

Comprehensive Baseline Document for Preparation of Procurement Manual for Metro Rail Organizations

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PREAMBLE

The Procurement Manual of Procuring Entity (PE) is envisioned as a comprehensive, forward-looking document tailored to align with the increasing scale of commitments, complexities, and expectations from stakeholders in the years ahead.

As Procuring Entity (PE) continues to expand its operational footprint and engage in high-value infrastructure and service procurements, it is imperative that the procurement framework evolves to support this growth sustainably and transparently.

This manual is intended to serve as a strategic cornerstone, fostering professionalism, accountability, and operational efficiency across all procurement activities. By embedding principles of ease of doing business, it aims to facilitate seamless engagement with contractors, suppliers, and consultants, while ensuring compliance, value for money, and timely project delivery.

Ultimately, this document shall be a key enabler for Procuring Entity (PE)'s aspirations of becoming a globally benchmarked, scalable, and resilient urban mobility provider.

Version 1.4

- Procedures for All Categories of Procurement:** Standardized procedures for all types of procurement, including Works, Goods, Consultancy Services, Non-Consultancy Services, and Other Services, and may offer a tailor-made approach and process for each category, ensuring clarity, compliance, and efficiency across Procuring Entity (PE)'s procurement activities.
- Incorporation of "General Instructions on Procurement and Project Management":** Sentiments of the (F. No. OPE/7(4)/2017-Fin, issued by the Department of Public Enterprises, Ministry of Finance, Government of India) and suitably incorporate its key principles and practices into Procuring Entity (PE)'s procurement manual.
- Incorporation of Procurement Policies and Orders from DoE, GoI:** Review relevant Procurement Policies and Office Memorandums (O.M.) available at DoE, GoI Portal (<https://doe.gov.in/orders-circulars/459>) on Procurement Orders, and suitably incorporate the applicable instructions into Procuring Entity (PE)'s Procurement Manual, ensuring alignment with Procuring Entity (PE)'s operational needs.
- Incorporation of General Financial Rules (GFR):** The procurement processes and policies within Procuring Entity (PE) shall be fully aligned with the provisions of the General Financial Rules (GFR) 2017.
- Principles of TTA-TN (Tamil Nadu Transparency in Tenders Act):** All procurement activities within Procuring Entity (PE) shall be governed by the principles of the Tamil Nadu Transparency in Tenders Act (TTA-TN).
- Principles of the Central Vigilance Commission (CVC):** Review and incorporate the Principles of the Central Vigilance Commission (CVC) in Procuring Entity (PE)'s procurement processes, ensuring adherence to transparency, fairness, accountability, and integrity, and fostering a culture of ethical procurement and vigilance.

7. **Review of MDBs' Procurement Manuals and Adoption of Global Best Practices:** Review the Procurement Manuals of major Multilateral Development Banks (MDBs) (such as JICA, World Bank, ADB, NDB, EIB, AIIB, etc.) , SBD's/Model Tender Documents & Procurement Manuals published by Ministry of Finance and adopt relevant global best practices to enhance Procuring Entity (PE)'s procurement procedures, particularly supporting Procuring Entity (PE)'s future international engagements.

Additionally, the post-concurrence procedure shall apply only to the list of projects/works mutually agreed upon by the concerned parties. In cases where new tenders are proposed—even if they fall under the post-concurrence category—a prior NoC shall be mandatory before tender publication.

8. **Reservation and Preference Policies:** Clear rules for preference to MSMEs, Startups, 'Make in India' initiatives, and local suppliers in line with latest GOI guidelines (like Public Procurement Policy for MSEs Order 2012 and GFR rules).

9. **Compliance with GFR Rule 144(xi):** Ensure bidders comply with GFR Rule 144(xi), including any restrictions related to entities from countries with land-border sharing sensitivities or restricted technology transfers.

10. **Verification with BIS/Statutory Bodies:** Product certifications (e.g., BIS, ISO) and statutory licenses should be verified from official sources to ensure compliance and authenticity. Due compliance with concerned ministry orders on this matter.

11. **Analysis of Centralized vs. Decentralized Procurement Models:** The Comparative analysis of the advantages and disadvantages of both centralized and decentralized procurement approaches, tailored to Procuring Entity (PE)'s organizational structure. This analysis should support evidence-based decisions for delegation of procurement responsibilities, balancing efficiency, control, speed, accountability, and resource optimization.

