2025
41	APPENDIX- 2: ELIGIBILITY CRITERIA	41	SI 9/ Description of Criteria The consulting firm should have successfully completed minimum "Two Assignment on turnaround / reviving/ strategy /benchmarking /Assessment for the Shipping/Port sector (Other than Shipyard segment) should have completed in India or Outside India (global). Executed value of each assignment shall be equivalent or exceeding USD 0.5 M/ INR 4 crore including taxes in the past 7 years.	We kindly request the Authority to consider removing this criterion, as it restricts participation to firms with very specific domain exposure. Strategic consulting capabilities in broader infrastructure and industrial sectors are also highly relevant and valuable for this assignment. Relaxing this condition would enhance competition without impacting technical quality.	Tender conditions shall prevail. Also Please refer amended clause in Annexure II to corrigendum -1 dated 28.05.2025

SI	Reference Clause	Page no.	Description	Bidder's Query	CSL Reply
42	APPENDIX- 2: ELIGIBILITY CRITERIA	42	SI 11/ Description of Criteria The consulting firm should have experience of a minimum of Two Assignment completed in India for Business finance/ financial modeling/ Merger & acquisition's/Funding methodology, Forex exposures/ JV formation/Structuring, etc in the past 7 years in India. Executed value of each assignment shall be equivalent or exceeding INR 1 cr.	We respectfully request the Authority to consider removing this criterion. While financial expertise is valuable, the scope of this assignment is largely strategic, organizational, and operational in nature. Removing this criterion would allow experienced strategic consulting firms with broader domain strengths to participate, without compromising the project intent or deliverables.	Tender conditions shall prevail. Also Please refer amended clause in Annexure II to corrigendum -1 dated 28.05.2025
43	Appendix – 3, Annexure II	44	Technical evaluation criteria	We request the authority to consider accepting a certificate from a third-party Chartered Accountant instead of the Statutory Auditor for certifying the Average Financial Turnover, as permitted in most public sector RFPs.	Tender conditions shall prevail.
44	Appendix -3, Annexure II	40/61	Clarification Request Regarding Submission of Project Credentials	Due to confidentiality agreements, we cannot share the LOA, contract, or purchase order. We request permission to submit project details certified by our Managing Partner, CEO, or MD, without disclosing the client's name.	Please refer CSL reply against SI No.6 above
45	Appendix – 3, Annexure II	43/61	Clarification Request Regarding Evaluation Criteria and Inclusion of Subject Matter Experts	We understand that the scope of work comprises two key components: (1) strategy design and (2) setting up and providing handholding support for the SPMO. Given the specialized nature of this engagement, we believe that strong global expertise in the shipbuilding industry—particularly in areas such as growth, expansion, and green business—is essential. In this context, we respectfully request the authority to consider including and evaluating at least two subject matter experts (SMEs) with proven experience in the global shipbuilding and shipping industries. We also propose that these SMEs be evaluated in place of the project manager and/or consultants.	Please find clarification as follows: The consultancy firm can engage a global shipbuilding expert or other competent personnel for the identified initiatives, within the provisions of the contract, if necessary. However no additional cost for such engagement shall be borne by CSL.
46	Appendix – 3, Annexure II	44/61	Clarification Request Regarding Financial Strength Evaluation Criteria	We note that financial strength is already established as a pre-qualification criterion for the bidders. In this context, we believe that assigning additional evaluation scores based on financial strength within a relatively narrow range (INR 100 Cr to 150 Cr) may not offer meaningful differentiation or insights into the actual capabilities or competencies of the bidders. Therefore, we respectfully request that this scoring criterion be reconsidered and removed from the evaluation framework.	Tender conditions shall prevail.
47	Appendix – 3, Annexure II	47/61	Clarification on Evaluation of Subject Matter Experts During Technical Presentation	We respectfully request that two additional subject matter experts be included in the evaluation criteria, with the following allocation of marks: ☐ Global Shipbuilding/Ship Repair Expert – 5 marks ☐ Indian Public Sector Expert – 5 marks Furthermore, we recommend that the evaluation of these experts not be limited to CV submissions alone. Instead, we propose that their assessment also include their participation during the technical presentation and Q&A session. This will enable the evaluation committee to more thoroughly assess the depth and relevance of their expertise. We suggest that the evaluation for the Subject Matter Experts and the Lead Partner be structured as follows: 1. 50% weightage based on the relevance and quality of past projects undertaken 2. 50% weightage based on their active participation and responses during the technical presentation and Q&A	Tender conditions shall prevail.
48	Appendix – 3, Annexure II	48/61	Clarification Request: Increase Weightage in for Business Presentation	The business presentation serves as an excellent platform for the Evaluation Committee to gauge the depth and breadth of the consultant's experience. As such, public sector RFPs focused on strategy development and implementation typically allocate 40-50 marks for the business presentation. In light of this, we respectfully request that the client consider increasing the weightage of the business presentation to 40 marks.	Tender conditions shall prevail.

SI	Reference Clause	Page no.	Description	Bidder's Query	CSL Reply
49	Annexure 1, Clause 6.10	Pg 12	A Bidder must not have a conflict of interest that affects the Bid Process ("Conflict of Interest"). Any Bidder found to have a Conflict of Interest will be disqualified from the Bid Process	We understand that provisions on conflict would be limited to the members of the engagement team of the Consultant who are involved in performance of the services. The term ‘associates’ to be restricted to ‘associates in India’ only.	Tender conditions shall prevail.
50	Annexure II, Appendix 2, Note II and Note III	Pg 43	Lead partner/ Director/ Project Head	It is requested if the Lead Partner/ Director/ Project Head may be deployed in person/ on-site for 25% of the total project duration period. Given the experience requirements of the RFP, a senior Partner/ Director of the Consulting Firm would need to be engaged for this position at Kochi. It would be challenging for an individual with this level of experience and seniority to be present inperson on a full-time basis at the project site. Thus, it is requested that while the Lead Partner/ Director/ Project Head shall be actively engaged on a daily basis with the project team to provide guidance and support, their deployment in person at CSL office in Kochi may be limited to 25% of the total project duration	Tender conditions shall prevail.
51	Annexure II, Appendix 2, Note II and Note III	Pg 43	Project Manager	It is requested if the Project Manager may be deployed in person/ on-site for 50% of the total project duration period. Given the experience requirements of the RFP, a Senior Manager of the Consulting Firm would need to be engaged for this position at Kochi. It would be challenging for the individual to be present in-person on a full time basis at the project site. Thus, it is requested that while the Project Manager shall be actively engaged on a daily basis with the project team to support in project deliver, their deployment in person at CSL office in Kochi may be limited to 50% of the total project duration.	Tender conditions shall prevail.
52	Annexure II, Appendix 2, Note II and Note III	Pg 43	All the above personnel shall be a Full Time Employees and on payroll of the company and not be on a contractual basis with the company. Bidder shall ensure deployment of the same team personnel provided during the onboarding process till completion of the contract. Bidder shall also certify that in case of any change/replacement due to unavoidable reasons, prior consent of CSL will be taken and that the experience of the new member shall meet the criteria as mentioned in the bid documents. An undertaking is to be submitted by the Bidder as per Encl. 9 of Annexure - 1.	We are in the process of identifying and engaging relevant personnel for the project with the required experience, expertise and willingness to be stationed out of Kochi, Kerala for the duration of the assignment. However, identified individual are required to serve notice periods which tends to delay the onboarding process at the Consultant’s firm. It is requested that in addition to acceptance of certificate of employment as proof of employment, Client may please accept offer letter issued to candidates for employment at the Consultant’s firm and acceptance of offer letter from candidates. This will facilitate engagement of relevant personnel and submission of a technically qualified bid.	Tender conditions shall prevail.
53	Annexure II, Appendix 2, Technical Experience, S No. 10	Pg 41	The consulting firm should have experience of a minimum of Two business Strategy Assignment completed for Government of India/ State government/ CPSEs (Maharatna/ Navratna/ PSU) for Devise growth strategy, assistance in developing new partners, new business, operations etc. in Heavy engineering sectors/ Infrastructure such as Roads & Highways, Railways, Airports, etc. (Excluding Shipping/ Ports/ shipyard/ IT implementation, Audit, Tax & Insurance, Outsourcing and other Non-Management Consulting) in the past 7 years in India. Executed value of each assignment shall be equivalent or exceeding INR 3 cr (The same project shall not be considered more than once for granting of weightage under SI 8, SI 9 & SI No.10 above (i.e. duplication of any specific project is not permissible under categories SI no 8, 9, 10 above)	It is understood that Heavy engineering sectors/ Infrastructure shall also include power and utilities, oil and gas, and automobiles. Please clarify.	Heavy engineering sectors/ Infrastructure shall also include power and utilities, oil and gas, and automobiles. Also Please refer amended clause in Annexure II to corrigendum -1 dated 28.05.2025

