

**Government of India**  
**Ministry of Civil Aviation**  
**Rajiv Gandhi Bhawan, New Delhi**

**Notice inviting Expression of Interest (EOI) for undertaking the work of  
“Project Management Agency (PMA)” for establishment of Rajiv Gandhi  
National Aviation University (RGNAU)**

Ministry of Civil Aviation, Government of India is in the process of setting up Rajiv Gandhi National Aviation University (RGNAU) to cater to the growing educational and training requirements of the Civil Aviation sector in its entire dimension. In order to successfully launch the university on time, there are multiple streams of processes that need to be smoothly coordinated, keeping in mind its overall vision. This requires critical project management support based on clear comprehension of the objectives and an understanding of the project challenges and approaches for establishing a world class institution.

2. Ministry of Civil Aviation, invites proposals for “undertaking the work of Project Management Agency (PMA) for establishment of RGNAU from interested and technically qualified professional agencies”.
3. The last date for receipt of EOI is 27.01.2014 by 16:00 PM for details please visit Ministry’s website (<http://civilaviation.gov.in>)

**INVITATION FOR EXPRESSION OF INTEREST (EOI) FOR  
UNDERTAKING THE WORK OF PROJECT MANAGEMENT AGENCY  
(PMA) FOR ESTABLISHMENT OF RAJIV GANDHI NATIONAL  
AVIATION UNIVERSITY (RGNAU)**

Ministry of Civil Aviation, Government of India is in the process of setting up Rajiv Gandhi National Aviation University (RGNAU) to cater to the growing educational and training requirements of the Civil Aviation sector in its entire dimension. In order to successfully launch the university on time, there are multiple streams of processes that need to be smoothly coordinated, keeping in mind its overall vision. This requires critical project management support based on clear comprehension of the objectives and an understanding of the project challenges and approaches for establishing a world class institution.

2. Ministry of Civil Aviation, invites proposals for “undertaking the work of Project Management Agency (PMA) for establishment of RGNAU from interested and technically qualified professional agencies.

3. This Expression of Interest (EoI) is issued by the Ministry of Civil Aviation (MoCA), intended to short-list potential bidders. Ministry’s decision with regard to the short-listing of bidders through this EoI shall be final and the Ministry reserves the right to reject any or all the bids without assigning any reason.

4. Interested Parties who meet the pre-qualification criteria may furnish their Expression of Interest with all the necessary documents in a sealed cover along with the covering letter duly signed by an authorized signatory accompanied by an Earnest Money Deposit (EMD) of INR 50,000/- (INR Fifty Thousand Only) in the form of separate Demand Drafts (DD) drawn in favour of P&AO, Ministry of Civil Aviation, payable at Delhi on or before 27<sup>th</sup> January, 2014 by 16:00 hours at the following address:

Shri U.K Bhatia  
Under Secretary to the Government of India  
Room No. 60, Rajiv Gandhi Bhawan  
New Delhi – 110003; Tel: 24640217

5. For any further details, the undersigned may be contacted.

**(U.K Bhatia)**  
Under Secretary to the Government of India  
Tele: 24640217

## **PART I: GENERAL TERMS**

### **1. Tentative Calendar Of Events**

The following table enlists important milestones and timelines for completion of bidding activities:

S. No	Milestone	Date and time(dd-mm-yyyy; hh:mm)
	Release of Expression of Interest (EoI)	2.01.2014
	Last date for Submission of EoI Response	27.01.2014; 16:00hrs
	Opening of EoI Responses	01.02.2014; 16.30hrs
	Declaration of Short listed Firms	To be informed later

### **2. Availability of the EoI Documents**

EoI can be downloaded from the MoCA website. The bidders are expected to examine all instructions, forms, terms, project requirements and other details in the EoI documents. Failure to furnish complete information as mentioned in the EoI documents or submission of a proposal not substantially responsive to the EoI documents in every respect will be at the bidder's risk and may result in rejection of the proposal.

## **PART II: SCOPE OF SERVICE**

### **1. Background**

Ministry of Civil Aviation, Government of India is in the process of setting up Rajiv Gandhi National Aviation University (RGNAU) to cater to the growing educational and training requirements of the Civil Aviation sector in its entire dimension. The main objective for setting up the University is to create and disseminate knowledge that facilitates progress and excellence in the field of aviation. The university will be committed to developing technical and managerial manpower to respond to the phenomenal growth of aviation sector in the country. In order to successfully launch the university on time, there are multiple streams of processes that need to be smoothly coordinated, keeping in mind its overall vision. This requires critical project management support based on clear comprehension of the objectives and an understanding of the project challenges and approaches for establishing a world class institution. Union Cabinet has approved setting up of the RGNAU as a Central University at an estimated cost of Rs.202 Crores in its first phase of implementation.