12. **Standardization of Bid Submission Fee Structure:** Review and recommend a standardized table linking the bid submission fee to the estimated value of the tender, ensuring proportionality, fairness, and consistency with industry practices.

13. **Exemption from Newspaper Publication:** Publication of the Notice Inviting Tender (NIT) in newspapers may be dispensed with if the tender is floated through the Central Public Procurement (CPP) Portal.

14. **Procedure for Validation of MSME Status in Tenders:** Recommend a standardized protocol to validate MSME status in all tenders, ensuring bidders submit valid and current Udyam Registration Certificates. Procurement teams should verify MSME status through official portals to confirm eligibility for benefits like EMD exemption and purchase preference. The process must account for extended benefits granted to MSEs even after a change in registration status, necessitating manual verification. Discrepancies should trigger formal clarifications, with supporting documentation reviewed. Additionally, compliance with SC/ST and women entrepreneur preferences under the MSMED Act must be ensured to uphold fairness and statutory obligations.

15. **Vendor Registration and Management:** A robust Vendor Registration and Management System shall be established within Procuring Entity (PE) to ensure a pre-qualified, reliable, and diverse pool of vendors. The system shall include defined criteria for registration, periodic review of vendor performance, and provisions for suspension or blacklisting in case of non-compliance or poor performance.

16. **Vendor Development and Management:** The revised manual should also include a dedicated section on Vendor Development, outlining strategies and procedures to identify, onboard, and nurture capable vendors, with a focus on promoting competition, enhancing quality, and ensuring long-term sustainability of the procurement ecosystem.

17. **Procurement Procedures beyond the SoP Higher Limits:** The manual should clearly define procurement procedures for instances where the procurement value exceeds the maximum financial limit prescribed in the Schedule of Powers (SoP) for the Competent Authority (CA). This should include the required approval mechanisms, escalation protocols, and alternate processing methods to ensure compliance with organizational norms and to facilitate timely execution.

18. **Protocols for Pre-Bid Meetings:** The manual should clearly outline the protocols for conducting Pre-Bid Meetings, including provisions for both physical and virtual modes. It should mandate the use of an attendance sheet, the systematic compilation of bidder queries, and the requirement to upload and respond to all queries on the CPP Portal within the stipulated timeline to ensure transparency and procedural consistency.
19. **Kick-Off Meeting Protocols:** The manual should clearly define protocols for conducting kick-off meetings. These meetings must be convened by the intending/executive department with the participation of all key stakeholders associated with the work. Additionally, the Minutes of Meeting (MoM) shall be prepared and circulated within a stipulated timeline to ensure alignment, accountability, and clarity on deliverables.
20. **Handling of Representations:** The manual should include clear guidelines for the receipt, recording, examination, and timely disposal of representations submitted by bidders or stakeholders at various stages of the procurement process. This will help ensure transparency, accountability, and consistency in addressing grievances, clarifications, or requests.
21. **Cool-Off Period Between Technical and Financial Bid Openings:** The manual should clearly specify the mandatory cool-off period between the disclosure of Technical Bid evaluation results and the opening of Financial Bids. Different timelines should be prescribed for situations where all bids are found responsive and where one or more bids are marked non-responsive, ensuring fairness, transparency, and adequate time for bidder review.
22. **Coverage of Administrative Aspects of PPP:** The procurement manual shall include a dedicated section outlining the administrative procedures related to Public-Private Partnership (PPP) projects.
23. **Review of Financial Values in Tender Procedure Manual:** Further, any financial thresholds or values referenced in the existing Tender Procedure Manual—originally issued in 2010—shall be revalidated and revised as necessary to reflect current market conditions, procurement practices, and organizational requirements.
24. **Administrative Aspects of Contract Management:** The procurement manual shall address the administrative procedures involved in contract management. This will include the processes for contract initiation, execution, monitoring, amendments, and closure, Grant EoT, ensuring compliance with applicable laws, timely performance assessments, and effective risk management.
25. **Enhancing GeM Procurement:** Procuring Entity (PE) currently utilizes the e-Procurement portal as e-tendering portal; A threshold limit should be defined to allow departments to place orders for GeM Bids without requiring committee reports for low-value (may be up-to 5crs) procurements.
26. **Spot/Local Purchase Committee:** In accordance with Rule 145 of the General Financial Rules (GFR) 2017, Procuring Entity (PE) shall constitute a Spot/Local Purchase Committee (SPC) for low-value procurement of goods and services.
27. **Consortium and JV Guidelines:** Clear, uniform rules on how Joint Ventures and Consortiums can participate — including requirements on experience sharing, liabilities, lead partner roles.
28. **Low-value procurements** must be clearly demarcated in the manual, with well-defined processes and procedures laid out to facilitate ease of implementation for procurement officers, ensuring both efficiency and compliance
29. **Verification Against Blacklisted/Suspended Vendors:** Maintain and routinely consult an internal blacklist of vendors suspended under government rules (e.g., GFR 144(xi)) to ensure disqualified firms are not considered technically responsive.
30. **Bid Validity Matrix for Different Contract Periods:** Prepare a Bid Validity Matrix correlating various contract durations with appropriate bid validity periods, ensuring consistency, practicality, and alignment with industry standards, while considering project timelines and evaluation requirements.

