

**THE TAMILNADU INDUSTRIAL INVESTMENT
CORPORATION LIMITED (TIIC)**

MHU Complex, 692, Anna Salai, Nandanam, Chennai - 600035

Chennai-600035



REQUEST FOR PROPOSAL (RFP)

for

**CONSULTANCY SERVICES FOR UNDERTAKING A STUDY
FOR THE RESTRUCTURING OF TIIC**

QCBS

(Quality cum Cost Based Selection)

RFP Ref No.TIIC/HRM/2020-21/1, dated 27-10-2020

Date of Release of RFP	30-10-2020
Pre-bid Meeting	05-11-2020 at 11:00 am
Last Date for Proposal Submission	13-11-2020 before 3:00 pm
Date of Opening of Technical Proposal (EMD and Technical Proposal)	13-11-2020 at 3.30 pm
Tender Application Fee	Rs.1000/- plus GST @18% by Demand Draft in favour of "The TIIC Limited, Chennai"

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IMPORTANT NOTICE

This tender procedure is governed by the Tamil Nadu Transparency in Tenders Act, 1998 read with Tamil Nadu Transparency in Tender Rules, 2000 as amended from time to time. In case of any conflict between the terms and conditions in the tender document and the Tamil Nadu Transparency in Tenders Act, 1998 The Tamil Nadu Transparency in Tender Act, 1998, read with Rules shall prevail.

DISCLAIMER

Information contained in this document for Request for Proposal (“RFP”) and/or subsequently provided to Tenders, whether verbally and/or in documentary form by or on behalf of The Tamilnadu Industrial Investment Corporation Limited (“TIIC”) or any of its authorized employees or advisors (collectively referred to as “TIIC’s Representatives”), is provided to the Tenders on the terms and conditions set out in this RFP document and any other terms and conditions subject to which such information is provided. This RFP document is not an agreement and is not an offer or invitation by TIIC to any other party. The purpose of this RFP document is to provide interested parties with information to enable formulation of their proposal.

This RFP document does not purport to contain all the information each Tender may require. The Tenders should conduct their own due diligence, investigations and analysis and should check the accuracy, reliability and completeness of the information in this RFP document and obtain independent advice from appropriate sources. TIIC is Representatives make no representation or warranty and shall incur no liability under any law, statute, rules or regulations as to the accuracy, reliability or completeness of the RFP document and concerned with any matter deemed to form part of the RFP document, award of the assignment, the information and any other information supplied by or on behalf of TIIC or otherwise arising in any way from selection process. The prospective Tender will be responsible for all obligations to its staff, their payments, complying with provisions of law relevant for the working of the Tender’s staff.

1 Introduction

The Tamilnadu Industrial Investment Corporation Limited (TIIC) is a State level Development Financial Corporation incorporated in the year 1949 under the Companies Act, to provide finance for Industrial Development in Tamil Nadu. As of May 2020, TIIC has 6 Regional Appraisal Cells, 22 Branch offices and 11 satellite offices across Tamil Nadu with the Registered Office in Chennai.

TIIC has been serving the Micro, Small, and Medium enterprises, which account for 90% of the total assistance, for more than 70 years with several financial products viz. Term Loan, Working Capital Loan, Equipment Finance, Transport Loan, Bill Financing, etc.

The financial institutions are continuously exposed to intense pressures linked to market forces, customer expectations, globalisation, cost reduction, digitization, regulations and the specifically the ability to change constantly to achieve a competitive advantage.

In this context, TIIC invites interested Tenders to submit their technical and financial offers in quality and cost-based selection (QCBS) for “Undertaking a study for the restructuring of TIIC”, in accordance with the scope of work, conditions and manner prescribed in this Request for Proposal (RFP) document.

2 Broad Scope of Services for the Consultant

2.1 Objective :

The Corporation is currently facing certain challenges as listed below:

1. Scaling up operations of the Organisation and transforming itself as a major financial development institution of Tamil Nadu amidst intense competition from Commercial Banks and NBFCs.
2. Ability to raise funding from the market at competitive rates
3. Improving Asset Quality and Operational profitability
4. Availability of high skilled resources
5. Lack of structured marketing and promotion
6. Delay in adoption of digital banking technology and new-age methods for operations.

In order to overcome the above challenges and transform itself into a socially relevant and efficient Development Finance Institution capable of elevating itself as a major player in the state of Tamil Nadu to serve the industry, TIIC is proposing to engage a consultant to carry out the below mentioned scope of work.

2.2 Broad Scope of Work :

1. To suggest measures to scale up the operations of the Organisation and for transformation into major development financial institution in the state
2. Strategy to make the organization capable to raise finance as per requirement at competitive rates from the market.
3. To suggest ways to optimise the costs and improve profitability of the organisation
4. To suggest best practices with respect to the following after benchmarking best practices followed by other financial institutions and taking into account the emerging trends in the marketplace:
 - a. Business focus/target group & Business strategy
 - b. Streamlining operational processes and systems
 - c. Digitization and use of new age technology
 - d. Customer service
5. To prepare a roadmap and suggest a strategic plan/suitable business model for transformation of TIIC to become a lean, digitized and competitive financial institution. To prepare a clear policy framework for the Corporation
6. To examine the skill set of present human resources and suggest a suitable organisational structure, human resource requirement and methods to evaluate the performance of the employees to enable transformation and continued growing.
7. To assess the economic cost of the restructuring process in a way that allows avoiding wastage of resources or any damage to the institution.

NOTE: Please refer to Para 27, for Terms of Reference indicating a more detailed Scope of Work.

2.3 Engagement Team

The Tenderer's team shall include experts and specialist in their respective areas of expertise and managerial / support staff such that the consultant should be able to complete the assignment within the specified time schedule.

The total duration of the assignment will be for a period of **15 weeks** for the submission of the final report.