SI	Reference Clause	Page no.	Description	Bidder's Query	CSL Reply
54	Annexure II, Appendix 2, Technical Experience, S No. 8 and S No. 9	Pg 40	1) Copy of the letter of award/Contract/Purchase order showing scope of the work. 2)Completion certificate issued by the Client organization for whom the jobs have been executed by the bidder with requisite details such as nature of the job, executed value, etc. Or Copy of the Payment certificate/evidence of payments made against the contract/purchase order. (Certification of CA/Statutory Auditor shall also considered as evidence of payment)	It is requested that for projects outside India, i.e., Global project, submission of a copy of letter of award/ contract/ purchase order and a copy of completion certificate/ payment certificate/ evidence of payments made against the contract/ purchase order may not be mandatory as it is difficult to collate such documents from the global team of the Consultant. Alternatively, it is requested that a declaration by the Authorized Signatory of the proposal may be accepted as certification of completion of the shared projects under similar work experience.	Tender condition will prevail
55	Para 6.12	Pg 13	The bidder shall submit one original proposal clearly marked "ORIGINAL". In addition, the bidder shall submit two additional hard copies of the Technical Proposal clearly marked "COPY". One soft copy of the Technical proposal shall also be submitted in pen drive within the Technical Proposal. In the event of any discrepancy between original and copy, the contents of original shall prevail.	It is requested that instead of hard copy submission of the proposal documents (i.e., technical proposal and financial proposal), the client may please permit online submission through the CPP E-procurement Portal to facilitate the bid submission process for Consultants not located in Kochi.	Tender conditions shall prevail.
56	Annexure-1, Clause 6.3	11	Earnest Money Deposit- Rs. 1,00,000/- (Rupees One lakh only) in the form of Demand Draft drawn in favour of Cochin Shipyard Limited, on any Scheduled Bank having its branch at Cochin. Alternatively, EMO can also be submitted in the form of Bank Guarantee from nationalized / scheduled bank in favour of M/s Cochin Shipyard Limited as per the format placed at Encl: 3. BG shall be valid till the date of validity of offer.....	It is understood that the RFP permits submission of the bid security/ EMD in the form of a Demand Draft or Bank Guarantee. It is requested if online payment of EMD through NEFT/ RTGS may be permitted for facilitating a smooth payment process. The copy of the online payment acknowledgement may be shared by the Consultant as a part of their bid submission. Client may please share account details for online bid security/ EMD submission.	Following clause is added in the RFP: The bidders can submit bid security / EMD through NEFT / RTGS to the following account of Cochin Shipyard Limited. Cash Credit Bank account No. 10319928321 maintained with State Bank of India, Commercial Branch, Palarivattom. (IFSC Code: SBIN0004062) Bidder shall specify their name and reference of RFP while transferring the amount, Also Please refer amended clause in Annexure II to corrigendum -1 dated 28.05.2025
57	Annexure II, Appendix-2, Eligibility Criteria, Technical Experience, S No. 8 to 11	Pg 41 and 42	Projects undertaken in the past 7 years	We understand that the Consultant is required to share details of relevant projects undertaken in the last 7 years. Please clarify that last 7 years shall imply projects undertaken during 2017-18 to 2023-24.	Please refer CSL reply against SI No.3 above. Also Please refer amended clause in Annexure II to corrigendum -1 dated 28.05.2025
58	Annexure II, Appendix – 2, Eligibility Criteria, S no. 2, 3, 5, 6, 7 And Encl-9	Pg 40 and 35	Details to be provided, duly certified by CEO/MD.	It is requested that the required certifications may be provided by the Authorized Signatory who has a Power of Attorney issued in their name for signing documents related to the submission of this proposal.	Tender conditions shall prevail.
59	Annexure II, Appendix-3, Technical Evaluation Criteria, S No. 4	Pg 48	Project Tools, technology and framework	Please clarify the requirements under this evaluation criteria.	Please find clarification as follows: Project Tools, technology and framework the bidder is intended to use for execution of the subject project if the work is awarded to them.

SI	Reference Clause	Page no.	Description	Bidder's Query	CSL Reply
60	-	-	Deployment of resources	If there are any circumstances that reasonably restricts travel or physical presence of our personnel at your office / location, then without prejudice to your payment obligations, you shall allow such personnel to work from home or other remote location till the time such reasonable restrictions exist. Any delay / default in performing our obligations arising from such restrictions, shall not be attributable to us and shall not be considered a breach of contract on our part and no consequent damages / penalties etc. arising therefrom would be imposed on us under the Contract.	Exemptions sought in the query shall be granted only for situations indicated in the Force Majeure clause in the RFP.
61	-	-	Liability of Consultant	It was noted that there is no cap on Consultant's liability under the RFP. Accordingly, it is requested that the following clause on capping consultant's liability may be introduced: "Consultant's aggregate liability under this RFP and in connection with the services shall be for direct damages only and shall, in all circumstances and events, be limited to one time the fees paid to us under the engagement. Consultant shall not be liable for any indirect or consequential losses."	Limitation of Liability: 1. Except as expressly provided below, the total aggregate liability of either party to the other for any and all claims arising out of or in connection with this Agreement, whether in contract, tort (including negligence), or otherwise, will not exceed the total fees paid or payable to the Consultant under this Agreement. 2. Neither party will be liable to the other for any indirect, incidental, special, or consequential damages, including loss of profit, loss of revenue, loss of data, or loss of goodwill, even if advised of the possibility of such damages. 3. Notwithstanding the above, the Consultant will indemnify and hold harmless the Client, its officers, directors, employees, and affiliates against any third-party claims, losses, liabilities, or expenses arising from or in connection with the Consultant's performance of the Services or breach of this Agreement.
62	Annexure II, Appendix-1, Client's objective and scope of consultancy, Clause 1	37-39	Evaluate the current order book and future pipeline orders across all business verticals, assess CSLs preparedness to achieve its 2030 revenue targets, identify gaps in all the business verticals and other related areas etc. and recommend workable solutions.	We understand that the client, i.e., CSL shall share relevant data, reports, order book information, vision 2030 targets, and other necessary information with the Consultant, as this information may not be publicly available.	Please find clarification as follows: CSL shall share all necessary documents/ information as may be required for the performance of the Services under the Contract strictly within the scope and as per conditions of the RFP.
63	-	-	Declarations	Kindly confirm that all declarations will be given as on the current date only.	Tender conditions shall prevail.
64	Forwarding Letter	Pg 2	Bid closing date and time: 1500 Hrs on 28 May 2025	It is requested to please extend the due date by at least 4 weeks, i.e., till 25 June 2025, considering the requirements of a diverse team with specific domain knowledge and experience, as well as identification of our relevant Indian and global credentials	Date & Time of submission of bid is amended as follows: 1500 Hrs on ----June 2025.
65	Annexure 2 Appendix 2 – Eligibility Criteria – #1	40	1. The consulting firm should have a minimum average annual turnover of INR 100 crore in each of the last 3 financial years (2021-22, 2022-23, 2023-24) from Management consulting business undertaken in India (excluding revenue from IT implementation. Audit, Tax, Insurance, Outsourcing and other NonManagement Consulting) Supporting Documents: Certificate from Statutory Auditor (with membership Number and firm registration number and UDIN) certifying the revenues as per the criteria laid out as per the format placed at enclosure 8. The revenues can also be certified as being above a certain threshold, if there are constraints in indicating absolute figures & values	We would like to submit that as a multinational company, our statutory auditor doesn't provide the certificates. Therefore, the authority is requested to allow a certificate signed by a CA, along with audited financial statements for each of the last three financial years (2021- 22, 2022-23, 2023-24) as proof of revenue threshold	Tender conditions shall prevail.

