

**NATIONAL COMPETITIVE BIDDING  
FOR**

**Selection of Agency for Developing Strategy and Management Framework for Human  
Resources for Health (HRH) under Mizoram Health Systems Strengthening Project  
(MHSSP)  
(Two-Envelope Bidding Process without e-Procurement)**

**Minutes of Pre-Bid Meeting for Selection of Agency for Developing Strategy and  
Management Framework for Human Resources for Health (HRH)**

**Date: 16.11.2020**

With reference to the above, the proposals were invited for “Selection of Agency for Developing Strategy and Management Framework for Human Resources for Health (HRH) of Mizoram Health Systems Strengthening Project (MHSSP)”

**Ref No:** IN-DOHFW-201460-CS-QCBS

The Pre-Bid meeting was virtually held on scheduled date i.e. 16.11.2020 at 14:00 hrs as per below link:

<https://us05web.zoom.us/j/3813680941?pwd=MXZzWDh1ME0yYmdiVmZmejlxM2kxdz09>

**A. Officers present from MHSSP, Department of Health and Family Welfare:**

- 1) Dr Lalnuntluangi, Addl. Project Director
- 2) Dr Vanlalchhuangi, Team Assistant

**B. Bidder Representative present:**

- 1) Mr Soumyabrata Sha, PwC
- 2) Dr Pramod Gautam, Basic Paradigm
- 3) Mr Ravindra Kumar, KPMG
- 4) Mr Vinayak Sarolia, IVQIA
- 5) Mr Kamaldeep Sahu, EY
- 6) Mrs Niharika

List of queries raised and clarifications of the same is attached as **Annexure-1** and amendment to be issued is attached as **Amendment- 1**.

**Enclosure:** As mentioned above



Project Director,  
MHSSP,

Department of Health and Family Welfare  
Aizawl, Mizoram, *Pin-796009*

**Annex 1**

**Queries raised by the bidders in Pre-Bid meeting for “Selection of Agency for Developing Strategy and Management Framework for Human Resources for Health (HRH) under Mizoram Health System Strengthening Project (MHSSP)” held on 16<sup>th</sup> November 2020**

<b>S. No.</b>	<b>Reference</b>	<b>Existing Clause</b>	<b>Clarification requested</b>	<b>Clarification</b>
1.	Page 34; Section 2: Data Sheet: ITC Reference 21.1: Part B – Evaluation Criteria (A) - Specific experience of the Consultants (as a firm) relevant to the Assignment:	Experience of completing at least two (2) projects of similar nature, each having contract value not less than INR 1.5 crores executed in last five (5) years.	We understand that similar projects would include i) health systems strengthening project carried out for Govt of India/ state governments/ Public sector undertakings/ development partners and would include aspects like assessment of health systems, development of plans for systems strengthening, technical assistance etc. ii) Human resources assessment/ Training needs assessment for Govt of India/ state govts/ local govts/ PSUs/ corporations etc.	Yes. However previous experience of undertaking enumeration would be an added advantage.
2.	Page 72  Section 7 – Terms of Reference/ Scope of Services – Point # 3.3	The consultancy firm shall supply and install the necessary hardware and software for bio metric devices for 83 health institutions that includes, 64 primary health centers, 7 Community health centers, 2 Sub divisional hospitals and 10 district hospitals. <b>Refer annex 1 for bio metric specifications</b>	Difficult to provide a price for these devices and include in the financial proposal at this stage but can procure. The team can assist in preparing the RFP and selection of biometric device vendor and monitor its installation.	Refer to Amendment sl.no. 1.
3.	Page 74 Section 6 Team Composition. Key Experts/ Technical Expert	Master’s in Information Technology with hands on experience in deployment of bio-metric system,	Biometric device deployment is not an expertise which should be required from a Technical Expertise. Such devices produce data, which any expert can use to do analysis. Request for a change in the Technical Expert’s experience requirements	Please refer to Amendment sl.no 2.