- 2.4 :
- | | | |
|--|---|--------------------------------------|
| i) Last date and time for Sale of Tender/ downloading Tender | } | 13/11/2020 @ 11.00AM |
| | } | |
| ii) Last date and time for submission of Tender | } | 13/11/2020 @ 3.00 PM |
| iii) Date and Time of opening of Cover – Part I | } | 13/11/2020 @ 3.30 PM |
| iv) Earnest Money Deposit | : | Rs.15,000/- (Refer clause 11 of RFP) |

2.5 The Tender inviting Authority is The Managing Director, The Tamilnadu Industrial Investment Corporation Ltd., 692, Anna Salai, Nandanam, Chennai-600 035.

3 Qualification Criteria

Tenderer must read carefully the minimum conditions of eligibility (the “**Conditions of Eligibility**”) provided herein. Proposals of only those Tenderers who satisfy the Conditions of Eligibility will be considered for technical evaluation.

3.1 Eligibility Criteria:

Sl.No	Eligibility Criteria	Supporting documents to be submitted
1	Tenderer may be a Government Organization/PSU/PSE/ partnership Firm / LLP or a limited company under Indian Laws. (Joint Ventures, consortiums, association of persons etc are not allowed.)	Memorandum of Association/ Articles of Association/ Certificate of incorporation
2	Core business of the Tenderer must be in the area of providing consulting/advisory services.	Memorandum of Association/ Articles of Association
3	Tenderer should be carrying on activities for 10 years as on date of bid submission. (In case of mergers / acquisitions / restructuring or name change, the date of establishment of earlier / original Tenderer can be taken into account).	Certificate of incorporation
4	Average annual Turnover of the Tenderer from consulting services in India should be more than 200 Crores for FY 2016-17 to 2019-2020	Certificate from auditor / certified financial statements
5	Tenderer must have atleast 2 years of experience in providing debt advisory services to Financial Institutions in India	Copy of Work Order/contract / Engagement letter awarded to Tenderer
6	Tenderer must be engaged in atleast 5 engagements for debt advisory services with concerned value of outside liabilities more than 1000 Crores in the last 10 years (Note: all engagement credentials should be in the period of 10 years preceding the date of bid submission)	Copy of Work Order/contract / Engagement letter awarded to Tenderer
7	Tenderer must be engaged in atleast 5 engagements for Business Process Re-engineering / Operational Restructuring services in the last 5 years.	Copy of Work Order/contract / Engagement letter awarded to Tenderer

- a) The Tenderer should submit copy of valid PAN Card.
- b) The Tenderer should have valid GST Registration. Copy of GST Certificate to be submitted.

- c) The Tenderer should not have been black listed by any State or Central Government in India as on date. An undertaking must be submitted in support of the same.
- d) The Tenderer should have full-fledged permanent office in Chennai. The Tenderer should furnish Chennai Office Address (or) the Tenderer should give an undertaking to setup office at Chennai within 15 days from the date of issue of Letter of Award, if selected.

Only those proposals that qualify the Eligibility Criteria will be considered for the next stage of evaluation.

3.1.1 Evaluation of Technical Proposal

It is a two-stage evaluation procedure. The Technical Proposal will be evaluated on the basis of Tenderer's experience, its understanding of Terms of Reference (TOR), proposed methodology and Work Plan, and the experience of Tenderer's Team. The Tenderers will be invited to make presentation on the above. Only those Tenderers whose Technical Proposals score **70 points or more out of 100** shall be considered for evaluation of the Financial Proposal.

The scoring criteria to be used for evaluation shall be as follows:

SI No	Evaluation parameter	Max Marks	Scoring criteria	
1	Total revenue of the bidder from consulting services in India for financial year ended March 2020	10	More than Rs 1000 Crores	10
			Rs 500 to Rs 1000Crores	6
			Less Rs500 Crores	3
2	Net profit of the bidder for financial year ended March 2020	5	More than Rs 10 Crores	5
			0 to less than Rs 10 Crores	2
3	No. of years of experience in providing debt advisory services in India	10	More than 8 Years	10
			5 to 8Years	6
			Less than 5 years	3
4	No. of years of experience in providing services related to Business Process Re-engineering / Operational Restructuring	15	More than 8 Years	15
			5 to 8 Years	10
			Less than 5 years	5
5	No. of engagements (either awarded or completed) for restructuring advisory services of more than Rs 1000 crores of value of outside liabilities of companies/organisation in the Financial Sector in the last 3 years	10	20 or more	10
			5 to 19	5

6	No. of engagements (either awarded or completed) for Business Process Re-engineering services / Operational Restructuring Services in the last 3 years of companies/organisation having a turnover of more than Rs.1000 crores	10	Per Engagement	2
7	Approach Work Plan and Methodology	20	Based on the reasonableness of the work plan and methodology Certainty/Likelihood/Feasibility/Eventuality of honouring proposed commitments	Subjective
8	Experience and skill set of the Proposed Team for the services to be provided	20	Based on the proposed team members (people with understanding of restructuring of financial institutions, debt advisory, doing business and investment promotion)	Subjective
		100		

4 Language of the Proposal

The Proposal prepared by the Tenderer as well as all correspondences and documents relating to the Proposal shall be in English language only. If the supporting documents are in a language other than English and Tamil, the notarized translated English version of the documents should also be enclosed. Proposal received without such translation copy will be summarily rejected.

5 Availability of RFP Documents

- a) RFP document can be downloaded from www.tenders.tn.gov.in/ www.tiic.org at free of cost. For the downloaded tender document, the Tenderer should give a declaration for not having tampered the Tender document downloaded (as per Annexure IX).

6 Pre-Bid Meeting

Pre-bid meeting will be held at **11.00AM** on **05-11-2020** in the Head Office of TIIC, MHU Complex, 692, Anna Salai, Nandanam, Chennai - 600035, during which the prospective Tenderers can get clarifications about the tender. The Tenderers shall send their queries in writing to hrm@tiic.org at least one day prior to the pre-bid meeting date. The Tenderers are advised to check www.tenders.tn.gov.in/ www.tiic.org for up-to-date information like change in date / venue etc., of pre-bid meeting as TIIC may not be able to identify and

communicate with the prospective Tenderers at this stage. Non-attending of pre-bid meeting is not a disqualification.