Subsequently, both houses of Parliament have passed the RGNAU bill. With the assent of the President of India, RGNAU stands created (Copy of RGNAU Act is available in the Website of MoCA). Tasks before Ministry of Civil Aviation (MoCA) relate to implementation. Of the many aspects of implementation, following tasks have been completed by MoCA:

- The post of Vice Chancellor(VC) has been created and the Search-cum-Selection Committee for selection of VC has been constituted.
- The Post of Project Director(PD) has been created and Ministry of personnel& Training is in the process of Selecting a suitable candidate
- Fund has been established for setting up of RGNAU with an appropriate Budget Head at MoCA
- Airports Authority of India (AAI) has been assigned the task of construction of buildings and other associated infrastructure for the University Campus at IGRUA complex, Fursatganj
- AAI has also awarded the work relating to Package 1 comprising of Administrative Block, Academic Block, Hostel Block etc to M/s KSM Bashir Mohammad and Sons, Lucknow on 14<sup>th</sup> August 2013
- Environmental clearance for the project has been obtained from the concerned by the AAI

There are several implementation tracks involved in setting up RGNAU which include Governance, Finance, Academic, Infrastructure, Admissions, Technology and Administration.

## **2. Scope of services**

- a) Consultant shall provide implementation assistance services by setting up a Project Management Team with track leads supporting the Steering Committee of MoCA/V.C./P.D. in the launch of RGNAU. Also, the PMA shall assist in building capability in various streams of activities to the internal teams of RGNAU.
- b) The consultant should start by holding a Strategy Workshop for MoCA to develop a comprehensive and implementable roadmap in alignment with the identified processes and the overall mission and vision of the university. This workshop should include, though not limited to, SWOT analysis, design of action plans, scenario planning and so on. An ideal output from the proposed workshop is the development of a unified Strategic Plan Framework and a time bound action plan to monitor, maintain, and report on the strategic plan. There should also be an agreed schedule and finalized timelines to complete the strategic plan. Deliverables in this matter will comprise of a Report on the workshop deliberations incorporating the above mentioned points and the

consultant's recommendations on the way forward to achieve the proposed objectives.

- c) The tracks of execution identified can be categorized into five modules. The Consultant shall assist in the implementation of these modules. Considering the Task with dependencies, all activities given below may not occur simultaneously all the time.

#### **I. Executive Module**

- a) To assist in preparing the Vision and Mission of the University.
- b) Document best practices and assist in preparation of RGNAU Statutes/Regulations and Ordinances.
- c) Assist Steering Committee in its functioning by gathering information, and analysis of data required for informed decision making
- d) Assist in formation of Executive Council and in its meetings
- e) Assist the VC/Steering Committee/EC/Project Director/MoCA in the selection and appointment of key officers such as Deans, Registrar, Finance officer, Controller of examinations etc., in accordance with Statutes/Regulations/Ordinances.
- f) Coordinate with external agencies/ consultants for timely execution of all activities. The consultant shall monitor the project implementation status, pre-empting delays/complications that may arise and provide suitable responses.

#### **II. Operations Module**

- a) Assistance to the VC/Steering Committee/EC/Project Director (PD) in establishment and usage of University Fund as per Statutes, Regulations, Ordinances etc.
- b) Assistance to VC/Steering Committee/EC/PD/Finance Officer of RGNAU in drafting and implementing funding strategy for RGNAU including assistance in preparation of annual budget and obtaining government grants
- c) Facilitate interaction with the industry and funding agencies for fund generation
- d) Research and recommend best practices for definition of finance, accounting, HR, administration, staff and student policies and procedures of the RGNAU and assist its authorities in drafting the policies of University.
- e) Assist RGNAU in developing and implementing student selection process required for first year operations
- f) Assist Faculty Search Committee and authorities of RGNAU in identifying and recruiting key faculty required in first year. The PMA is also required to define faculty recruitment processes.
- g) Assist the Steering Committee in the constitution of Academic Council and in designing academic policies of the University and passing of relevant ordinances
- h) Assist RGNAU Academic Council in design/finalization of programs to be rolled out in launch year, including doctoral programs and identification of cutting edge research areas by facilitating discussions with industry and other

universities. Assistance is also required in seeking industry validation on the program design and share inputs with the Academic Council

- i) Assist in identification and finalization of learning resources/lab equipments required
- j) Assist the Academic Council in the conduct of admission process through a merit based selection process
- k) Assist in the development of RGNAU website
- l) Assist in designing performance parameters to monitor the development and performance of the University
- m) To assist in preparing an International level research wing in the field of aviation.
- n) To assist in creating Centralized database repository for the University.
- o) To assist in framing the initial framework of Social responsibilities of the University of repute.