SI	Reference Clause	Page no.	Description	Bidder's Query	CSL Reply
66	Annexure 2 Appendix 2 – Eligibility Criteria – #8,#9,#10,#11	41,42	<p>8. The consulting firm should have experience of minimum "Two completed assignments focusing on Shipyard growth strategy and execution support" for the Shipyard sector In India or Outside India (Global). Executed value of each assignment shall be of value equivalent or exceeding USD 1 M / INR 8 Crores including taxes in the past 7 years. (Projects such as vessel construction, repairs. conversion, ship recycling and feasibility study on particular theme will not be considered) 9. The consulting firm should have successfully completed minimum "Two Assignment on turnaround / reviving/ strategy /benchmarking /Assessment for the Shipping/Port sector (Other than Shipyard segment) should have completed in India or Outside India (global). Executed value of each assignment shall be equivalent or exceeding USD 0.5 M/ INR 4 crore including taxes in the past 7 years. 10. The consulting firm should have experience of a minimum of Two business Strategy Assignment completed for Government of India/ State government / CPSEs (Maharatna /Navratna/PSU) for Devise growth strategy, assistance in developing new partners, new business, operations etc. in Heavy engineering sectors/ Infrastructure such as Roads & Highways, Railways, Airports, etc.(Excluding Shipping/ Ports/ shipyard / IT implementation, Audit, Tax & Insurance, Outsourcing and other Non-Management Consulting) in the past 7 years in India. Executed value of each exceeding INR 3 cr (The same project shall not be considered more than once for granting of weightage under SI 8, SI 9 &SI No.10 above (i.e. duplication of any specific project is not permissible under categories SI no 8,9,10 above) 11.The consulting firm should have experience of a minimum of Two Assignment completed in India for Business finance/ financial modeling/Merger& acquisition's/Funding methodology, Forex exposures/ JV formation/Structuring, etc in the past 7 years in India. Executed value of each assignment shall be equivalent or exceeding INR 1 cr. (The same project shall not be considered more than once for granting of weightage. Duplication of any specific project is not permissible under categories SI no 8,9,10,11) Supporting Documents:</p> <p>1) Copy of the letter of award/Contract/Purchase order showing scope of the work.</p> <p>2)Completion certificate issued by the Client organization for whom the jobs have been executed by the bidder with requisite details such as nature of the job, executed value, etc (Or) Copy of the Payment certificate /evidence of payments made against the contract/purchase order. (Certification of CA/Statutory Auditor shall also considered as evidence of payment)</p>	<p>We would like to submit that we have existing NonDisclosure agreements with our clients that don't allow us to disclose the nature of our work and the copies of our contract with them. Therefore, for supporting documents related to project experience, the authority is requested to consider the Chartered Accountant’s certificate, indicating evidence of payments to ensure proof of completion, as sufficient proof of experience and relax the requirement to submit copies of the Letter of Award, Contract, or Purchase Order detailing the scope of work. We would also like to point out that this is standard practice in multiple other RFPs issued by entities under Government of India There is also precedence for such relaxations in tenders from Govt. entities like Ministry of Road Transportation and Highways (MoRTH) – E.g., Consultancy Services for formulation of development plan for National Highways/Expressways network for Bharatmala Pariyojana Phase – II</p>	Please refer CSL reply against SI No.6 above
67	6.3 Preparation of bids	11	<p>Earnest Money Deposit (EMD) (i) Rs. 1,00,000/- (Rupees One lakh only) in the form of Demand Draft drawn in favour of Cochin Shipyard Limited. on any Scheduled Bank having its branch at Cochin. (ii) EMD can also be submitted in the form of Bank Guarantee from nationalized / scheduled bank in favour of M/s Cochin Shipyard Limited as per the format placed at End: 3.</p>	<p>Since the validity of Demand Draft is typically 90 days and is lesser than the bid validity of 180 days, we propose to provide an undertaking confirming that that we will extend validity of the DD for an additional period after it expires. Request to please confirm if it is okay</p>	<p>This scenario is not envisaged as CSL will encash DD within the validity period of the DD. Alternatively, the consultant can submit the amount through NEFT /RTGS transfer. The bidders can submit bid security / EMD through NEFT / RTGS to the following account of Cochin Shipyard Limited; Cash Credit Bank account No. 10319928321 maintained with State Bank of India, Commercial Branch, Palarivattom. (IFSC Code: SBIN0004062)----- Bidder shall specify their name and reference of RFP while transferring the amount, Please refer amended clause in corrigendum -1 to RFP dated 18 June 2025.</p>
68	Page 2, Point - 2		<p>Bid Submission End Date 1500 Hrs on 28 May 2025</p>	<p>Bid Submission End Date 1500 Hrs on 11 June 2025. Request you to provide 2 weeks from the date of publication of corrigendum enabling us to submit a wellrounded proposal</p>	<p>Date & Time of submission of bid is amended as follows: 1500 Hrs on 18 June 2025.</p>