7 Clarification on the RFP Document

Any discrepancies, omissions, ambiguities or conflicts in the tender document or any doubts as to their meaning and any request for clarification may be sent in writing to “The Managing Director, TIIC, MHU Complex, 692, Anna Salai, Nandanam, Chennai - 600035” or through e-mail to hrm@tiic.org. The Managing Director, will review the same and where information sought is not clearly indicated or specified in the tender documents, will issue a clarifying bulletin which will be uploaded on www.tenders.tn.gov.in /www.tiic.org. The Managing Director will neither make nor be responsible for any oral instructions. Request for clarification should be brought to the notice of the Managing Director, in writing, before 48 hours of the submission of the tender.

8 Amendment of the RFP Document

TIIC whether on its own initiative or as a result of a query, suggestion or comment of an Tenderer, may modify the tender document by issuing an addendum or a corrigendum at any time before the opening of the tender. Any such addendum or corrigendum will be communicated through mail to all the Tenderers who had purchased the tender documents and also will be uploaded on www.tenders.tn.gov.in /www.tiic.org and the same will be binding on all Tenderers, as the case may be. Any addendum or amendment will form part and parcel of the tender document.

9 Authorization of the Tenderer

The Proposal should be signed and sealed on each page by the Tenderer or by the person who is duly authorized for the same by the Tenderer. A Power of Attorney indicating the Authorized Signatory would be required in case the signing authority is not Director/Partner on the Board of Directors/ Firm of the Tenderer.

10 Submission of the Proposal in Two Cover System

(a) Every page of the terms and conditions of the RFP document including amendment/addendum should be signed and sealed in token of having accepted the RFP conditions, failing which the proposal will be rejected summarily.

(b) Proposals should be submitted in two parts:

Part I

- Technical Proposal (to contain document in support of Eligibility and Technical Evaluation) with all relevant forms as given in the Annexure-XIII

Part II

- Financial Proposal (to contain the financial quote in lumpsum)

- (c) Tenders should ensure submission of all documents along with Part-I and Part II as per the Check list given in Annexure -XIII.
- (d) A soft copy of Part-I should be provided in a Compact Disc/USB Flash Drive. This is only for reference purposes and in case of discrepancies between the two, hard copy submission shall prevail.
- (e) Tenderers are requested to submit Part I and Part II in a two different sealed cover superscripting as Part I and Part II respectively. These two covers namely Part I and Part II must be placed in a separate sealed cover superscripted as “**RFP for the Selection of Consultants for undertaking a study for the Restructuring of TIIC** ”addressed to “The Managing Director, TIIC, MHU Complex, 692, Anna Salai, Nandanam, Chennai - 600035”, containing the name and address of the Tenderer. **Proposals submitted with unsealed cover would summarily be rejected.**
- (f) Tenderers should be dropped only in the tender box kept at “**TIIC, MHU Complex, 692, Anna Salai, Nandanam, Chennai - 600035**” on or before **3.00 PM of 13-11-2020**”. Proposals will not be received by hand.
- (g) Alternatively, the tenders can be submitted through registered post so as to reach the above address on or before **3.00 PM of 13-11-2020**. Tenders received after the specified time will not be considered and TIIC will not be liable or responsible for any postal delays.
- (h) A proposal once submitted shall not be permitted to be altered or amended.

11 Earnest Money Deposit

- a) The Proposal should be accompanied by an Earnest Money Deposit (EMD) to the value of INR 15,000/- in the form of a Demand Draft only drawn on any Indian Nationalized/Scheduled Commercial Bank in favour of “The Tamilnadu Industrial Investment Corporation Limited”, payable at Chennai. The EMD in any other form will not be accepted. The Earnest Money Deposit will be returned to the unsuccessful Tenderers.
- b) The Earnest Money Deposit will be retained in the case of successful Tenderer and it will not earn any interest and will be dealt with, as provided in the terms and conditions of the tender.
- c) Any request of the Tenderer, under any circumstances claiming exemption from payment of EMD will be rejected and their price offer will not be opened.
- d) The amount remitted towards EMD is liable to be forfeited in case the Tenderer fails to execute the contract after submission of the proposal or after acceptance of the offer by TIIC or fail to sign the Agreement or to remit the Security Deposit.

12 Validity of the Proposal

The Proposal shall be valid for a period of not less than 120 days from the Proposal Due Date (the “PDD”) or for the period that may be mutually extended but not exceeding 180 days.

13 Opening and Evaluation of the Proposal

- (a) The proposals received up to **3.00 PM** as per the office clock on **13-11-2020** will be taken up for opening. Proposals received after specified date and time will not be accepted. Only the Technical Proposal (Part I) will be opened by the Managing Director or by the Person/Committee authorized by him at 03.30 PM on the same day in the presence of the available Tenderers/ representatives of the Tenderers who choose to be present. The Technical Proposal shall be verified as to contains all the necessary forms along with the EMD. If any of the forms are found to be not confirming with the Checklist in the Annexure XIII, those bids shall not be considered for evaluation.
- (b) The Managing Director or Person/Committee authorized by him will inform the attested and unattested corrections, before the Tenderers and sign all such corrections in the presence of the Tenderers. If any of the Tenderers or agents not present then, in such cases the Person/Committee will open the Tender of the absentee Tenderer and take out the unattested corrections and communicate it to them. The absentee Tenderer should accept the corrections without any question whatsoever.
- (c) If the date fixed for receipt of the proposal happens to be a Government holiday, the sealed tenders will be received up to 3.00 PM on the next working day and opened at 03.30 PM on the same day.
- (d) The Technical proposal **will be evaluated by a Tender Scrutiny Committee of TIIC in terms of the qualification criteria.** The Committee shall comprise of the members as appointed by the Managing Director of TIIC. The Committee reserves the right to disqualify any of the Tender in case the Committee is not satisfied with the documents furnished, including the past performances.
- (e) TIIC will verify the credentials/ supporting documents, etc., submitted by the tenderers with the concerned departments/ agencies/ clients before opening of Part II cover and in case if any discrepancy is found, their Tender will be rejected, and their Part-II Cover will not be opened.
- (f) Any adverse/not satisfactory remarks on the performance of previous works will entail disqualification of the tender.
- (g) The Tenderers declared as qualified by the Committee, will be informed the date of their technical presentation

- (h) Post completion of the presentations of all the qualified bidders, the date of opening of Part II (Price bid) shall be intimated.