31. **Commencement Protocol Linked to Conditions Precedent:** Review and recommend a tiered commencement protocol for works/services based on the estimated contract value, with timelines triggered upon fulfilment of Conditions Precedent (such as issuance of Notice to Proceed or handing over of site). The procedure should ensure realistic mobilization periods aligned with the scale and complexity of contracts and be clearly codified in the Procurement Manual.
32. **Bid Submission Fee Structure Based on Tender Value:** Review and recommend the bid submission fee structure based on the estimated tender value, ensuring it aligns with industry standards and the scale of the works/services. The proposed tiered fee structure should be examined for consistency with similar infrastructure projects, ensuring it reflects the complexity, scope, and financial value of the contracts. Any recommendations for adjustments or clarifications on thresholds, fee increments, or conditions should be incorporated into the Procurement Manual for comprehensive application.
33. **Tender Negotiations/ Post-Negotiation Tender Conclusion Procedures:** As per the current Tender Procedure Manual, negotiations—irrespective of the tender value—can be conducted only with the approval of the Managing Director (MD). This needs to be amend to tender accepting authority or one above. Consultant may also propose clear and structured procedures for the conclusion of tender's post-negotiations, including documentation of negotiation minutes, final approval process, timelines for issuance of Letter of Acceptance (LOA), incorporation of negotiated terms in the contract, and obtaining necessary administrative/financial approvals in line with the Tender Procedure Manual and CVC guidelines.
34. **Quotation Basis with threshold value:** The revised manual shall incorporate clearly defined threshold values for quotation-based procurements, along with a well-deliberated and streamlined methodology to ensure ease and efficiency in processing. The quotation may be published in Procuring Entity (PE) official website with time-stamp or in Notice boards of public offices.
35. **MDB tenders exempting Domestic polices:** It shall be explicitly stated in the revised manual that tenders funded by Multilateral Development Banks (MDBs) are to follow the procurement policies and procedures of the respective MDBs. In such cases, domestic procurement policies, procedures, and government orders shall not be applicable unless specifically permitted by the funding agency.
36. **Protocols for Out of GeM Procurement:** The manual should clearly define the procedures for procurements conducted outside the Government e-Marketplace (GeM). It must specify the conditions under which Out of GeM procurement is permissible, documentation requirements, approval hierarchies, and compliance with applicable procurement policies and financial rules to ensure transparency, accountability, and value for money.
37. **Performance Bank Guarantee (PBG) for CAMC/AMC:** The manual should specify the requirement, amount, and validity period of the Performance Bank Guarantee (PBG) for Comprehensive Annual Maintenance Contracts (CAMC) and Annual Maintenance Contracts (AMC). It should outline conditions for PBG submission, renewal, release, and forfeiture to safeguard the organization's interests and ensure timely and quality service delivery under such contracts.
38. **Procedures for Award of Services and Works under PAC and Nomination Basis and Single Source Selection:** Review and define clear, justified, and well-documented procedures for awarding works or services on a Nomination Basis or through Single Source Selection, in compliance with applicable guidelines (e.g., GFR, CVC, MDB norms), ensuring such methods are used only under exceptional and justified circumstances, with appropriate approvals and transparency.
39. **Integrated Procurement Planning and Consolidation Approach:** Recommend that all departments submit an Annual Procurement Plan (APP) and adopt robust guidelines for aligning procurement activities with annual budgeting and project timelines. Emphasis should be placed on avoiding piece-meal tendering by promoting a consolidated requirements approach to ensure efficiency, cost-effectiveness, and strategic execution aligned with long-term project objectives.