S. No.	Reference	Existing Clause	Clarification requested	Clarification
	(Information technology) K -1 and K-2 K 3- Technical experts (documentation and communication) K-4 Technical expert (Monitoring and Analysis)	development and deployment of IT based survey tools	accordingly. Request to be flexible with the qualifications across key proposed positions. Considering the role of K-3 Technical expert would be communication and IEC activities. We would request you to kindly include master's in social sciences/ Mass Media/Communication for educational qualification criteria? Considering the role of K-4 Technical expert would be database management and analytics driven, we would request you to kindly include master's in economics / Statistics/ Mathematics for educational qualification criteria?	
4.	Page 75	Under heading of Non-Key Experts Field Data Collectors- 3 persons months each	Confirm if the Non-Key experts would be 3 PM for each district of 10 districts leading to 30 PMs?  Additionally, Non-Key expert would also need to be deployed to support key experts over the course of 36 months of consultancy.	The agencies may include the need for number of man-days required for accomplishment of the task in the technical proposal. The requirement mentioned is minimum requirement to avoid poor planning.
5.	Page 74  Section 7 – Terms of Reference – 6. Team Composition	An indicative manpower requirement for the assignment of entire 36months must include key experts who will be deployed for full time during the project implementation. Key Experts K1 – K5 are required full time for 36 months.	The scope of work is such that the deliverables do not require full time deployment of resources for 3 years. All deliverables including functional review and strategy paper + management framework development can be delivered by a team of experts with intermittent deployment. This will be cost effective and efficient for the project. Request you to please change the deployment of the team to an intermittent basis.	The department would definitely prefer one member from the core team to be deployed in Aizawl during project tenure.  The agency may propose the deployment plan to bring efficiency.
6.	Page 37 Section 2	Expected date for the commencement of the Services: 30th January, 2012	We understand this is a typographical error. Request you to correct it to 30th January 2021.	Please refer to Amendment Sl.no 3.

S. No.	Reference	Existing Clause	Clarification requested	Clarification
	D. Negotiations and Award (30.2)			
7.	Page 114  III. Special Conditions of Contract (13.1)	Commencement of Services: The number of days shall be 10 days. Confirmation of Key Experts' availability to start the Assignment shall be submitted to the Client in writing as a written statement signed by each Key Expert.	It is requested to allow the deployment of Key Experts after at least 15 days from signing of contract	Please refer to Amendment Sl.no 4.
8.	Page 32 17.7 & 17.9	The Proposals must be submitted no later than: Date: Date: December 5, 2020 12.00 noon. India Standard Time	Request you to provide us 2 weeks at least post the date of clarifications to our queries are provided which is a standard practice. This RFP is quite vast in nature covering multiple areas and adequate time is required to bring the value propositions together in the RFP response post clarifications received.	Refer to Amendment Sl.no 5.
9.	Page 32 Section 2 Instructions to Consultants	Submission, Opening and Evaluation	We request the department to allow electronic submission of the proposals, i.e. on email and Financial proposal in a password protected file. We also request that since CDs are obsolete, hence pen drive should be allowed as well.	Refer to Amendment Sl.no 6.
10.	Page 33 Section 2 Instructions to Consultants	Part A: Mandatory Criteria	Will Part A be a different document then the technical proposal?	Part A is very much part of the Technical Proposal.
11.	Page 34 Section 2 Instructions to Consultants	Part B: Evaluation Criteria	We request the department to kindly provide the division of 10 marks allotted for the experience	The assessment criteria for the category of "experience" will be based on relevant experience shown by the agencies as per the scope of work defined in the RFP.
12.	Page 72 Section 7 (3.4)	'Conduct a training needs assessment based on primary	It is requested to provide comprehensive list of cadre wise staff member (including numbers) and	Currently the state does not have comprehensive HR data (collection which is