14 Price Offer

- (a) The Price bid should be kept only in the Part II cover.
- (b) The price bid should be prepared as per Annexure-XII.
- (c) GST should be quoted separately as per the price bid format.
- (d) The fee quoted should be inclusive of travel, boarding, lodging and other incidentals in connection with the completion of the assignment. There shall be no out of pocket expenses in addition to the fee quoted shall be borne by TIIC.
- (e) The price should be neatly and legibly written both in figures and words.
- (f) In case of discrepancy between the fee quoted in words and figures, lowest of the two shall be considered.
- (g) Part-II bid should not contain any counter offer or commercial conditions. Variation in the commercial terms and conditions of the tender will not be accepted.
- (h) The contract is for a period of **15 weeks** from the date of signing of the agreement.

15 Evaluation of the Financial Proposal

- a) The Financial Proposal will be evaluated in accordance with Tamil Nadu Tender Transparency Rules 2000 as amended from time to time.
- b) The evaluation shall include State Goods & Service Tax (SGST), Central Goods & Service Tax (CGST) and Integrated Goods & Service Tax (IGST) and other applicable duties / levies.
- c) Each Financial Proposal will be assigned a Financial Score (SF). For financial evaluation, the total cost indicated in the Financial Proposal, will be considered.
- d) The Authority will determine whether the Financial Proposals are complete, unqualified and unconditional. The cost indicated in the Financial Proposal shall be deemed as final and reflecting the total cost of services. Omissions, if any, in costing any item shall not entitle the Consultant to be compensated and the liability to fulfill its obligations as per the TOR within the total quoted price shall be that of the Consultant. The lowest Financial Proposal (FM) will be given a financial score (SF) of 100 points. The financial scores of other proposals will be computed as follows:

$$SF = 100 \times FM/F$$

(F = amount of Financial Proposal)

- e) Proposals will finally be ranked according to their combined technical (ST) and financial (SF) scores as follows:

$$S = ST \times Tw + SF \times Fw$$

Whereas, S is the combined score, and Tw and Fw are weights assigned to Technical Proposal (70% weightage) and Financial Proposal (30% weightage) that shall be 0.70 and 0.30 respectively.

- f) The Selected Tenderer (R1) shall be the Tender having the highest combined score. The second highest Tenderer (R2) shall be kept in reserve and may be invited in its discretion for negotiations in case the first-ranked Tender withdraws or fails to comply with the requirements stated in this document.

16 Special cases

- In the event of more than one Tenderer scoring the highest marks (S); TIIC shall consider the Highest Technical Score for ranking the Tenderers
- If two or more Tenderers score similar marks for SF and ST, then the Tenderer will be chosen at the discretion of TIIC.

17 Award of Contract

The Selected Tenderer may, if necessary, be invited for negotiations. The negotiations shall generally not be for reducing the price of the Proposal but will be for re-confirming the obligations of the Consultant under this RFP. Issues such as understanding of the RFP, methodology and quality of the work plan shall be discussed during negotiations.

- a) The Contract will be awarded after successful negotiations, with the selected Tenderer. If negotiations fail, the Client will invite the Tenderer whose score is next higher to R1 and ranked as R2 for Contract negotiations. If negotiation with R2 fails the above process will continue with R3, R4 and so on till all the technically qualified firms are covered. Upon successful completion, the Client will promptly inform the other Tenderer that their proposals have not been selected.
- b) Upon finalization of Selected Tenderer, TIIC will issue the Letter of Award. The successful tenderer shall communicate his acceptance of the Letter of Award within 2 working days from the date of issue of Letter of Award.

18 Security Deposit

- a) On receipt of the Letter of Award from TIIC, the successful Tenderer should remit a Security Deposit (SD) of 5% of the contract value in the form of a Demand Draft or Bank Guarantee drawn on any Indian Nationalized/Scheduled Commercial Bank in favour of "The Tamilnadu Industrial Investment Corporation Limited", payable at Chennai within 10 (Ten) working days from the date of receipt of letter of award. The Validity of the Security Deposit shall be till a period of 60 days beyond the completion of the services by the Tenderer.

- b) The EMD shall be returned to the successful Tenderer when the Tender furnishes the Security deposit and signs the Agreement.
- c) If the Security Deposit amount is not paid within the time specified, the EMD remitted by the Tenderer shall be forfeited, besides cancelling the communication of award of the Tender.
- d) Security Deposit amount remitted will not earn any interest.

19 Service Level Agreement

The successful Tenderer should execute a Service Level Agreement (SLA) as may be drawn up to suit the conditions on a non-judicial stamp paper of value, as prescribed in law on the date of remittance of Security Deposit and shall pay for all stamps and legal expenses incidental thereto. In the event of failure to execute the agreement, within the time prescribed, the EMD/SD amount remitted by the Tenderer will be forfeited besides cancellation of the Tender.

20 Project Deliverables, Timeline & Payment Terms

The deliverables should include the reports for the restructuring study conducted. Each deliverable shall be produced in 3 sets.

S. No	Deliverable	Timeline for the deliverable	Fee schedule
1.	On submission and approval of Inception Report	Inception Report to be submitted within 2 weeks from the date of Letter of Award	10% of the total fees
2.	On submission and approval of the Draft Report	Draft Report to be submitted within twelve weeks from the date of approval of inception report.	40% of the total fees
3.	On submission and approval of Final Report	Final report to be submitted within two weeks from the approval of Draft report	50% of the total fees

NOTE: In case there is an extension of timelines required due to addition/modification in scope, then additional fees in the form of monthly rate per person shall be decided mutually between the TIIC and the appointed consultant.