SI	Reference Clause	Page no.	Description	Bidder's Query	CSL Reply
69	Page 41 Technical Experience Point 8 And Technical Evaluation criteria Page 61		<p>The consulting firm should have experience of minimum "Two completed assignments focusing on Shipyard growth strategy and execution support" for the Shipyard sector In India or Outside India (Global). Executed value of each assignment shall be of value equivalent or exceeding USD 1 M / INR 8 Crores including taxes in the past 7 years. (Projects such as vessel construction, repairs, conversion, ship recycling and feasibility study on particular theme will not be considered) 1) Copy of the letter of award/Contract/Purchase order showing scope of the work. 2)Completion certificate issued by the Client organization for whom the jobs have been executed by the bidder with requisite details such as nature of the job, executed value, etc Or Copy of the Payment certificate/evidence of payments made against the contract/purchase order. (Certification of CA/Statutory Auditor shall also considered as evidence of payment)</p>	<p>Request you to modify to below criteria The consulting firm should have experience of minimum "Two completed assignments focusing on shipbuilding sector" in India or Outside India (Global). Approximate value of the project for which consulting services were rendered should be equivalent or exceeding INR 1 Crores in the past 7 years. 1) Copy of the letter of award/Contract/Purchase order showing scope of the work. 2)Completion certificate issued by the Client organization for whom the jobs have been executed by the bidder with requisite details such as nature of the job, executed value, etc Or Copy of the Payment certificate/evidence of payments made against the contract/purchase order. (Certification of CA/Statutory Auditor shall also considered as evidence of payment) Or Self-Completion certificate issued by the by the bidder with requisite details such as nature of the job, executed value, etc. We believe the criteria and qualification requirements mentioned are prohibitively restrictive in nature, precluding many competent firms from qualifying. Considering the specificness of request, it may not be prudent to link the requirement for the technical evaluation criteria to the value of the consulting services rendered. It may be more suitable to consider the capability and wide range of experience of the consulting firm and also the value of the project for which such consulting services were rendered. And we request you to consider selfcertification also instead of completion certificate as most government agencies to not provide competition certificates after competition.</p>	<p>Tender conditions shall prevail. Also Please refer amended clause in Annexure II to corrigendum -1 dated 28.05.2025</p>
70	Page 41 Technical Experience Point 9 And Technical Evaluation criteria Page 61		<p>The consulting firm should have successfully completed minimum "Two Assignment on turnaround reviving / strategy / benchmarking /Assessment the Shipping/Port sector (Other than the Shipyard segment) should have completed in India or Outside India (global). Executed value of each assignment shall be equivalent or exceeding USD 0.5 M/ INR 4 crore including taxes in the past 7 years 1) Copy of the letter of award/Contract/Purchase order showing scope of the work. 2)Completion certificate issued by the Client organization for whom the jobs have been executed by the bidder with requisite details such as nature of the job, executed value, etc Or Copy of the Payment certificate/evidence of payments made against the contract/purchase order. (Certification of CA/Statutory Auditor shall also considered as evidence of payment)</p>	<p>Request you to modify to below criteria The consulting firm should have successfully completed minimum "Two Assignment on turnaround reviving / strategy / benchmarking /Assessment the Shipping/Port/maritime sector (Other than the Shipyard segment) should have completed in India or Outside India (global). Approximate value of the project for which consulting services were rendered should be equivalent or exceeding INR 1 crore in the past 7 years 1) Copy of the letter of award/Contract/Purchase order showing scope of the work. 2)Completion certificate issued by the Client organization for whom the jobs have been executed by the bidder with requisite details such as nature of the job, executed value, etc Or Copy of the Payment certificate/evidence of payments made against the contract/purchase order. (Certification of CA/Statutory Auditor shall also considered as evidence of payment) Or Self-Completion certificate issued by the by the bidder with requisite details such as nature of the job, executed value, etc We believe the criteria is not very relevant to the scope and is prohibitively restrictive in nature. Considering the specificness of request, request you to consider the proposed modifications. And we request you to consider selfcertification also instead of completion certificate as most government agencies to not provide competition certificates after competition.</p>	<p>Tender conditions shall prevail. Also Please refer amended clause in Annexure II to corrigendum -1 dated 28.05.2025</p>

SI	Reference Clause	Page no.	Description	Bidder's Query	CSL Reply
71	Page 41 Technical Experience Point 10 And Technical Evaluation criteria Page 61		The consulting firm should have experience of a minimum of Two business Strategy Assignment completed for Government of India/ State government CPSEs (Maharatna/Navratna/PSU) for Devise growth strategy, assistance in developing new partners, new business, operations etc in Heavy engineering sectors/ Infrastructure such as Roads & Highways, Railways, Airports, etc.(Excluding Shipping/ Ports/ shipyard/ IT implementation Audit, Tax & Insurance, Outsourcing and other Non- Management Consulting) in the past 7 years in India. Executed value of each assignment shall be equivalent or 1) Copy of the letter of award/Contract/Purchase order showing scope of the work. 2)Completion certificate issued by the Client organization for whom the jobs have been executed by the bidder with requisite details such as nature of the job, executed value, etc Or Copy of the Payment certificate/evidence of payments made against the contract/purchase order. (Certification of CA/Statutory Auditor shall also considered as evidence of payment)	Request you to modify to below criteria The consulting firm should have experience of a minimum of Two business Strategy Assignment completed for Government of India/ State government CPSEs (Maharatna/Navratna/PSU) for Devise growth strategy, assistance in developing new partners, new business, operations etc in Heavy engineering sectors/ Infrastructure such as Defence, Aerospace, Roads & Highways, Railways, Airports, etc.(Excluding Shipping/ Ports/ shipyard/ IT implementation Audit, Tax & Insurance, Outsourcing and other NonManagement Consulting) in the past 7 years in India. Executed value of each assignment shall be equivalent or exceeding INR 1 Cr. 1) Copy of the letter of award/Contract/Purchase order showing scope of the work. 2) Completion certificate issued by the Client organization for whom the jobs have been executed by the bidder with requisite details such as nature of the job, executed value, etc Or Copy of the Payment certificate/evidence of payments made against the contract/purchase order. (Certification of CA/Statutory Auditor shall also considered as evidence of payment) Or Self-Completion certificate issued by the by the bidder with requisite details such as nature of the job, executed value, etc. We believe the criteria and value mentioned is restrictive in nature. Considering the specifickness of request, request you to reduce the value to INR 1 Crores. And we request you to consider self-certification also instead of completion certificate as most government agencies to not provide competition certificates after competition.	Tender conditions shall prevail. Also Please refer amended clause in corrigendum -1 to RFP dated 18 June 2025
72			The consulting firm should have experience of a minimum of Two Assignment completed in India for Business finance/ financial modeling/ Merger& acquisition's/Funding methodology, Forex exposures/ JV formation /Structuring, etc in the past 7 years in India. Executed value of each assignment shall be equivalent or exceeding INR 1 er. (The same project shall not be considered more than once for granting of weightage. Duplication of any specific project is not permissible under categories SI no 8,9,10,11). 1) Copy of the letter of award/Contract/Purchase order showing scope of the work. 2)Completion certificate issued by the Client organization for whom the jobs have been executed by the bidder with requisite details such as nature of the job, executed value, etc Or Copy of the Payment certificate/evidence of payments made against the contract/purchase order. (Certification of CA/Statutory Auditor shall also considered as evidence of payment)	The consulting firm should have experience of a minimum of Two Assignment completed in India for Business finance/ financial modeling/ Merger& acquisition's/Funding methodology, Forex exposures/ JV formation /Structuring, etc in the past 7 years in India. Executed value of each assignment shall be equivalent or exceeding INR 1 cr. (The same project shall not be considered more than once for granting of weightage. Duplication of any specific project is not permissible under categories SI no 8,9,10,11) 1) Copy of the letter of award/Contract/Purchase order showing scope of the work. 2)Completion certificate issued by the Client organization for whom the jobs have been executed by the bidder with requisite details such as nature of the job, executed value, etc Or Copy of the Payment certificate/evidence of payments made against the contract/purchase order. (Certification of CA/Statutory Auditor shall also considered as evidence of payment) or Self-Completion certificate issued by the by the bidder with requisite details such as nature of the job, executed value, etc. We request you to consider self-certification also instead of completion certificate as most government agencies to not provide competition certificates after competition.	Tender conditions shall prevail. Also Please refer reply to query at SI No.6.
73	Page 41 Technical Evaluation Criteria 2.1		The consulting firm should have experience of minimum "Two completed assignments focusing on Shipyard growth strategy and execution support" for the Shipyard sector In India or Outside India (Global). Executed value of each assignment shall be of value equivalent or exceeding USD 1 M / INR 8 Crores including taxes in the past 7 years. (Projects such as vessel construction, repairs, conversion, ship recycling and feasibility study on particular theme will not be considered) Scoring Methodology 5 & Above Assignments - 20 marks 3 to 4 Assignments -15 marks 2 Assignments - -10 marks	We request you to change the scoring criteria to below Scoring Methodology 2 & Above Assignments - 20 marks 1 Assignments -10 marks 0 Assignments - - 0 marks We believe the Scoring methodology are prohibitively restrictive in nature, precluding many competent firms from scoring. It may be more suitable to reduce the number of assignments and scoring accordingly.	Tender conditions shall prevail.
74	Page 41 Technical Evaluation Criteria 2.2, 2.3 and 2.4		Scoring methodology for criteria 2.2, 2.3 and 2.4 Scoring Methodology 5 & above -10 marks 3 to 4 assignments - 7 marks 2 assignments - -5 marks	We request you to change the scoring methodology for criteria 2.2, 2.3 and 2.4 as mentioned below. Scoring Methodology 2 & above -10 marks 1 assignment - 5 marks 0 assignments - - 0 marks We believe the Scoring methodology are prohibitively restrictive in nature, precluding many competent firms from scoring. It may be more suitable to reduce the number of assignments and scoring accordingly.	Tender conditions shall prevail.