### **III. Collaborations Module**

- a) Support Academia-Industry interaction improvement for RGNAU and define the objectives and tasks for such interaction.
- b) Assist Steering Committee and authorities of RGNAU in identifying and signing of MoUs with key Indian and International aviation companies for development of RGNAU in areas of academics, research, faculty sourcing etc.
- c) Assist Steering Committee and authorities of RGNAU in identifying and selecting appropriate international/ Indian university partner(s) and signing of MoUs/ contracts in areas of adjunct/ visiting faculty, research, joint-programs etc.
- d) Provide coordination support between RGNAU and other collaborating institutions (partner universities and aviation companies), till the launch of RGNAU operations
- e) Support RGNAU in improving placement coordination scope by assisting in activities pertaining to campus recruitment for student placements, arranging an exhaustive database of employers and their contacts, especially the Indian aviation industry.
- f) To assist in forging successful relationship between the University & Community Partners.

### **IV. Infrastructure module**

- a) Assist Steering Committee of MoCA and authorities of RGNAU in development of interim/ permanent physical infrastructure till RGNAU launch.
- b) Monitoring progress and sequence of works of various agencies which may include joint preparation of construction schedules
- c) Appraise Steering Committee of MoCA and authorities on RGNAU of the progress/activities of the project on a monthly basis by preparing and submitting reports as under and holding project review meetings as necessary:

- Current works on hand
  - Progress of works agency-wise
  - Progress of project at a glance
  - Financial progress, targeted and achieved and reasons for variation if any
  - Forecast of major activities
  - Preparation of final report on infrastructure created which has all technical and financial information of the project
- d) Assist in the IT infrastructure creation, maintenance and development and in designing of University wide IT development and usage policy.

V. **Marketing and Branding Module**

- a) Develop integrated marketing strategy for attracting the best faculty, students, industry and academic collaborators to RGNAU
- b) To assist in getting National as well as International accreditation & recognition.
- c) Assist RGNAU in coordinating with marketing, PR and media agencies for executing the marketing strategy developed
- d) Review best branding practices of other reputed and premier educational institutes including the IITs, IIMs and IISc etc. and formulate a well-defined branding strategy for RGNAU which would include the roadmap of various branding initiatives to be taken up by RGNAU and provide assistance for implementing the same
- e) Assist in identifying minimum requirements to meet accreditation standards and ensuring quality educational services towards that end. The consultant should also identify and assist in communication with accreditation boards such as National Board of Accreditation (NBA) and other national and international accreditation boards for technical and management courses

The requirements given in this Expression of Interest are indicative only and Ministry will seek inputs from the pre-qualified bidders in further refining the requirements and all aspects of services before finalizing the Request for Proposal.

3. **Tenure of Engagement**

- a) The initial engagement period will be for **12 months**. The engagement may be terminated on a notice period of **three months** by either party. In the event of satisfactory completion of the assignment, the engagement can be extended by mutual consent upto another 12 months and the payment would be made on pro-rata basis depending on the number of months of extension.
- b) The specific activities to be taken up on priority each month will be decided in consultation with the Client management. Priorities change based on

macro-economic developments, new regulations, availability of funds and stakeholder feedback etc. The Consultant should react quickly to such market stimuli and re-prioritize deliverables in consultation with the Client management.

## **PART III: BIDDING TERMS AND PRE-QUALIFICATION CRITERIA**

### **1. Conditions Under Which This EOI Is Issued**

- i)** This EoI is not an offer and is issued with no commitment. MoCA reserves the right to withdraw the EoI and change or vary any part thereof at any stage. MOCA also reserves the right to disqualify any bidder, should it be so necessary at any stage.
- ii)** MOCA reserves the right to withdraw this EoI if MOCA determines that such action is in the best interest of the Government of India.
- iii)** Short-listed bidders would be issued formal tender enquiry/Request For Proposal inviting their technical and commercial bids at a later date.
- iv)** Timing and sequence of events resulting from this EoI shall ultimately be determined by MOCA.
- v)** No oral conversations or agreements with any official, agent, or employee of MOCA shall affect or modify any terms of this EoI and any alleged oral agreement or arrangement made by a bidder with any department, agency, official or employee of MOCA shall be superseded by the definitive agreement that results from this EoI process. Oral communications by MOCA to bidders shall not be considered binding on MOCA, nor shall any written materials provided by any person other than MOCA.
- vi)** Neither the bidder nor any of the bidder's representatives shall have any claims whatsoever against MOCA or any of their respective officials, agents, or employees arising out of, or relating to this EoI or these procedures (other than those arising under a definitive service agreement with the bidder in accordance with the terms thereof).
- vii)** Applicants who are found to canvass, influence or attempt to influence in any manner the qualification or selection process, including without limitation, by offering bribes or other illegal gratification, shall be disqualified from the process at any stage.
- viii)** Each applicant shall submit only one Pre-qualification requirements proposal.