21 Force Majeure

- a) The successful Tenderer shall not be liable for penalty or termination for default if and to the extent that it's delays in performance or other failure to perform its obligations under the Contract is the result of an event of Force Majeure.

- b) For purposes of this clause, “Force Majeure” means an event beyond the control of the tenderer and not involving the successful Tenderer’s fault or negligence, and not foreseeable. Such events may include, but are not restricted to, acts of the TIIC in its capacity as a buyer, wars or revolutions, terrorist attacks, fires, floods, epidemics, quarantine restrictions and freight embargoes.
- c) If a Force Majeure situation arises, the Tenderer shall promptly notify the TIIC in writing of such condition and the cause thereof. Unless otherwise directed by the TIIC in writing, the tenderer shall continue to perform its obligations under the Contract as far as is reasonably practical and shall seek all reasonable alternative means for performance not prevented by the Force Majeure event.

22 Penalty

If the successful Tenderer fails in the due performance of his contract within the time fixed by the TIIC or any extension thereof, the successful Tenderer shall be liable to pay penalty for the delay in delivery of report at the rate of ½ % of the Agreement cost per week subject to the maximum of 10% of the Agreement cost.

23 Termination of Contract

TIIC reserves right to terminate of the contract at any time during the validity period on account of non-fulfillment of contract on any count. This will be in addition to TIICs right to allot the contract to another tenderer at the risk and cost of the successful Tenderer.

24 General Conditions

- (a) Conditional proposal in any form will not be accepted.
- (b) TIIC reserves the right to relax or waive or amend any of the RFP conditions.
- (c) The right of final acceptance of the proposal is entirely vested with TIIC and reserves the right to accept or reject any or all the Tenders in part or in totality or to negotiate or to withdraw/ cancel/ modify this proposal without assigning any reason whatsoever.
- (d) After acceptance of the proposal by TIIC, the Tenderer will have no right to withdraw his proposal.
- (e) The successful Tenderer shall not directly or indirectly transfer, assign or sublet the contract or any part, share or interest therein nor shall take a new partner without written consent of TIIC provided nevertheless any such consent shall not relieve the Tenderer from any obligation, duty or responsibility under the contract.
- (f) Any notice regarding any problems, to the Tenderer shall deemed to be sufficiently served, if given in writing at his usual or last known place of business.

- (g) In the course of discussion and instruction TIIC may disclose information of confidential and proprietary nature, knowhow, to the Tenderer. Such information shall be considered as confidential.

25 Arbitration

- (a) In case of any dispute in the proposal, including interpretation if any on the clauses of the bid or the agreement to be executed, the matter shall be referred by TIIC/ Successful Tenderer to an arbitrator who shall be selected by the Tenderer from the panel of arbitrators approved by TIIC within 15 days from the date of receipt of the letter from the TIIC along with the panel of arbitrators. If there is no reply from the Tenderer within 15 days, TIIC shall choose any of the arbitrators from the panel of arbitrators referred to above. The remuneration for the arbitrator and other expenses shall be shared equally by TIIC and the Tenderer.
- (b) The venue of the Arbitration shall be at the Head office of TIIC, Chennai. The decision of the Arbitrator shall be final and binding on both the parties to the Arbitration.
- (c) The Arbitrator may with the mutual consent of the parties, extend the time for making the award. The award to be passed by the Arbitrator is enforceable in the Court at Chennai city only.

26 Jurisdiction of the Court

Any dispute arising out of non-fulfillment of any of the terms and conditions of Service Level Agreement (SLA) signed by the Successful Tenderer or any other dispute arising out of the arbitration award will be subject to the jurisdiction of the Courts in the City of Chennai only.

27 Terms of Reference

The Tamilnadu Industrial Investment Corporation Limited (TIIC) is a State level Development Financial Corporation incorporated in the year 1949 under the Companies Act, to provide finance for Industrial Development in Tamil Nadu. As of May 2020, TIIC has 6 Regional Appraisal Cells, 22 Branch offices and 11 satellite offices in across Tamil Nadu with the Corporate Office in Chennai. (List of offices and its addresses is available at our website www.tiic.org).

TIIC has been serving the Micro, Small, and Medium enterprises, which account for 90% of the total assistance, for more than 70 years with several financial products viz. Term Loan, Working Capital Loan, Equipment Finance, Transport Loan, Bill Financing, etc.

The financial institutions are continuously exposed to intense pressures linked to market forces, customer expectations, globalisation, cost reduction, digitization, regulations and the specifically the ability to change constantly to achieve a competitive advantage.

27.1 Objective

The Corporation is currently facing certain challenges as listed below:

1. Scaling up operations of the Organisation and transforming itself as a major financial development institution of Tamil Nadu amidst intense competition from Commercial Banks and NBFCs.
2. Ability to raise funding from the market at competitive rates
3. Improving Asset Quality and Operational profitability
4. Availability of high-skilled resources
5. Lack of structured marketing and promotion
6. Delay in adoption of digital banking technology and new-age methods for operations.

In order to overcome the above challenges and transform itself into a socially relevant and efficient Development Finance Institution capable of elevating itself as a major player in the state of Tamilnadu to serve the industry, TIIC is proposing to engage a consultant to carry out the below mentioned scope of work.