SI	Reference Clause	Page no.	Description	Bidder's Query	CSL Reply
75	Page 40 Appendix2: Eligibility Criteria SI No 02, 03,05,06,07		Details to be provided, duly certified by CEO/ MD. Declaration from CEO / MD to be submitted in this regard Self-Declaration in this regard by CEO/MD of the bidder Self-Declaration by CEO/MD the bidder of not being bankrupt or in the process of bankruptcy	Request you to add below highlighted Details to be provided, duly certified by CEO/ MD/Authorized Signatory Declaration from CEO / MD/ Authorized Signatory to be submitted in this regard Self-Declaration in this regard by CEO/MD/ Authorized Signatory of the bidder Self-Declaration by CEO/MD/ Authorized Signatory the bidder of not being bankrupt or in the process of bankruptcy. Request you to accept certified documents/ declarations of authorized signatory also	Tender conditions shall prevail.

ANNEXURE- II TO CORRIGENDUM - 1 DATED 28.05.2025

Sl	Reference Clause	Page no.	Description as per the RFP	Amendment
1	Annexure-1, Clause 6.3	11	Earnest Money Deposit (EMD)	Following clause is added in the RFP as Annexure ! Clause 6.3 Sub clause iv The bidders can submit bid security / EMD through NEFT / RTGS to the following account of Cochin Shipyard Limited. Cash Credit Bank account No. 10319928321 maintained with State Bank of India, Commercial Branch, Palarivattom. (IFSC Code: SBIN0004062)----- Bidder shall specify their name and reference of RFP while transferring the amount.
2	Annexure 1, Clause 6.16	15	Proposal shall be submitted on or before 1500 hours Indian Standard Time (IST) on 28 May 2025 at the address provided in Clause 6.13 in the manner and form as detailed in this Proposal Documents.	Proposal shall be submitted on or before 1500 hours Indian Standard Time (IST) on 18 June 2025 at the address provided in Clause 6.13 in the manner and form as detailed in this Proposal Documents.
3	Annexure 2 – Appendix 4 – Consultancy Agreement – Clause 15	57	CONFIDENTIALITY:- The Consultant shall use the data and other information supplied by the Client solely for the purpose of performing and carrying out his obligations under this Consultancy Agreement and shall not disclose the same to any other person, party or agency except to the extent required in performance of the work of the project, and shall maintain utmost secrecy. The data supplied by the Client shall not be passed on or made use of by the Consultant or his associates for the benefit of any other agency. The Consultant shall not without the consent in writing of Client, publish any article or photograph relating to the project at any time.	Clause 15 - Confidentiality clause is amended as follows: CONFIDENTIALITY 1. Either Party will keep strictly confidential and will not, without the prior written consent of the Disclosing Party, disclose, use, copy, or permit the use or disclosure of any Confidential Information (as defined below) received or accessed in connection with this Agreement, except as necessary to perform the Consultancy Services. 2. “Confidential Information” means all information, whether oral, written, electronic, or otherwise, relating to either Party or its affiliates’ business, operations, projects, strategies, finances, technology, customers, suppliers, or employees, including but not limited to trade secrets, proprietary data, project plans, and any information designated as confidential at the time of disclosure. 3. The obligations in this clause will not apply to information that: a) was already known to the Receiving Party before disclosure by Disclosing Party (other than through a breach of any confidentiality obligation); b) was or becomes publicly available other than by breach of this Agreement; c) is received lawfully from a third party without restriction; or d) is independently developed by the Receiving Party without reference to the Confidential Information. 4. If the Receiving Party is required by law, regulation, or court order to disclose any Confidential Information, the Consultant will (to the extent legally permitted) promptly notify Disclosing Party t in writing, and reasonably cooperate to allow Disclosing Party to seek protective measures. 5. Upon termination or expiry of this Agreement, or upon Disclosing Party’s request, the Receiving Party t will promptly return or securely destroy all Confidential Information and certify such destruction if requested. 6. The obligations in this clause will survive termination or expiry of this Agreement for a period of 3 years. 7. The Receiving Party shall use the Confidential Information supplied by the Disclosing Party solely for the purpose of performing and carrying out his obligations under this Consultancy Agreement and shall not disclose the same to any other person, party or agency except to the extent required in performance of the work of the project, and shall maintain utmost secrecy. 8. The Confidential Information supplied by the Disclosing Party hall not be passed on or made use of by the Receiving Party or his associates for the benefit of any other agency. The Consultant shall not without the consent in writing of Client, publish any article or photograph relating to the project at any time.
4	Annexure 2 Appendix 2, SI 8 Annexure 2 Appendix 3, SI 2.1	41 and 44	The consulting firm should have experience of minimum “Two completed assignments focusing on Shipyard growth strategy and execution support” for the Shipyard sector In India or Outside India (Global). Executed value of each assignment shall be of value equivalent or exceeding USD 1 M / INR 8 Crores including taxes in the past 7 years. (Projects such as vessel construction, repairs, conversion, ship recycling and feasibility study on particular theme will not be considered)	The consulting firm should have experience of minimum “Two completed assignments focusing on Shipyard growth strategy and execution support” for the Shipyard sector In India or Outside India (Global). : "Executed value of each assignment shall be of value equivalent or exceeding INR 8 Crores (including taxes) in the past 10 Financial Years. (Projects such as vessel construction, repairs, conversion, ship recycling and feasibility study on particular theme will not be considered)
5	Annexure 2 Appendix 2, SI 8 Submission of documents	41	1) Copy of the letter of award/Contract/Purchase order showing scope of the work. 2)Completion certificate issued by the Client organization for whom the jobs have been executed by the bidder with requisite details such as nature of the job, executed value, etc Or Copy of the Payment certificate /evidence of payments made against the contract/purchase order. (Certification of CA/Statutory Auditor shall also considered as evidence of payment)	1) Copy of the letter of award/Contract/Purchase order showing scope of the work. 2)Completion certificate issued by the Client organization for whom the jobs have been executed by the bidder with requisite details such as nature of the job, executed value, etc Or Copy of the Payment certificate /evidence of payments made against the contract/purchase order. (Certification of CA/Statutory Auditor shall also considered as evidence of payment) Note : In case the consultant is not legally permitted to disclose details of any of the above documents due to confidentiality clause included in respective contracts, self certificate from Managing Director is to be submitted in this regard. However the firm shall submit details of scope of work as stated in the work order executed. The firm shall also submit work completion certificate indicating date of award, date of completion and value of order. Also to submit certificate issued by Chartered Accountant to ensure authenticity of information over and above MD self-certificate.
6	Annexure 2 Appendix 2, SI 9 Annexure 2 Appendix 3, SI 2.2	41 and 45	The consulting firm should have successfully completed minimum “Two Assignment on turnaround / reviving/ strategy /benchmarking /Assessment for the Shipping/Port sector (Other than Shipyard segment) should have completed in India or Outside India (global). Executed value of each assignment shall be equivalent or exceeding USD 0.5 M/ INR 4 crore including taxes in the past 7 years.	The consulting firm should have successfully completed minimum “Two Assignment on turnaround / reviving/ strategy /benchmarking /Assessment for the Shipping/Port sector (Other than Shipyard segment) should have completed in India or Outside India (global). "Executed value of each assignment shall be of value equivalent or exceeding INR 4 Crores (including taxes)in the past 10 Financial Years.