40. **Declaration on Scope Clarity:** The tender-initiating department shall provide a declaration confirming that there is no overlap in the scope of work with any existing contracts or ongoing proposals within Procuring Entity (PE) before commencing the tender process.
41. **Document Publication Schedule:** Avoid setting staggered dates for document publication. The date of availability of tender documents should align with the NIT date.
42. **Handling Modification of Scope During Tender Lifecycle:** Recommend well-defined procedures for handling cases where the scope of intent is modified during the course of the tender process — particularly through pre-bid queries, addenda, or corrigenda. The manual should outline clear steps on how such changes must be transparently communicated, evaluated, and factored into both the technical and financial evaluation processes. It should also provide guidance on equitable treatment of bidders in light of revised requirements, ensuring no bidder is advantaged or disadvantaged due to the timing or nature of the modification. Protocols for approval, documentation, and amendment of tender timelines and criteria should also be detailed.
43. **NIT Submission for Newspaper Advertisement:** NITs requiring newspaper publication must be forwarded to the Public Relations (PR) Department by **15:00 hrs** for onward submission to the Directorate of Information and Publicity (DIPT).
44. **Dynamic Earnest Money Deposit (EMD) – Forfeiture and Release Conditions:** The manual shall detail Earnest Money Deposit (EMD) submission, forfeiture, and release conditions, including bidder withdrawal, false documents, and contract non-execution, aligned with Ministry of Finance guidelines and General Financial Rules (GFR) 2017 amendments. It must also specify timely release of EMD for technically non-responsive bidders per MoF/DoE O.M. dated 01 April 2022, covering stagewise return of bid security. Additionally, the manual should implement a dynamic EMD mechanism, adjusting the deposit based on estimated contract value to deter speculative bidding and ensure bidders' financial commitment proportionate to the contract, thus preserving procurement integrity.
45. **Formulation of Eligibility and Qualification Criteria (EQC) Based on Tender Value:** Consultant to review and develop a structured framework for defining EQC requirements (technical, financial, and experience) corresponding to different tender value ranges, to be presented in a clear tabular format.
46. **Average Annual Turnover Criteria:** assess and recommend whether the Average Annual Turnover (AAT) requirement should be linked proportionally to the contract period or fixed otherwise as 30% of estimate in most cases, ensuring fairness and appropriate financial threshold in line with the project's duration, nature, and risk profile.
47. **Financial Capacity Certification:** All documents submitted by bidders to substantiate their financial capacity shall be duly certified by a Chartered Accountant (CA) along with their membership/enrolment number.
48. **Deliberation on Fare-box and non-fare box Revenue:** The manual may also include guidance on procurement and administrative processes related to maximizing fare-box and non-fare box revenue streams.
49. **Empanelment of Contractors and Consultants:** The manual may cover the process and guidelines for the empanelment of contractors and consultants to ensure a ready pool of qualified vendors for various works and services.
50. **Deliberation on Pre-Qualification (PQ):** The manual may include detailed provisions for framing and evaluating Pre-Qualification (PQ) criteria to ensure transparency, fairness, and suitability in bidder selection.
51. **Sustainable and Green Procurement Practices:** Incorporating environmental and sustainability considerations (such as use of eco-friendly materials, energy-efficient technologies) into procurement processes.
52. **Weeding of Documents:** Consultant may review and recommend a comprehensive protocol for the systematic weeding of procurement-related documents (e.g., bid submissions, tender files, correspondence), including categorization, minimum retention timelines, audit/vigilance requirements, and digital archival provisions, aligned with industry best practices and applicable regulations; **in line with PROCURING ENTITY (PE) existing Document policy.**