S. No.	Reference	Existing Clause	Clarification requested	Clarification
		research to identify the capacity building needs for different cadres of health workforce.’ Though primary research is envisaged to be carried out under the project for identifying capacity building of different cadres, the details of the number of staff members is not provided in the RFP	unique roles, which will help us to understand and plan for the primary research and deployment of Field Data Collectors. 1. Are the levels of employee identified for conducting Training Needs Assessment? 2. Does the organization have a competency directory? 3. Which kinds of capacity building needs are involved?	part of the current assignment). The agencies will need to base their proposal on the number of health facilities and HRMIS. 1. The assessment needs to cut across the clinical and administrative staff placed in the health facilities as well as the directorates. 2. The state does not have a competency directory. Under this assignment, the agency is expected to review current JD’s across cadres and develop new ToRs matching their current role and functions. 3. The capacity building needs will mainly comprise of Techno-managerial trainings across cadres. It will cut across behavioral, soft skills and technical.
13.	Page 71 3.2	<b>Functional review</b> of the Department of Health and Family Welfare (DoHFW) including its two Directorates: (a)the Directorate of Health Services (b) the Directorate of Hospital and Medical Education (DHME).	1. Please clarify whether the functional review of these two Directorates will be limited in Aizawl city only or not? 2. Will this compass all the functions- core and support within the directorate?	1. Yes. All the directorates are situated in the city limits of Aizawl. 2. Yes- It shall encompass both the functions within the directorate.
14.	Page 72 3.3	An integrated <b>HR enumeration</b> along with physical verification needs to be	Please clarify whether the physical verification will be limited to Aizawl city only or other District/ cities also to be covered under this? 1. Request for clarity on the scope of physical	The scope of work covers the entire state of Mizoram. 1. The physical verification under “HR enumeration” will extend to all the

S. No.	Reference	Existing Clause	Clarification requested	Clarification
		designed, developed and collected across workforce, cadres, healthcare facilities, offices and institutions of DoHFW.	<p>verification considering that workforce in present in 83 installations.</p> <ol style="list-style-type: none"> <li>2. What is the total headcount to be considered here? Are all of these executives (on roll employees) or do we have contractual employees?</li> <li>3. Kindly confirm what is the total staff strength as per HRMIS that would come under the ambit of biometric monitoring?</li> <li>4. What would be the role of consultant during recruitment of new staff?</li> </ol>	<p>health facilities. The agency is expected to physically visit all the facilities, enumerate the staff and verify their documents. The enumeration needs to cover both the directorates as well.</p> <ol style="list-style-type: none"> <li>2. The health workforce comprises of permanent and contractual employees and both need to be counted in the enumeration process.</li> <li>3. Pls refer to the information available on HR in public domain. The department may not have accurate number.</li> <li>4. The hired agency will have no role to play in the recruitment of new staff.</li> </ol>
15.	Page 72 Section 7	HR Forecasting	<p>HR forecasting and demand includes how many years of future vision? For workforce effectiveness, what levels/functions are we looking at?</p>	<p>The minimum HR forecasting we are aiming is at 10 years. This will be across clinical and administrative staff.</p>

**Amendment-1**

**“Selection of Agency for Developing Strategy and Management Framework for Human Resources for Health (HRH) under Mizoram Health System Strengthening Project (MHSSP)” held on 16<sup>th</sup> November 2020**

Sl.no	Reference	Existing Clause	Now to be read as
1.	Page 72  Section 7 – Terms of Reference/ Scope of Services – Point # 3.3	The consultancy firm shall supply and install the necessary hardware and software for bio metric devices for 83 health institutions that includes, 64 primary health centers, 7 Community health centers, 2 Sub divisional hospitals and 10 district hospitals. <b>Refer annex 1 for bio metric specifications</b>	The consultancy firm need not supply hardware for biometrics. The amendment now reads as: 3.3. An integrated <b>HR enumeration</b> along with physical verification needs to be designed, developed and collected across workforce, cadres, healthcare facilities, offices and institutions of DoHFW covering the following: <ul style="list-style-type: none"> <li>○ workforce size and composition</li> <li>○ workforce diversity</li> <li>○ Collection of identification data like bio-metric marks, signatures, geo-tagged photos and personnel records</li> <li>○ Human resources sanctioned &amp; posted- as per the data provided by the Directorate from HRMIS.</li> <li>○ recruitment, retention, separation, and retirement payroll</li> <li>○ workers pay, distribution, promotion, performance, job satisfaction, leave records and statutory benefits</li> <li>○ demand for the public health workforce and HR Forecasting</li> <li>○ workforce effectiveness and health impact</li> <li>○ The HR database to be developed as per the points mentioned above and the format of the data base shall be compatible with the HRMIS of the State that can be adapted by the department for updating the HR information.</li> </ul>