SI	Reference Clause	Page no.	Description as per the RFP	Amendment
7	Annexure 2 Appendix 2, SI 9 Submission of documents	41	1) Copy of the letter of award/Contract/Purchase order showing scope of the work. 2)Completion certificate issued by the Client organization for whom the jobs have been executed by the bidder with requisite details such as nature of the job, executed value etc Or Copy of the Payment certificate /evidence of payments made against the contract/ purchase order. (Certification of CA/Statutory Auditor shall also considered as evidence of payment)	1) Copy of the letter of award/Contract/Purchase order showing scope of the work. 2)Completion certificate issued by the Client organization for whom the jobs have been executed by the bidder with requisite details such as nature of the job, executed value etc Or Copy of the Payment certificate /evidence of payments made against the contract/ purchase order. (Certification of CA/Statutory Auditor shall also considered as evidence of payment) Note : In case the consultant is not legally permitted to disclose details of any of the above documents due to confidentiality clause included in respective contracts, self certificate from Managing Director is to be submitted in this regard. However the firm shall submit details of scope of work as stated in the work order executed. The firm shall also submit work completion certificate indicating date of award, date of completion and value of order. Also to submit certificate issued by Chartered Accountant to ensure authenticity of information over and above MD self-certificate.
8	Annexure 2, Appendix 2, SI 10 Annexure 2, Appendix 3, SI 2.3	41 and 45	The consulting firm should have experience of a minimum of Two business Strategy Assignment completed for Government of India/ State government / CPSEs (Maharatna /Navratna/PSU) for Devise growth strategy, assistance in developing new partners, new business, operations etc in Heavy engineering sectors/ Infrastructure such as Roads & Highways, Railways, Airports, etc.(Excluding Shipping/ Ports/ shipyard / IT implementation, Audit, Tax & Insurance, Outsourcing and other Non-Management Consulting) in the past 7 years in India. Executed value of each assignment shall be equivalent or exceeding INR 3 cr (The same project shall not be considered more than once for granting of weight age under SI 8, SI 9 &SI No.10 above (i.e. duplication of any specific project is not permissible under categories SI no 8,9,10 above)	The consulting firm should have experience of a minimum of Two business Strategy Assignment completed for Government of India/ State government / CPSEs (Maharatna /Navratna/PSU) for Devise growth strategy, assistance in developing new partners, new business, operations etc in Heavy engineering sectors/ Infrastructure such as Defence, Aerospace, Roads & Highways, Railways, Airports, etc.(Excluding Shipping/ Ports/ shipyard / IT implementation, Audit, Tax & Insurance, Outsourcing and other Non-Management Consulting) in the past 10 Financial Years in India. Executed value of each assignment shall be equivalent or exceeding INR 3 cr (The same project shall not be considered more than once for granting of weightage under SI 8, SI 9 &SI No.10 above (i.e. duplication of any specific project is not permissible under categories SI no 8,9,10 above)
9	Annexure 2, Appendix 2, SI 10 Submission of documents	41	1) Copy of the letter of award/Contract/Purchase order showing scope of the work. 2)Completion certificate issued by the Client organization for whom the jobs have been executed by the bidder with requisite details such as nature of the job, executed value, etc Or Copy of the Payment certificate /evidence of payments made against the contract/purchase order. (Certification of CA/Statutory Auditor shall also considered as evidence of payment)	1) Copy of the letter of award/Contract/Purchase order showing scope of the work. 2)Completion certificate issued by the Client organization for whom the jobs have been executed by the bidder with requisite details such as nature of the job, executed value, etc Or Copy of the Payment certificate /evidence of payments made against the contract/purchase order. (Certification of CA/Statutory Auditor shall also considered as evidence of payment) Note : In case the consultant is not legally permitted to disclose details of any of the above documents due to confidentiality clause included in respective contracts, self certificate from Managing Director is to be submitted in this regard. However the firm shall submit details of scope of work as stated in the work order executed. The firm shall also submit work completion certificate indicating date of award, date of completion and value of order. Also to submit certificate issued by Chartered Accountant to ensure authenticity of information over and above MD self-certificate.
10	Annexure 2 Appendix 2, SI 11 Annexure 2 Appendix 3, SI 2.4	42 and 46	The consulting firm should have experience of a minimum of Two Assignment completed in India for Business finance/ financial modeling/ Merger & acquisition's/Funding methodology, Forex exposures/ JV formation/Structuring, etc in the past 7 years in India. Executed value of each assignment shall be equivalent or exceeding INR 1 cr.	The consulting firm should have experience of a minimum of Two Assignment completed in India for Business finance/ financial modeling/ Merger & acquisition's/Funding methodology, Forex exposures/ JV formation/Structuring, etc in the past 10 Financial Years in India. Executed value of each assignment shall be equivalent or exceeding INR 1 cr.