53. **Threshold limits for Substantially Low and Abnormally High Bids:** Consultant may recommend threshold limits and objective criteria to demarcate "substantially low" and "abnormally high" bids, along with evaluation methodology and justification procedures, in alignment with procurement best practices, to ensure transparency and safeguard against non-serious or risk-prone offers.
54. **Benchmarking Procurement Costs:** System to regularly benchmark unit rates of major construction items and services against national metro projects (like DMRC, BMRCL) to ensure cost competitiveness.
55. **Integrity Pact Implementation:** Adopt the Integrity Pact with external independent monitors for large-value tenders to assure transparency, in line with CVC guidelines.
56. **Zero Tolerance for Misrepresentation:** Submission of falsified MSME certificates or incorrect EMD exemption claims should result in outright bid rejection and escalation to appropriate authorities for disciplinary action.
57. **Tender Cancellation/Discharge & Re-tendering Policy:** Clearly define permissible grounds, approval hierarchies, and timelines for cancelling or re-inviting tenders to maintain transparency and reduce delays.
58. **Risk Management in Procurement:** Framework to identify, assess, and mitigate procurement-related risks, including financial, operational, and legal risks during tendering and contract execution.
59. **Contractor/consultants Development and Performance Monitoring:** Process for onboarding new contractor/consultants, setting clear KPIs, monitoring their performance periodically, and maintaining a database of blacklisted/debarred contractor/consultants.
60. **Dispute Avoidance and Early Resolution Mechanism:** propose a comprehensive framework combining both proactive and reactive measures for dispute management. This includes institutionalizing Internal Redress Committees and mechanisms like Dispute Review Boards (DRBs) or Conciliation Panels to address issues early during project execution. Additionally, clear procedures should be laid out for formal dispute redressal through conciliation, arbitration, or legal recourse, in alignment with standard contract provisions, ensuring minimal disruption and cost-effective resolution.
61. **Framework Agreements / Rate Contracts:** Policy on entering into framework agreements or rate contracts for frequently required goods and services to save time and administrative effort.
62. **Multi-Award Criteria in Tenders:** Consultant to review and recommend the adoption of multi-award criteria in tenders where applicable, ensuring that the criteria are clearly defined, fair, and promote healthy competition while addressing project-specific requirements.
63. **Tender formats and Quote Methods:** Recommend mandating specific tender formats: Design and Build projects should always be invited with lump-sum quotes, while construction-based tenders should be item-rate/BoQ-based. Quotes should exclude taxes/GST and provisional sums.
64. **Use of Technology and Procurement Analytics:** Incorporating digital dashboards, procurement MIS systems, and data analytics tools for monitoring procurement timelines, vendor performance, and contract milestones.
65. **Tender Initiation Checklist/Datasheet:** The department intending to initiate a tender must submit a checklist with in-principle approval/Admin Approval containing essential details such as the name of the work, estimated value, funding pattern, type of procurement, and other relevant particulars.
66. **Defined Timelines for Critical Procurement Activities:** The manual should prescribe clear, stage-wise timelines for all key procurement activities—such as bid preparation, approvals, publishing, pre-bid meetings, bid evaluation, and contract award—to ensure process efficiency, accountability, and timely project execution. Standard timelines may be indicated with flexibility provisions for high-value or complex procurements.
67. **Guidelines on Preparation of Tender Documents:** May ensure that the preparation of tender documents involves reviewing appropriate Standard Bidding Documents (SBD) from Multilateral Development Banks (MDBs) or similar works/services/goods previously procured by Procuring Entity (PE). Additionally, they should consider seeking

documents from peer organizations engaged in similar projects and adapt them to meet the current requirements. It is crucial to thoroughly review pre-bid queries, addenda, and corrigenda issued for specific or similar tenders, including any changes in scope or variation orders issued for similar requirements, and incorporate relevant insights or modifications into the tender documents. This ensures alignment with industry best practices and project-specific needs.

68. **Vendor Development and Outreach Programs:** Regular vendor meets, workshops, and training sessions to educate suppliers (especially MSMEs and new entrants) about tendering opportunities and procedures.

69. **Procurement Risk Management Framework:** Risk assessment templates and procedures for identifying, assessing, and mitigating procurement-related risks (delays, cost overruns, scope creep, contractor defaults).

70. **Standard Timelines for Committee Members to Conclude Draft Minutes:** propose clear standard timelines (e.g., 2 to 3 working days) within which committee members must review, provide comments, or approve draft minutes of meetings, to ensure timely finalization, accountability, and avoid procedural delays in procurement and contract processes.

71. **Performance Security and Contract Guarantees Management:** Detailed provisions for obtaining, monitoring, and releasing performance securities, advance bank guarantees, and retention money to protect PROCURING ENTITY (PE)'s interests.