27.2 Detailed Scope Of Work

- 1. To suggest measures to scale up the operations of the Organisation and for transformation into major development financial institution in the state**
 - a. Collect information relating to the assets, finances and operations of the Company for determining its financial position
 - b. Review existing portfolio of the Company based on the exposure details, account history and current status of the accounts
 - c. Establish a robust cash-flow monitoring framework for both non-core and core business cash-flows including a payment and authorization matrix
 - d. To create business architecture for CRM; TIIC may extend the scope of work of this agency to develop this CRM
 - e. To create a brand, marketing and promoting TIIC among local entrepreneurs and enterprises on the demand side, and investors and funding institutions on the supply side
 - f. Prepare a plan for disbursements based on review of committed disbursement obligations and new business opportunities (in harmony with the risk management and monitoring function)
 - g. Devise an efficient lending strategy and suggest practices for timely release of monies post assessment of credit and necessary approvals. To design criteria and internal and client-facing process TIIC can use to appraise applications
 - h. Analyze past collections from various types of accounts across locations, demography, ticket size for each category of portfolio
 - i. Prepare a collection improvement plan based on the review of accounts and establish a cadence for tracking delinquencies and follow-up action.
 - j. Suggest ways to improve mechanisms for recovery of SMA 1 and below accounts across the loan books.

- k. To create framework for impact assessment and monitoring & evaluation on status of achievement of KPIs.
 - l. To engage in discussion with stakeholders of TIIC to obtain their inputs.
- 2. Strategy to make the organization capable to raise finance as per requirement at competitive rates from the market.**
- a. Analyse ways in which credit rating of the company can be improved
 - b. Review the current source of funds and analyze if refinancing opportunities are available
 - c. To identify possible sources of funds under central government schemes and support in applying for the same
 - d. Analyse the potential to raise funds through other sources of finance like equity investment, Bonds, etc.
 - e. Analyse the potential to raise funds from outside India at lower costs.
- 3. To suggest ways to optimise the costs and improve profitability of the organization**
- a. *Review the current profit and loss a/c. of the company*
 - b. *Analyze the costs incurred and suggest ways to minimize costs incurred*
 - c. *Suggest ways and means to improve the profitability of the company*
- 4. To suggest best practices with respect to the following after benchmarking best practices followed by other financial institutions and taking into account the emerging trends in the marketplace:**
- To compare similar financial institutions and benchmark the best practices to be followed.
- a. **Business focus/target group & Business strategy** – To create a framework through which TIIC could identify priority sectors, products, geographies, size and type of entities and activities to be supported confirming with the objective clause of TIIC.

To coordinate with other TN agencies like SIDCO, SIPCOT, Guidance to identify areas of focus for financing.
 - b. **Streamlining functional and operational processes and systems** – The processes followed for various key functions and operations with emphasis on sanctions, disbursements and recovery leading to better efficiency and management.
 - c. **Digitization and use of new age technology**– The software/ERP used and digital modes of application and sanctioning. New age technology such as chatbot, online automated systems, etc.

- d. **Customer service** - Customer Complaint management. To help setup a grievance cell and resolution mechanism.
- 5. To examine the skillset of present human resources and suggest a suitable organisational structure, human resource requirement and methods to evaluate the performance of the employees to enable transformation and continue growing.**
- a. Work on an employee retention plan for critical staff and work on ramp up of teams as required for delivering credit and collections
 - b. Conduct a gap assessment of the existing organizational structure of the Company and identify key positions for hiring to maintain business continuity
 - c. Re-assess the requirement of human resource at Head office and branch office levels on basis of their business potential.
 - d. Assess requirement of external resources to manage specific functions for running of operations.
- 6. To prepare a roadmap and suggest a strategic plan/suitable business model for transformation of TIIC to become a lean, digitized and competitive financial institution. To prepare a clear policy framework for the Corporation**
- To prepare a detailed strategic plan including a business model for the company incorporating the best practices clearly indicating the amount of resources required to achieve the same and devising clear policy framework for key aspects of the organization in order to enable the organization to become more competitive and adaptive to the emerging trends of similar institutions.
- 7. To assess the economic cost of the restructuring process in a way that allows avoiding wastage of resources or any damage to the institution.**

27.3 Deliverables

All the documents as per the deliverables (Draft Report and Final Report) should be submitted both in hard copies 3 Sets and in soft copies (in PDF).

SIGNATURE OF THE TENDERER:

DATE:

NAME IN BLOCK LETTERS:

DESIGNATION:

ADDRESS:

ANNEXURES

Annexure I - Technical Proposal Covering Letter

Date: _____

From,

Name :
Address :
Ph :
Fax :
E-mail :

To,

The Managing Director,

The Tamilnadu Industrial Investment Corporation Limited,
MHU Complex, 692, Anna Salai, Nandanam, Chennai - 600035
Chennai-600035.

Sir,

Sub: Request for proposal for “**RFP for Selection of Consultant for Undertaking a study for the Restructuring of TIIC**” -- Submission of Technical Proposal –Reg.

Ref: Your Tender Notice Dt.

With reference to your tender notice, we submit herewith our sealed tender for the “RFP for Selection of Consultant for Undertaking a study for the Restructuring of TIIC”.

We enclose the following documents:

- 1) RFP Document duly signed in each page and en/closed with Technical Proposal in token of accepting the Tender conditions.
- 2) Demand Drafts in favour of “The TIIC Limited, Chennai” towards the following:

Sl No	Particulars	Amount (Rs.)
1	Tender Application Fee	1,000/- plus GST @18%
2	Earnest Money Deposit	15,000/-

- 3) Authorization letter/ Power of Attorney from the Tender for the person to sign the proposal.
- 4) Details of the Tender (as /per Annexure-II)

- 5) The copy of certificate of incorporation/registration and copy of Memorandum and Articles of Association.
- 6) Copy of Registration Certificate (Form-C), in case of Partnership Firm.
- 7) Copy of PAN allotment Certificate/ PANCARD issued by Income Tax Department in case of Indian Company.
- 8) Copy of GST Registration certificate.
- 9) The Auditor Certified Turnover statement with Annual Report / certified copies of Balance Sheet, Profit & Loss statement for the last 3 consecutive financial years i.e. 2017-18, 2018-19 and 2019-20.
- 10) Form for Technical Eligibility as per Annexure – IV (a)
- 11) Relevant experience of the Company/Firm as per Annexure-IV(b)
- 12) Approach work plan and methodology as per Annexure - V
- 13) CVs of the personnel to be deployed as per Annexure - VI
- 14) Team composition and tasks assigned as per Annexure – VII
- 15) Declaration for not having black listed either by TIIC or by any other Govt. agencies as on date (as per Annexure-VIII).
- 16) Declaration for not having tampered the RFP documents downloaded from the website www.tenders.tn.gov.in/www.tiic.org (Annexure-IX).
- 17) Notarized translated English version of the documents in a language other than English/Tamil, if any.