Sl.no	Reference	Existing Clause		Now to be read as	
2.	Page 34; 21.1 (for FTP); Part A Mandatory Criteria; point C	(C) Key Experts' qualifications and competence for the Assignment: <i>{Notes to Consultant: Each position number corresponds to the same for the Key Experts in Form TECH-6 to be prepared by the Consultant}</i>	70	(C) Key Experts' qualifications and competence for the Assignment: <i>{Notes to Consultant: Each position number corresponds to the same for the Key Experts in Form TECH-6 to be prepared by the Consultant}</i>	70
		<i>Position K-1: Team Leader cum Human Resource Expert for Health</i>	15	<i>Position K-1: Team Leader cum Human Resource Expert for Health</i>	25
		<i>Position K-2: Technical Expert (Policy Advocacy)</i>	15	<i>Position K-2: Technical Expert (Policy Advocacy)</i>	15
		<i>Position K-3: Technical Expert (Documentation and Communication)</i>	10	<i>Position K-3: Technical Expert (Documentation and Communication)</i>	15
		<i>Position K-4: Technical Expert (Monitoring and Analysis)</i>	15	<i>Position K-4: Technical Expert (Monitoring and Analysis)</i>	15
		<i>Position K-5: Technical Expert (Information Technology)</i>	15	<i>The number of points to be assigned to each of the above positions (K-1to K-4) shall be determined considering the following three sub-criteria and relevant percentage weights:</i>  <i>d. General qualifications (general education, training, and</i>	
		<i>The number of points to be assigned to each of the above positions (K-1to</i>			



Sl.no	Reference	Existing Clause	Now to be read as
		<p><i>K-5) shall be determined considering the following three sub-criteria and relevant percentage weights:</i></p> <p><i>a. General qualifications (general education, training, and experience): 20%</i></p> <p><i>b. Adequacy for the Assignment (relevant education, training, experience in the sector/similar assignments): 50%</i></p> <p><i>c. Relevant experience in the region (working level fluency in local language(s)/knowledge of local culture or administrative system, government organization, etc.): 30%</i></p>	<p><i>experience): 20%</i></p> <p><i>e. Adequacy for the Assignment (relevant education, training, experience in the sector/similar assignments): 50%</i></p> <p><i>f. Relevant experience in the region (working level fluency in local language(s)/knowledge of local culture or administrative system, government organization, etc.): 30%</i></p>
3.	Page 74; Section 6: Team composition. Key Experts/ Technical Expert (Information technology) K -1 and K-2 K 3- Technical experts	<p>Existing clause:</p> <p>K1: Master's in Public Health or related fields with an experience in large scale project management, capacity building (health workforce), liaison with governments and policy making</p> <p>K2: Master's in Public Health or related fields with an experience in health policy advocacy and multi stake holder engagement</p> <p>K3: Master's in Public Health or related fields with an experience in research, content development, communication strategy and documentation skills</p> <p>K4: Master's in Public Health or related fields with an</p>	<p>Revised qualification:</p> <p>K1: Master's degree in Public Health/ management/ public policy or equivalent with an experience in large scale project management, capacity building (health workforce), liaison with governments and policy making.</p> <p>K2: Master's in Public policy/ Economics or equivalent with an experience in health policy advocacy and multi stake holder engagement.</p> <p>K3: Master's in communication/ Social Science or equivalent with an experience in research, content development, communication strategy and documentation skills.</p>