72. **Training & Capacity Building of Procurement Staff:** Mandatory training modules (legal, financial, technical) for Procuring Entity (PE)'s procurement officials to keep them updated on latest public procurement rules, innovations, and best practices.

73. **Open House for Industry Consultation:** Before floating mega tenders, conduct Open House meetings with industry players to gather feedback and improve tender design.

74. **Clarification on Shortfall Documents – Historical Only:** In line with Para 7.3.5 of the Manual for Procurement of Goods (2017), only pre-existing documents (e.g., performance certificates) missing from bid submission may be sought. No new or post-dated documents should be entertained.

75. **Recommendations on Modern Frameworks, Methodologies, or Software Tools:** Adopt modern procurement frameworks such as eGP, Category Management, and Agile Procurement, supported by tools like ERP, CLM, and AI-based analytics to improve transparency, efficiency, and data-driven decision-making. AI may be piloted to predict delays and identify procurement bottlenecks. An Annual and Quarterly Advance Procurement Plan (APP), aligned with project and O&M timelines, should be prepared and published to ensure readiness and budget linkage. Standardized procedures for e-auctions—forward for asset/scrap disposal and reverse for common goods/services—must be detailed, including eligibility, thresholds, and conditions, promoting competitiveness, transparency, and cost-efficiency in line with modern procurement best practices.

76. **E-Auction Procedures and Scrap Management Policy:** Develop comprehensive, standardized procedures for both forward and reverse e-auctions. Forward auctions shall be used for transparent disposal of scrap/assets through authorized platforms (e.g., MSTC), ensuring compliance, proper valuation, revenue realization, and environmental responsibility. Reverse auctions shall be deployed for procurement of common goods, services, and select works to achieve cost efficiency and transparency. The guidelines must clearly define eligibility, thresholds, and conditions for e-auction adoption, aligning with government norms and procurement best practices. A robust scrap management policy covering identification, classification, approval, and disposal shall also be part of the consultant's recommendation.

77. **Digital Record Management:** Implement a Procurement Document Management System (PDMS) ensuring secure, indexed, and easily retrievable tender documents, communications, and evaluations.

78. **Introduction of Key Performance Indicators (KPIs) for O&M Department:** Key Performance Indicators (KPIs) shall be introduced for the Operations & Maintenance (O&M) Department to evaluate performance, ensure operational efficiency, and align with organizational objectives.

79. **Innovation Partnership Tenders:** Create tender models that allow for "innovation partnerships," where vendors propose innovative solutions to Procuring Entity (PE)'s identified problems (e.g., predictive maintenance for metro trains).
80. **Standardized E-Forms for Procurement:** Develop editable e-forms/templates for Notices, Tender Schedules, Evaluation Reports, Approval Notes, LoA, Contract Agreements — to bring uniformity and faster processing.
81. **Strengthen Relationships with Industry Stakeholders:** Engage regularly with contractors, vendors, consultants, and experts to improve communication, align goals, and ensure project success.
82. **Feedback Mechanism for Continuous Improvement:** Establish a structured feedback loop to review and improve Procuring Entity (PE)'s procurement practices based on industry inputs.
83. **Annual Industry Forum:** Host an annual event where Procuring Entity (PE)'s senior leadership, industry experts, vendors, and contractors can discuss future projects, procurement strategies, and emerging trends in the metro industry.
84. **Methods of Procurement Operations Inspired by Leading Private Organizations:** Consultant to review and propose operational practices inspired by renowned and leading private organizations, as directed by the Competent Authority (CA), focusing on enhancing efficiency, innovation, accountability, and transparency within Procuring Entity (PE).
85. **Procurement Ethics and Conflict of Interest Policy:** Detailed code of ethics for procurement officials and bidders, including disclosure requirements to prevent and handle conflicts of interest, favoritism, or unethical practices.
86. **Implementation of IREPS in Line with DMRC Practices:** The Consultant shall evaluate the feasibility of implementing the Indian Railways E-Procurement System (IREPS) for Procuring Entity (PE), similar to DMRC's model, ensuring integration with existing procurement processes, enhancing transparency, auditability, and standardization, while aligning with Government of India digital procurement initiatives.
87. **No Departmental Vetting/Concurrence Required for GeM Procurements:** Consultant to note that for procurements made through the GeM Portal, no separate departmental vetting or concurrence for tender documents shall be required, ensuring faster and more transparent procurement processes.
88. **Procedures to Handle Revision of the Estimate During Evaluation Stage:** Consultant to define clear procedures for handling revisions of cost estimates during the bid evaluation stage, including approvals required, documentation, and ensuring transparency without delaying the tender process.
89. **Comments on Standardization of Technical Design and Specifications of All Departments:** Consultant to recommend a mechanism for standardizing technical Design and specifications across all departments, ensuring uniformity, ease of procurement, faster approvals, and maintaining quality and compliance standards.
90. **Procedures for Tendering De-scoped Works/Services:** May suggest clear procedures for calling tenders related to de-scoped works or services from existing contractors or consultants, ensuring transparency, fairness, and competitiveness while protecting Procuring Entity (PE)'s contractual and financial interests.
91. **Significance of Deployment of LoA/LoI and Work Order in Appropriate Tenders:** Advised to emphasize the importance of issuing the Letter of Award (LoA), Letter of Intent (LoI), and Work Orders appropriately in tender processes. These documents provide formal confirmation of contract awards, authorize contractors to begin mobilization or preparatory activities, and outline detailed work expectations. It is crucial to ensure that LoA/LoI are issued after bid evaluation and the Work Order is provided with clear terms, timelines, and scope. The deployment of these documents ensures transparency, legal clarity, and a structured approach to initiating and executing the project.