Yours faithfully,

SIGNATURE OF THE TENDERER

Encl: As stated above

Annexure II - Details of the Tender

Sl.No.	Particulars	Description/Details
A	Name of Tender	
B	Contact Details	
	Registered Office Address	
	Telephone No.	
	Fax	
	Email	
	Website	
C	Incorporation Details	
	Incorporation Number	
	Date of Incorporation	
	Authority	
D	Name of Authorized Signatory	
	Position	
	Telephone	
	Fax	
	Mobile	
	Email	
E	Number & Address of Offices	
	In Chennai	
	Outside Chennai	

Annexure III – Annual Turnover Certificate

ANNUAL TURN OVER CERTIFICATE

The Annual turnover of M/s for the past three years are given below and certified that the statement is true and correct.

Sl.No.	Year	Turnover (Rs. in lakhs)
1)	2017-2018	
2)	2018-2019	
3)	2019-2020	
	Total	
Average annual turnover		

Note: Annual Turnover in each of the three consecutive financial years will be considered i.e. F.Y. 2017-18, F.Y. 2018-19 and F.Y. 2019-20.

DATE :

SIGNATURE OF THE TENDERER

SIGNATURE OF CHARTERED ACCOUNTANT

(With seal and Address)

Annexure IV (a) - Format for Firm's Technical Eligibility

#	Project Details	Relevant Sector	Consultancy Assignment Duration	Remarks, if any
1.	[Client : Type of Assignment : Debt Involved :]		[Start : mm/yy End : mm/yy]	
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				

SIGNATURE OF THE TENDERER

Annexure IV (b) – Format for Firm’s Relevant Experience for Technical Evaluation

Relevant Services Carried Out in the Last Ten Years That Best Illustrate Qualifications

(Using the format below, provide information on each reference assignment for which your Firm/entity, either individually as a corporate entity or as one of the major companies within an association, was legally contracted.)

S. No.	Name of the client	Relevant Sector	Approximate value of Debt raised (in Rs Crores)	Brief Details of scope of Work/nature of assignment	Year

Annexure V – Description of Approach, Methodology & Workplan

DESCRIPTION OF APPROACH, METHODOLOGY AND WORK PLAN

(Understanding of Project)

- a) Understanding of TOR, Technical Approach and Methodology
- b) Work Plan

Understanding of TOR, Technical Approach and Methodology: The Tenderer should explain the understanding of the objectives of the assignment, approach to the services, methodology for carrying out the activities to obtain the expected output and the degree of detail of such output. The Tenderer should highlight the problems to be addressed along with their importance and explain the technical approach the Tender would adopt to address them. The Tenderer should also explain the proposed methodologies to adopt and highlight the compatibility of those methodologies with the proposed approach.

Work Plan: The Tenderer should propose the main activities of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client) and delivery dates of the reports. The proposed work plan **should be in the form of bar chart** and consistent with the technical approach and methodology, showing understanding of the scope of work and ability to translate them into a feasible working plan. A list of the final documents, including reports, presentations, data, etc. to be delivered as outputs, should be included here.

Note: Clear articulation, description and Extent of compliance to technical requirements specified in the scope of work to be submitted along with Strength of the Tender to provide services including examples or case studies of similar solutions deployed for other clients.

Annexure VI – Curriculum Vitae for Key Personnel

Curriculum Vitae for proposed Professional Staff

Sl. No.	Details	
1.	Proposed Position [only one candidate shall be nominated for each position Expert]	
2.	Name of Staff [Insert full name]	
3.	Date of Birth	
4.	Nationality	
5.	Education [Indicate college/university and other specialized education of staff member, giving names of institutions, degrees obtained and dates of obtainment]	
6.	Total No. of years of experience	
7.	Total No. of years with the firm	
8.	Areas of expertise and no. of years of experience in this area (as required for the Profile - mandatory)	
9.	Certifications and Trainings attended	
10.	Details of Involvement in Projects (only if involved in the same):	
11.	Membership of Professional Associations	
12.	Employment Record [Starting with present position list in reverse order, giving for each employment (see format here below): dates of employment, name of employing organization, positions held]	
	From :	To:
	Employer :	
	Position(s) Held :	
13.	Work Undertaken That Best Illustrates Capability to Handle the Tasks Assigned	
14.	Name of the Assignment :	
15.	Year :	
16.	Location :	
17.	Main Project Features :	
18.	Positions Held :	
19.	Activities Performed :	

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes me, my qualifications, and my experience. I understand that any willful misstatement described herein may lead to my disqualification or dismissal, from the assignment if engaged.

_____ Date: _____

[Signature of staff member or authorized representative of the staff] Day/Month/Year

Annexure VII – Team composition and Tasks Assigned

TEAM COMPOSITION AND TASK ASSIGNED

Resource Category	Name of Staff with qualification & experience	Area of Expertise	Position Assigned	Tasks Assigned as part of the current assignment
Team Leader				
Team Member				

SIGNATURE OF THE TENDERER

Annexure VIII – Certificate

CERTIFICATE

Date: _____

Certified that M/s...../ the firm /company or its partners / shareholders have not been black listed by TIIC or by any other Government Agencies in India as on date.

SIGNATURE OF THE TENDERER
(with seal and address)

Annexure IX – Declaration

Declaration Form

Date: _____

a) I/We having our office at do declare that I/We have carefully read all the conditions of tender sent to me/us by TIIC, for the tenders floated vide tender ref.no. _____ for the “Consultancy services for undertaking a study for the Restructuring of TIIC”

b) I/We have downloaded the tender document from the internet site www.tenders.tn.gov.in, www.tiic.org and I / We have not tampered / modified the tender document in any manner. In case, if the same is found to be tampered / modified, I/ We understand that my/our tender will be summarily rejected, and full Earnest Money Deposit will be forfeited and I /We am/are liable to be banned from doing business with TIIC or prosecuted.