### **2. Rights to the Content of the Proposal**

For all the bids received before the last date and time of bid submission, the proposals and accompanying documentation of the Pre-Qualification proposal will become the property of MOCA and will not be returned after opening of the pre-qualification proposals. MOCA is not restricted in its rights to use or disclose any or all of the

information contained in the proposal and can do so without compensation to the bidders. MOCA shall not be bound by any language in the proposal indicating the confidentiality of the proposal or any other restriction on its use or disclosure.

### **3. Acknowledgement of Understanding of Terms**

By submitting a proposal, each bidder shall be deemed to acknowledge that it has carefully read all sections of this EoI, including all forms, schedules and annexure hereto, and has fully informed itself as to all existing conditions and limitations.

### **4. Evaluation of Pre Qualification Proposal**

The bidders' Pre-Qualification Proposal in the bid document will be evaluated as per the requirements specified in the EoI and adopting the pre-qualification criteria spelt out in this EoI. The Bidders are required to submit all required documentation in support of the pre-qualification criteria specified (e.g. detailed project citations and completion certificates, client contact information for verification, profiles of project resources and all others) as required for evaluation.

### **5. Language of Proposals**

The proposal and all correspondence and documents shall be written in English.

### **6. Pre-Qualification Criteria**

The invitation for bids is open to all entities registered in India who fulfill prequalification criteria as specified below:

- a. Ministry of Civil Aviation (Government of India) reserves its right to subject the bidders to security clearances as it deems necessary
- b. The participation is restricted to companies registered in India.
- c. The Bidder should satisfy all of the criteria below on its own:
  - i. The Bidder should be a company registered under Indian Companies Act 1956. The Institution/ Consulting Firm should have been in existence for a minimum of **Five** years in India. Consortium of Institutions/ Consulting Firms will not be allowed
  - ii. The bidder's turnover from consultancy in India should not be less than **Rs. 5 (Five) crore** in each of the last three financial years.
  - iii. The bidder must have experience of assisting in establishment of **at least one** higher educational institute/university as a project management/ monitoring agency. Experience in establishment of Central Universities and institutes of national importance would be give weightage while evaluating the bid. ***Only Project Citations completed / started in the last 5 financial years (2008-09 to 2012-13) will be considered for evaluation.***

- iv. The bidder should not have been blacklisted by any Central/State Government institution. An undertaking (self-certificate) that the bidder hasn't been blacklisted by a central/state Government institution must be submitted.

## **7. Response Requirements**

- i) The Response to the Pre-Qualification Requirements shall be prepared in accordance with the requirements specified in this EoI and in the format prescribed in this document for each of the above mentioned qualifying criteria as proof of having the minimum requirements.
- ii) Proposals must be direct, concise, and complete. All information not directly relevant to this EoI should be omitted.
- iii) The Pre-Qualification Proposal shall be sealed and super scribed "Response to Pre-Qualification Requirements – PMA for NAU" on the top right hand corner and addressed to MOCA at the address specified in this document.
- iv) The proposal should contain the copies of references and other documents as specified in the EoI.
- v) A board resolution authorizing the Bidder to sign/ execute the proposal as a binding document and also to execute all relevant agreements forming part of EoI shall be included in this envelope.
- vi) MOCA will not accept delivery of proposal in any manner other than that specified in this EoI. Proposal delivered in any other manner shall be treated as defective, invalid and rejected.

## **8. Pre-Qualification Requirements Proposal**

The Pre-Qualification Proposal should be submitted in the sealed envelope with the following details. Bidders are requested to submit their responses for the Pre-Qualification Requirements in five (5) parts, clearly labelled according to the following categories:

### **1. Part I – Covering Letter, EMD, and Board Resolution**

- a) Covering Letter from the Bidder as per the format provided in Annexure – Form I
- b) EMD fee for Rs. 50,000 (Rupees Fifty Thousand only) in the form of a Demand draft or a Pay Order drawn in favour of PAO, Ministry of Civil Aviation, payable at New Delhi has to be submitted along with the EoI Response.
- c) Board resolution authorizing the Bidder to sign/ execute the proposal as a binding document and also to execute all relevant agreements forming part of EoI

### **2. Part II – Details of the Organization**

- a) This part must include a general background of the respondent organization (limited to 400 words) along with other details of the organization as per

the format provided in the EoI (Annexure – Form II). Enclose the mandatory supporting documents listed in format.