92. **Dispensing signing of Formal Contract Agreement:** Review the feasibility of dispensing with the signing of formal contract agreements for small-value works, subject to predefined threshold limits. In cases where the procurement involves low-value contracts, it may be more efficient to streamline the process by allowing the issuance of a Letter of Award (LoA) or Letter of Intent (LoI) instead of a formal contract agreement. This approach can expedite project initiation while ensuring that all terms and conditions are still clearly communicated. However, it is crucial to ensure that this process is only applied within specific thresholds and in alignment with the organization's procurement policies, ensuring compliance and minimizing risks.
93. **Clarity on MDB NOC/Confirmation Prior to Tendering:** The Consultant shall clearly define whether obtaining a No Objection Certificate (NOC) or prior confirmation from the relevant Multilateral Development Bank (MDB) is mandatory before floating a tender, especially in cases of externally funded projects, and outline the process for the same in line with MDB procurement guidelines.
94. **Directions on De-briefing Bidders Post Tender Evaluation:** The Consultant shall formulate clear guidelines for de-briefing unsuccessful bidders after tender evaluation, ensuring the process is structured, non-discriminatory, and limited to relevant feedback, in line with transparency principles and procurement best practices, without compromising confidentiality or evaluation integrity.
95. **Enhancement of Imprest Limit and Auto-Refill Mechanism:** The existing imprest amount limit shall be revised upwards, particularly for the Operations & Maintenance (O&M) Department, to better support operational exigencies. Additionally, an auto-refill mechanism may be introduced to ensure timely replenishment and uninterrupted functioning.
96. **Norms on Engagement of Subcontractors and Sub-consultants:** The Consultant shall define clear norms and eligibility criteria for the engagement of subcontractors and sub-consultants, including the extent of permissible subcontracting, prior approval requirements, performance accountability, and alignment with Procuring Entity (PE)'s quality, safety, and compliance standards, in line with GFR and industry best practices.
97. **Procedures for Sub-letting of Awarded Works/Services:** The Consultant shall outline specific procedures and restrictions for the sub-letting of awarded works or services, ensuring such practices are subject to prior written approval by Procuring Entity (PE), with clear accountability provisions, adherence to contract terms, and in compliance with public procurement norms to prevent dilution of responsibility and quality.
98. **Deliberations on Safety, Quality Control, and Quality Assurance:** The Consultant shall include comprehensive guidelines and institutional mechanisms for ensuring Safety, Quality Control (QC), and Quality Assurance (QA) in all stages of procurement and contract execution. This should cover pre-tender specifications, technical evaluation parameters, contractor obligations, independent audits, and compliance monitoring to uphold Procuring Entity (PE)'s commitment to zero-accident tolerance and high-performance delivery.
99. **Forward Auction for Sale/Lease of Assets and Services:** The Consultant shall recommend a policy framework for conducting Forward Auctions for the sale, lease, or licensing of Procuring Entity (PE)-owned assets, spaces, or services, leveraging digital auction platforms to ensure competitive bidding, price discovery, transparency, and maximization of non-fare revenue, in alignment with applicable government and CVC guidelines.
100. **Policies on Entering into Rate Contracts:** The Consultant shall define clear policies and procedures for entering into Rate Contracts (RCs) for frequently procured goods and services, including eligibility criteria, periodic review, benchmarking, and alignment with DGS&D/GeM/other approved RC mechanisms, to ensure cost-efficiency, standardization, and timely availability of essential items.
101. **Technical Evaluation Before Financial Bid Opening:** Ensure that the technical bid is rigorously evaluated for conformity to specifications, brand, grade, and category before financial bids are considered.
102. **Validation of Offline EMD Instruments:** Any EMD submitted offline (i.e., not via secure e-banking platforms) should be verified with the issuing bank for authenticity. Unverified or forged documents must lead to disqualification.