Sl.no	Reference	Existing Clause	Now to be read as
	(documentation and communication) K-4 Technical expert (Monitoring and Analysis) K5: Technical Expert (Information technology)	experience in monitoring & evaluation, data analytics and training assessments K5: Master's in Information Technology with hands on experience in deployment of bio-metric system, development and deployment of IT based survey tools	K4: Master's in Statistics/ public health/Economics or equivalent with an experience in monitoring & evaluation, data analytics and training assessments.  K5 is removed from the list of key experts.
4.	Page 37 Section 2  D. Negotiations and Award (30.2)	Expected date for the commencement of the Services: 30th January, 2012	Expected date for the commencement of the Services: 30th January, 2021
5.	Page 114  III. Special Conditions of Contract (13.1)	Commencement of Services: The number of days shall be 10 days.  Confirmation of Key Experts' availability to start the Assignment shall be submitted to the Client in writing as a written statement signed by each Key Expert.	<b>Commencement of Services:</b>  <b>The number of days shall be 15 days from signing of contract.</b>  Confirmation of Key Experts' availability to start the Assignment shall be submitted to the Client in writing as a written statement signed by each Key Expert.
6.	Page 32 17.7 & 17.9	The Proposals must be submitted no later than: Date: December 5, 2020 12.00 noon. India Standard Time	The Proposals must be submitted no later than: Date: December 18, 2020 12.00 noon. India Standard Time

Sl.no	Reference	Existing Clause	Now to be read as
7.	Page 32 Section 2 Instructions to Consultants	Submission, Opening and Evaluation	<p><b>The Proposals must be submitted online through email no later than:</b></p> <p>Date: December 18, 2020 12.00 noon Indian Standard Time. Proposals should be submitted through email as per the procedure stated at Annexure II.</p> <p>Online submission through email is mandatory.</p> <p>Technical proposals shall be opened on 18th December 2020, at 1 pm Indian Standard Time. <i>Consultants who have submitted proposals can view the Proposal Opening through video conference. The link shall be provided to those who have submitted the proposals through email by 12.30 PM on the date of opening.</i></p>

## Annexure II

### **Electronic Submission of Proposals:**

In view of COVID19 prevailing situation, proposals shall be accepted through email. Proposals should be submitted mandatorily through email. The procedure for sending and accepting proposals are detailed below:

#### **Steps 1: Submission of Proposal**

1. The proposal should be sent by email at [wb.mhssp@gmail.com](mailto:wb.mhssp@gmail.com)
2. The subject of email should mention the following:  
Proposal No. IN-DOHFW-201460-CS-QCBS. Titled "Selection of Consultancy Firm for Developing Strategy and Management Framework for Human Resources for Health (HRH) under Mizoram Health Systems Strengthening Project (MHSSP)"

3. The email should be addressed to the  
Project Director,  
Mizoram Health Systems Strengthening Project,  
Aizawl, Mizoram

RFP No. IN-DOHFW-201460-CS-QCBS

RFP Title “Selection of Consultancy Firm for Developing Strategy and Management Framework for Human Resources for Health (HRH) under Mizoram Health Systems Strengthening Project (MHSSP)”

Attention: Proposals not to be opened before 18/12/2020 at 13.00 hrs

Sender's name

Designation

Organisation name

Mobile Number

Alternate Mobile Number

4. The email should contain the Technical Proposal and Financial Proposal in the prescribed forms as given in the RFP as email attachment in soft copy and password protected. Both Technical Proposal and Financial Proposal should be separate PDF attachments in one email.
5. Please make sure to submit technical proposal & financial proposal as 2 separate attachments in one email. Please ensure Technical and financial proposal should not be in a single attachment.
6. The consultant should send only one email containing proposal for RFP.
7. The proposal should be prepared with A4 size paper and font size of 12 in PDF only.
8. Financial figures of the Financial Proposal should not be given in Technical Proposal or in any part of the email except in the Financial Proposal.
9. Passwords of electronic files of Technical Proposal and Financial Proposal should be different from each other. Passwords should not be mentioned anywhere in these two documents as well as in this email.
10. The Technical Proposal submission form (Form TECH-1) and complete Financial Proposal should be signed and scanned by the authorized representative.
11. The Technical Proposal should be scanned in the order of forms as prescribed in the RFP. The file should be scanned as one PDF, password protected, and size should not be more than 15MB. The password of the Technical proposal should not be shared with anyone.
12. The electronic file of the Technical Proposal should be named as “TechP”+Bidder name in initials+RFP Number. The file type should be PDF only.