SI	Reference Clause	Page no.	Description as per the RFP	Amendment
11	Annexure 2 Appendix 2, SI 11 Submission of Documents	42	<p>1) Copy of the letter of award/Contract/Purchase order showing scope of the work. 2)Completion certificate issued by the Client organization for whom the jobs have been executed by the bidder with requisite details such as nature of the job, executed value, etc</p> <p>Or</p> <p>Copy of the Payment certificate /evidence of payments made against the contract/purchase order. (Certification of CA/Statutory Auditor shall also considered as evidence of payment)</p>	<p>1) Copy of the letter of award/Contract/Purchase order showing scope of the work. 2)Completion certificate issued by the Client organization for whom the jobs have been executed by the bidder with requisite details such as nature of the job, executed value, etc</p> <p>Or</p> <p>Copy of the Payment certificate /evidence of payments made against the contract/purchase order. (Certification of CA/Statutory Auditor shall also considered as evidence of payment)</p> <p>Note : In case the consultant is not legally permitted to disclose details of any of the above documents due to confidentiality clause included in respective contracts, self certificate from Managing Director is to be submitted in this regard. However the firm shall submit details of scope of work as stated in the work order executed. The firm shall also submit work completion certificate indicating date of award, date of completion and value of order. Also to submit certificate issued by Chartered Accountant to ensure authenticity of information over and above MD self-certificate.</p>
12	Annexure II, Appendix 2, Note II	43	<p>The Bidder shall deploy a team comprising of following personnel and meeting the prescribed eligibility criteria</p> <p>(1)Lead partner/ Director/ Project Head: 01</p> <p>a.Needs to have Minimum 15 years’ of experience in which minimum 5 years’ of consultancy experience in Shipyard/Ship repair/Marine/Shipping sectors.</p> <p>b.Must have executed at least two similar assignments in the shipyard/Ship building/ Ship repair sectors as consultant.</p> <p>c.Experience in Project execution management/Strategy / business structuring / diversification / organization transformation / operations excellence / Financial modeling / Business finance.</p> <p>d.Must possess Graduate Engineer with Post graduations in Management from reputed institutes (Full time management programme).</p>	<p>The Bidder shall deploy a team comprising of following personnel and meeting the prescribed eligibility criteria</p> <p>(1)Lead partner/ Director/ Project Head: 01</p> <p>a.Needs to have Minimum 15 years’ of strategic consultancy experience in which minimum 5 years’ of consultancy experience in shipyard/Ship building/ Ship repair sectors</p> <p>b.Must have executed at least two similar assignments in the shipyard/Ship building/ Ship repair sectors as consultant.</p> <p>c.Experience in Project execution management/Strategy / business structuring / diversification / organization transformation / operations excellence and Financial modeling / Business finance.</p> <p>d.Must possess Graduate Engineer with Post graduations in Management from reputed institutes (Full time management programme).</p>
13	Annexure II, Appendix 2, Note II	43	<p>The Bidder shall deploy a team comprising of following personnel and meeting the prescribed eligibility criteria</p> <p>(2) Project Manager: 01</p> <p>a. Needs to have Minimum 8 years’ of experience in which Minimum 3 years’ of consultancy experience in Shipyard/Ship repair/Marine/Shipping sector.</p> <p>b. Experience in project execution management/ strategy/ business structuring/ and Business finance. experience in working with Government/CPSEs/ Company structuring/ Diversifications</p> <p>c. Must possess Graduate degree with Post graduations in Management from reputed institutes (Full time management programme).</p>	<p>The Bidder shall deploy a team comprising of following personnel and meeting the prescribed eligibility criteria</p> <p>(2) Project Manager: 01</p> <p>a. Needs to have Minimum 8 years’ of strategic consultancy experience in which Minimum 3 years’ of consultancy experience in Shipyard/Ship repair/Marine/Shipping sector.</p> <p>b. Experience in project execution management/ strategy/ business structuring/ and Business finance. experience in working with Government/CPSEs/ Company structuring/ Diversifications</p> <p>c. Must possess Graduate degree with Post graduations in Management from reputed institutes (Full time management programme).</p>
14	Annexure 2 Appendix 2 Note III	43	<p>Note III</p> <p>All the above personnel shall be a Full Time Employees and on payroll of the company and not be on a contractual basis with the company. Bidder shall ensure deployment of the same team personnel provided during the on-boarding process till completion of the contract. Bidder shall also certify that in case of any change/replacement due to unavoidable reasons, prior consent of CSL will be taken and that the experience of the new member shall meet the criteria as mentioned in the bid documents. An undertaking is to be submitted by the Bidder as per Encl. 9 of Annexure – 1.</p>	<p>Note III</p> <p>All the above personnel shall be a Full Time Employees and on payroll of the company and not be on a contractual basis with the company. Bidder shall ensure deployment of the same team personnel provided during the on-boarding process till completion of the contract. Bidder shall also certify that in case of any change/replacement due to unavoidable reasons, prior consent of CSL will be taken and that the experience of the new member shall meet the criteria as mentioned in the bid documents. An undertaking is to be submitted by the Bidder as per Encl. 9 of Annexure – 1. Deployment of foreign personnel from land border sharing countries of India shall not be permitted.</p>

SI	Reference Clause	Page no.	Description as per the RFP	Amendment
15	Annexure 2 Appendix 3 Clause 3	47	Qualifications and competence of Key personnel proposed by the consultancy firm for this engagement as per Eligibility criteria	The method of evaluating eligibility criteria of key personnel is modified and amended clause is enclosed at Annexure - 1II to this corrigendum
16	Annexure 2 Appendix 3 Clause: 4	48	Document with proposed approach, methodology, max 10 pages). Supporting detailed presentation to be submitted as part of bid.	Document with proposed approach, methodology, max 20 pages). Supporting detailed presentation to be submitted as part of bid.
17	Annexure2 Appendix 3	49	The Applicant who secures maximum marks in evaluation as per the Technical Evaluation Criteria (TEC) table shall be granted a technical score of 100. Other bidders shall be granted technical scores proportional to their marks w.r.t. that of the highest marks. After evaluating and scoring the applicants on each criterion, the total technical score (St) for each Applicant shall be computed.	The Applicant who secures maximum marks in evaluation as per the Technical Evaluation Criteria (TEC) table shall be granted a technical score of 100. Other bidders shall be granted technical scores proportional to their marks w.r.t. that of the highest marks. After evaluating and scoring the applicants on each criterion, the total technical score (st) The technical scores (St) for each applicant shall be computed as follows: St = 100 x T/Tm, in which St is the technical score, Tm is the highest technical score, and T is the technical score of bidders under consideration.
18	Annexure 2 Appendix 4 Clause 4.1	51	The tenure of the Consultancy Agreement shall continue in full force and effect for a period of 18 months unless terminated earlier as per the conditions set out in the Consultancy Agreement. There shall be provision in the contract to extend the tenure for a maximum period of 6 (six) months at the same terms & conditions and rate, at the discretion of CSL	The tenure of the Consultancy Agreement shall continue in full force and effect for a period of 18 months unless terminated earlier as per the conditions set out in the Consultancy Agreement. There shall be provision in the contract to extend the tenure for a maximum period of 6 (six) months at the same terms & conditions and rate, at the discretion of CSL. The rate of service extended beyond 18 months shall be as per rate of Stage -2 payment included at Appendix 4 Clause 5 (page 53), ie; 4% of the total value of contract per month.
19	Annexure 2 – Appendix 4 – Consultancy Agreement – Clause 12	56	The consultant shall maintain at his own cost, personal and accident insurance for all his personnel and property as considered satisfactory by the Client to cover any risks arising from work and services to be rendered by the Consultant under this Consultancy Agreement. Client shall not be responsible for any such events or effects thereof.	The consultant shall maintain at his own cost, personal and accident insurance for all his personnel and property as considered satisfactory by the Client to cover any risks arising from work and services to be rendered by the Consultant under this Consultancy Agreement. Client shall not be responsible for any such events or effects thereof. The insurance by the firm should cover all aspects of subject assignment as per tender conditions, during the execution of the agreement.
20	Annexure 2 Appendix 4 Clause 8 (part)	55	Time is essence to the Contract and the Consultant shall strictly adhere to the time frame stipulated. The provisions of Para 10 shall be applicable and Consultant shall be liable for penalty as mentioned therein.	This part of the clause is deleted.
21	Annexure 2 – Appendix 4 – Consultancy Agreement – clause 14	56-57	OWNERSHIP OF REPORTS AND RECORDS:- Calculation sheets, drawings, reports and similar documents provided by the Consultant in terms of this Agreement to the Client shall be the property of the Client and the Client shall have full right to use them in any manner for the project or for any other purpose at the Client’s sole discretion.	Clause 14 is amended as follows: OWNERSHIP OF REPORTS AND RECORDS:- 1. All documents including without limited to calculation sheets, drawings, draft reports (hereinafter referred to as ‘preliminary documents’) and final versions of materials, reports and presentations prepared by Consultant for delivery to client (hereinafter referred to as the “Deliverables”) shall be owned exclusively by and be the property of client. The Client shall exclusively own all rights, title, and interest in all reports, data, and other deliverables, including all intellectual property rights therein, created or developed in connection with this Agreement. Each party shall retain its absolute rights over any Pre-Existing IPR - means any IPR: (i) developed by a Party independently of the engagement; or (ii) owned by a Party or licensed to such Party (other than by the other Party), at the commencement date of the engagement, including any and all derivative works including modification or enhancements to the same made before, during, and after the engagement without using the confidential information of the other Party.