103. **No Post-Bid Alteration of Scope or Price:** Bid price, scope, or contractual terms must remain unaltered post bid opening. Clarifications, if any, must not modify core bid parameters.
104. **Treatment of EMD Validity During Bid Extension:** When bid submission deadlines are extended, evaluate EMD validity in a fair and contextual manner. Do not reject bids solely due to marginal lapses in EMD dates.
105. **Advantages of Digital Signing of Contract Documents:** The Consultant shall highlight the advantages of digitally signing contract documents, including enhanced security, legal validity, auditability, speed, cost-efficiency, environmental sustainability, and seamless workflow integration, in line with Information Technology Act, 2000 and GoI's e-Governance initiatives.
106. **GeM Compliance and Procurement Vigilance – Action Points**
1. **Manual Verification of MSE Status:** Due to recent provisions allowing MSE benefits for up to 3 years post-status change, buyers must independently verify MSE credentials and not rely solely on GeM auto-verification.
 2. **Technical Evaluation Before Financial Bid Opening:** Buyers must ensure that product specifications, brand, grade, and category match tender requirements before opening financial bids to maintain procurement integrity.
 3. **Validation of Offline EMD Documents:** Any offline EMDs (not verified through NeSL) must be checked for authenticity and compliance. Unverified or suspicious EMDs should lead to disqualification.
 4. **Zero Tolerance to Fraudulent Documents:** Submission of false MSE certificates or EMD exemptions must result in bid rejection and reporting to GeM for blacklisting and future disablement.
 5. **No Post-Bid Price or Scope Alteration:** Under no circumstance should there be any change in bid price, scope, or commercial terms after bid opening. Post-bid clarifications must not influence evaluation.
 6. **Verification with BIS and Relevant Regulatory Bodies:** Buyers should verify the authenticity of BIS certifications for applicable products from the official BIS website to confirm product legitimacy.
 7. **Adherence to GFR Rule 144(xi):** Strict compliance with DoE OM No. 7/10/2021-PPD (1) under Rule 144(xi) must be ensured. Clarifications on land-border sharing or technology transfers should be sought wherever doubt arises.
 8. **Review of IP Address Logs:** GeM captures IP addresses of both buyers and sellers. Buyers must review these logs to identify and safeguard against any collusion or irregularity during bid processing.
 9. **No Rejection of Extended Bids for EMD Validity Alone:** If bids are extended, validity of EMDs must be considered in context, and bids should not be rejected solely due to EMD extension concerns. Manual download of eBG should be done if not fetched via NeSL.
 10. **Compliance with GFR Rule 144(xi) and GeM Clause 26 – Verification of Suspended Sellers:** The bid evaluation team shall ensure that the technical evaluation is carried out strictly in accordance with the guidelines and conditions specified in GFR Rule 144(xi) and GeM GTC Clause 26. It is the buyer's responsibility to verify the list of sellers suspended due to non-compliance and confirm that no such vendor has been considered technically responsive in the evaluation process.

Conclusion:

The Procurement Excellence Vision for Procuring Entity (PE) should create a roadmap for making procurement transparent, efficient, sustainable, and adaptive to future needs. It leverages the latest technologies, adopts international best practices, and aligns with government policies, ensuring that Procuring Entity (PE) continues to be a leading player in urban mobility.