13. The Financial Proposal should be scanned separately from the Technical Proposal. This file should be password protected. The file size should not be more than 10MB. The password of this file should be different from the password assigned to the file containing Technical Proposal.
14. The electronic file of the Financial Proposal should be named as “FinP”+Bidder name in initials+RFP Number. The file type should be PDF only.
15. Files should not be corrupt. They should be virus free. They should be password protected. If the Project is not able to open your file, then your Proposal will be rejected.
16. The proposal should reach the designated email of the Project by the date and time specified in the RFP (including corrigendum, if any).

## **Step 2: Submission of password for Technical Proposal**

1. Password of the file containing Technical Proposal should be shared on the email ( [wb.mhssp@gmail.com](mailto:wb.mhssp@gmail.com) ) as specified in RFP only. Password should not be shared in any other form and with any officer from the Project.
2. The password of the file containing Technical Proposal should be shared only between 12 Noon to 1 PM on the date of opening of the technical proposal. Password should not be shared before one hour of the designated date and time of opening of the Proposal.
3. The subject of email should mention the following:  
Password for Technical Proposal for Proposal No. IN-DOHFW-201460-CS-QCBS. Titled “Selection of Consultancy Firm for Developing Strategy and Management Framework for Human Resources for Health (HRH) under Mizoram Health Systems Strengthening Project (MHSSP)”. The email should be addressed to the

Project Director,  
Mizoram Health Systems Strengthening Project,  
Aizawl, Mizoram

RFP No. IN-DOHFW-201460-CS-QCBS

RFP Title “Selection of Consultancy Firm for Developing Strategy and Management Framework for Human Resources for Health (HRH) under Mizoram Health Systems Strengthening Project (MHSSP)”

Password to open the file containing Technical Proposal is - xxxxxxx

Sender's name

Designation

Organisation name

Mobile Number

Alternate Mobile Number

4. Please ensure that you write the correct password in the email. The password should be to open Technical Proposal only.
5. The password to open the file containing Technical Proposal should be sent only from the email which was used to submit the Proposal. Password from any other email will not be accepted.

### **Step 3: Opening of the Technical Proposal**

Technical proposals shall be opened on 18<sup>th</sup> December 2020, at 1 pm Indian Standard Time. Consultants who have submitted the proposal can view the opening through video conference. The link shall be provided to those who have submitted the proposals through email by 12.30 PM on the date of opening.

### **Step 5: Opening of Financial Proposal**

1. Date and time of opening of Financial Proposals shall be informed to technically qualified bidders through email on the email address on which proposals were received.
2. Technically qualified bidders will be asked to send the password of the file containing Financial Proposal.
3. Password of the file containing Financial Proposal should be shared on the email [wb.mhssp@gmail.com](mailto:wb.mhssp@gmail.com) . Password should not be shared in any other form and with any officer from the Project.
4. The password of the file containing Financial Proposal should be shared only within one hour of the of the designated date and time of opening of the Financial Proposal. Password should not be shared before one hour of the designated date and time of opening of the Financial Proposal.
5. The subject of email should mention the following:  
Password for Financial Proposal for Proposal No. IN-DOHFW-201460-CS-QCBS. Titled “Selection of Consultancy Firm for Developing Strategy and Management Framework for Human Resources for Health (HRH) under Mizoram Health Systems Strengthening Project (MHSSP)”.
6. The email should be addressed to the  
Project Director,  
Mizoram Health Systems Strengthening Project,  
Aizwal

RFP No. IN-DOHFW-201460-CS-QCBS

RFP Title “Selection of Consultancy Firm for Developing Strategy and Management Framework for Human Resources for Health (HRH) under Mizoram Health Systems Strengthening Project (MHSSP)”

Password to open the file containing Financial Proposal is - zzzzzzzzz

Sender's name  
Designation  
Organisation name  
Mobile Number  
Alternate Mobile

7. Please ensure that you write the correct password in the email. The password should be to open Financial Proposal only.
8. If an incorrect password is provided or the file gets corrupted, then the proposal will be rejected.
9. The password to open the file containing Financial Proposal should be sent only from the email which was used to submit the Proposal. Password from any other email will not be accepted.