SI	Reference Clause	Page no.	Description as per the RFP	Amendment
22	Annexure 2 – Appendix 4 – Consultancy Agreement – Clause 28	59	<p>REPERFORMANCE OF SERVICE:-</p> <p>The Consultant shall execute the assigned work as per time lines mentioned in Clause no. 4 and to the full satisfaction of CSL. If CSL is not satisfied with the work done, the Consultant shall re-perform the assignment or part of it, as may be desired by CSL, at no additional cost to CSL. If CSL is still not satisfied with the manner / outcome of the work done and / or the competency of the Consultant’s Personnel or the effectiveness of the methodology / tools, CSL reserves the right to cancel the assignment forthwith, without further notice to the Consultant. The Consultant shall be liable to compensate CSL for the loss incurred in re-tendering the work/contract and the escalation of cost. CSL shall also be entitled to deduct the loss sustained by it from the security deposit furnished by the successful bidder to CSL.</p>	<p>REPERFORMANCE OF SERVICE:-</p> <p>The Consultant shall execute the assigned work as per time lines mentioned in Clause no. 4 and to the full satisfaction of CSL. CSL shall respond to deliverables / reports submitted by the consultants as early as possible, not later than 30 days of receipt of respective documents. If CSL is not satisfied with the work done, the Consultant shall re-perform the assignment or part of it, as may be desired by CSL, at no additional cost to CSL. If CSL is still not satisfied with the manner / outcome of the work done and / or the competency of the Consultant’s Personnel or the effectiveness of the methodology / tools, CSL reserves the right to cancel the assignment forthwith, without further notice to the Consultant. The Consultant shall be liable to compensate CSL for the loss incurred in re-tendering the work/contract and the escalation of cost. CSL shall also be entitled to deduct the loss sustained by it from the security deposit furnished by the successful bidder to CSL.</p>
23	Annexure II, Appendix 2, Note I	42	<p>Note I</p> <p>For the purposes of conversion of any currency other than USD into USD/INR in respect of computation of the value of order mentioned at SI No. 8 & 9 above, Bidder shall be required to rely on the reference rate published by Reserve Bank of India (on its website) as on the date of signing of the respective contract, submitted towards eligibility.</p>	<p>Note I</p> <p>For the purposes of conversion of any currency other than INR into INR in respect of computation of the value of order mentioned at SI No. 8 & 9 above, Bidder shall be required to rely on the reference rate published by Reserve Bank of India (on its website) as on the date of signing of the respective contract, submitted towards eligibility.</p>
24	New Clause	NA	New Clause	<p>Following Payment terms is included in the RFP as clause 34 of Annexure 2 appendix 4</p> <p>PAYMENT TERMS</p> <p>Payment shall be released within 45 days of submission of invoice by the consultant subject to completion of milestone activities and acceptance of CSL, as per terms and condition of the contract/agreement.</p>
25	New Clause	NA	New Clause	<p>Following Liability clause is included in the RFP as clause 35 of Annexure 2 appendix 4</p> <p>35. Limitation of Liability:</p> <p>1. Except as expressly provided below, the total aggregate liability of either party to the other for any and all claims arising out of or in connection with this Agreement, whether in contract, tort (including negligence), or otherwise, will not exceed the total fees paid or payable to the Consultant under this Agreement.</p> <p>2. Neither party will be liable to the other for any indirect, incidental, special, or consequential damages, including loss of profit, loss of revenue, loss of data, or loss of goodwill, even if advised of the possibility of such damages.</p> <p>3. Notwithstanding the above, the Consultant will indemnify and hold harmless the Client, its officers, directors, employees, and affiliates against any third-party claims, losses, liabilities, or expenses arising from or in connection with the Consultant’s performance of the Services or breach of this Agreement.</p>

REQUEST FOR PROPOSAL
FOR CONSULTANCY SERVICES AND ESTABLISHMENT OF STRATEGIC PROJECT
MANAGEMENT OFFICE (SPMO) AT CSL MAIN CAMPUS IN KOCHI, KERALA
Ref. No S&NI/Consultancy/2025 dated 28.04.2025

ANNEXURE - III TO CORRIGENDUM -1 DATED 28.05.2025

Existing Clause in RFP

Ref : Appendix 3 Clause 3 (page 47)

3	Qualifications and competence of Key personnel proposed by the consultancy firm for this engagement as per Eligibility criteria. <u>NB –</u> <ul style="list-style-type: none"> These experts need to be on the rolls of the applicant firm. Basic educational qualification & relevant experiences in eligible assignments would be considered for evaluation if it complies with the respective requirement below. Bidder shall submit an assurance that if he is successful in winning the consultancy, the personnel proposed herein will be engaged on this project as per proposed work plan. Any change, if at all, necessitated due to unavoidable circumstances, shall be in discussion with CSL. 	20	As indicated in the eligibility criteria
3.1	Lead partner/Project Director /Project head : 1. As indicated in Eligibility criteria clause No 12 Note II	10	As indicated in the eligibility criteria
3.2	Project Manager: 1. As indicated in Eligibility criteria clause No. 12 Note II	7	
3.3	Consultants / Associates: 3. As indicated in Eligibility criteria clause No. 12 Note II	3	

	Personnel not meeting any of the minimum criteria specified above shall not be considered and hence no marks will be awarded during evaluation for that personnel.
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Amended Clause

3	Qualifications and competence of Key personnel proposed by the consultancy firm for this engagement as per Eligibility criteria. <u>NB</u> – <ul style="list-style-type: none"> • These experts need to be on the rolls of the applicant firm. • Basic educational qualification & relevant experiences in eligible assignments would be considered for evaluation if it complies with the respective requirement below. • Bidder shall submit an assurance that if he is successful in winning the consultancy, the personnel proposed herein will be engaged on this project as per proposed work plan. Any change, if at all, necessitated due to unavoidable circumstances, shall be in discussion with CSL. 	20	As indicated in the eligibility criteria
3.1	Lead partner/Project Director /Project head : 1. As indicated in Eligibility criteria clause No 12 Note II		
3.2	Project Manager: 1. As indicated in Eligibility criteria clause No. 12 Note II		
3.3	Consultants / Associates: 3. As indicated in Eligibility criteria clause No. 12 Note II		