SIGNATURE OF THE TENDERER
(WITH SEAL AND ADDRESS)

Annexure X – Format for Clarification on Tender Document

TENDERER'S REQUEST FOR CLARIFICATION			
Name and Address of the Organization submitting request		Name and Position of Person submitting request	Contact Details of The Organization / Authorized Representative
			Tel: xxxxxxxxxxxx
			Fax: xxxxxxxxxxxx
			Email:<email id>
Sl. No.	Reference(s) (Section, Page)	Content of Tender requiring Clarification	Points of clarification required
1			
2			
3			

**SIGNATURE OF THE TENDERER
(WITH SEAL AND ADDRESS)**

Annexure XI – Financial Proposal

FINANCIAL PROPOSAL

From,

Name :

Address :

Ph :

Fax :

E-mail :

To,

The Managing Director,

The Tamilnadu Industrial Investment Corporation Limited,

MHU Complex, 692, Anna Salai, Nandanam, Chennai - 600035

Chennai-600035.

Sir,

Sub: Request For Proposal for “**Consultancy Services for undertaking a study for the Restructuring of TIIC**”- Submission of Financial Proposal – Price Offer-Reg.

Ref:- Our Technical Proposal submitted for the above mentioned tender.

In continuation of our above Technical Proposal, we submit herewith the Financial Proposal for Request for Proposal for “Consultancy service for undertaking a study for the Restructuring of TIIC” as specified in this RFP document. We agree to abide by the terms and conditions stipulated by TIIC and also agree to complete the entire contract, at the fees quoted by us. The fee quoted and approved by TIIC in this proposal will hold good as per RFP conditions.

Yours faithfully,

SIGNATURE OF THE TENDERER

Annexure XII - Price Bid (Lumpsum)

Name of Work : Request for proposal for Selection of Consultant for undertaking a study for the Restructuring of TIIC

Financial Proposal

Description	Total fees (INR)	GST	Total (inclusive of all taxes in INR)
Preparation of detailed report for undertaking a study for the Restructuring of TIIC- Lump sum fee for providing services including out of pocket expenses and all other expenses.			

(Amount in Words Rupees
.....
.....)

Declaration

We have reviewed all the terms and conditions of the Tender document and would undertake to abide by all the terms and conditions contained therein.

I / We hereby declare that there are, and shall be, no deviations from the stated terms in the Tender Document.

Signature of Tenderer with Company seal.

Note:

1. The rate shall be quoted as per the above format. Taxes should be indicated separately.
2. The rates shall be quoted in figure and words.
3. Conditional tenders will not be accepted, and value once fixed shall be valid for the entire period of the contract.
4. In case of discrepancy in the bid quoted between figures and words, the lowest will prevail.

Annexure XIII – Checklist of Documents**CHECKLIST OF DOCUMENTS****Documents to be enclosed in Part-I:**

Sl. No.	Checklist	Enclosed (Yes/No)	Reference in the Bid (Page No.)									
1.	A covering letter on letter head of Tenderer addressed to The Managing Director, TIIC. (as per Annexure-I)											
2.	RFP document duly signed in each page and enclosed in token of accepting the RFP conditions.											
3.	Demand Drafts in favour of “The TIIC Limited, Chennai” towards the following: <table border="1" data-bbox="311 958 893 1187"> <thead> <tr> <th>Sl No</th> <th>Particulars</th> <th>Amount (Rs.)</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Tender Application Fee</td> <td>1,000/- plus GST @18%</td> </tr> <tr> <td>2</td> <td>Earnest Money Deposit</td> <td>15,000/-</td> </tr> </tbody> </table>	Sl No	Particulars	Amount (Rs.)	1	Tender Application Fee	1,000/- plus GST @18%	2	Earnest Money Deposit	15,000/-		
Sl No	Particulars	Amount (Rs.)										
1	Tender Application Fee	1,000/- plus GST @18%										
2	Earnest Money Deposit	15,000/-										
4.	Authorization letter/ Power of Attorney from the Tenderer for the person to sign the proposal.											
5.	Details of the Tenderer (as per Annexure-II)											
6.	The copy of certificate of incorporation/ registration.											
7.	Copy of Registrar Certificate in case of Partnership Firm.											
8.	Copy of PAN allotment Certificate/ PAN CARD issued by Income Tax Department in case of Indian Company											
9.	Copy of GST Registration certificate.											
10.	The Auditor certified Turnover statement along with Annual Report / certified copies of Balance Sheet, Profit & Loss statement for the last 3 consecutive financial years i.e. 2017-18, 2018-19 and 2019-20.											
11.	Form for Technical Eligibility as per Annexure IV (a)											

Sl. No.	Checklist	Enclosed (Yes/No)	Reference in the Bid (Page No.)
12.	Relevant experience of the Company/Firm as per Annexure IV (b)		
13.	Work Orders /Completion Certificates in support of Qualification criteria		
14.	Approach work plan and methodology as per Annexure V		
15.	CVs of the personnel to be deployed as per Annexure – VI		
16.	Team composition and tasks assigned as per Annexure – VII		
17.	Declaration for not having black listed either by TIIC or by any other govt. agencies as on date (as per Annexure-VIII).		
18.	Declaration for not having tampered the Tender documents downloaded from the website www.tenders.tn.gov.in/www.tiic.org (as per Annexure-IX).		
19.	Notarized translated English version of the documents in a language other than English/Tamil, if any.		

Documents to be enclosed in Part-II

Sl. No.	Checklist	Enclosed (Yes/No)
1.	A covering letter on the letter head addressed to The Managing Director, TIIC(as per Annexure-XI)	
2.	Price Bid as per Annexure-XII of the Tender document	
3.	Declaration as per format given above	

Note: Tenders submitted in unsealed cover would summarily be rejected.

SIGNATURE OF THE TENDERER