- b) The bidder must also provide the financial details of the organization as per format provided in the EoI (Annexure – Form III). Enclose the mandatory supporting documents listed in format.

### **3. Part III – Relevant Project Experience**

Respondents must provide details (client organization, nature / scope of the project, project value) as per the format provided in the EoI (Annexure – Form IV). The projects mentioned here should match with the projects quoted by the respondent in order to satisfy the qualification requirements. Enclose the mandatory supporting documents listed in format.

#### **Terms of Engagement**

The initial engagement period will be for **12 months**. The engagement may be terminated on a notice period of **three months** by either party. In the event of satisfactory completion of the assignment, the engagement can be extended by mutual consent upto another 12 months and the payment would be made on pro-rata basis depending on the number of months of extension.

The specific activities to be taken up on priority each month will be decided in consultation with the Client management. Priorities change based on macro-economic developments, new regulations, availability of funds and stakeholder feedback etc. The Consultant should react quickly to such market stimuli and re-prioritize deliverables in consultation with the Client management.

# 1. FORM I: COVERING LETTER

(Company letterhead) [Date]

To,

To

Shri U.K Bhatia

Under Secretary to the Government of India

Ministry of Civil Aviation

Room No. 60, Rajiv Gandhi Bhawan, New Delhi

Dear Sir,

## **Ref: Expression of Interest Notice for Selection of PMA for NAU**

Having examined the Expression of Interest (EoI), the receipt of which is hereby duly acknowledged, we, the undersigned, intend to submit a Pre-qualification requirements proposal in response to the Expression of Interest (EoI) for Selection of PMA for NAU. We attach hereto the response as required by the EoI, which constitutes our proposal. Primary and Secondary contacts for our company are:

	<b>Primary Contact</b>	<b>Secondary Contact</b>
<b>Name:</b>		
<b>Title:</b>		
<b>Company Name:</b>		
<b>Address:</b>		
<b>Phone:</b>		
<b>FAX</b>		
<b>E-Mail</b>		

We confirm that the information contained in this response or any part thereof, including its exhibits, and other documents and instruments delivered or to be delivered to Ministry of Civil Aviation (MoCA) is true, accurate, verifiable and complete. This response includes all information necessary to ensure that the statements therein do not in whole or in part mislead the department in its short-listing process. We fully understand and agree to comply that on verification, if any of the information provided here is found to be misleading the short listing process, we are liable to be dismissed from the selection process or termination of the contract during the project, if selected to do so, for providing PMA for NAU.

We agree for unconditional acceptance of all the terms and conditions set out in the EoI document. It is hereby confirmed that I/We are entitled to act on behalf of our

company/ corporation/ firm/ organization and empowered to sign this document as well as such other documents, which may be required in this connection.

Dated this Day of **2013**

(Signature) (In the capacity of)

(Name)

Duly authorized to sign the Tender Response for and on behalf of:

(Name and Address of Company) Seal/Stamp of bidder

Witness Signature: Witness Name:

Witness Address:

**CERTIFICATE AS TO AUTHORISED SIGNATORIES**

I,,....., the Company Secretary of .....,  
certify that ..... who signed  
the above Bid is authorized to do so and bind the company by authority of its board/  
governing body.

Date:

Signature:

(Name)

(Company Seal)

## **FORM II: Details of the Organization**

Name of organization

Nature of the legal status in India

Legal status reference details

Nature of business in India

Date of Incorporation

Date of Commencement of Business

Address of the Headquarters

Address of the Registered Office in India

Other Relevant Information

Mandatory Supporting Documents:

a) Certificate of Incorporation from Registrar Of Companies( ROC)

b) Relevant sections of Memorandum of Association of the company or filings to the stock exchanges to indicate the nature of business of the company

## FORM III: FINANCIAL DETAILS OF THE ORGANIZATION

### Financial Information

	FY 2010-11	FY 2011-12	FY 2012-13
Revenue (in INR crores)			
Profit Before Tax (in INR crores)			

Mandatory Supporting Documents:

Auditor Certified financial statements for the Last three financial years

**4. FORM IV:**

**Proof of Experience in handling Project Management Support to Higher Educational Institutions in India as required under the Pre-eligibility criteria.**

Contracts for all jobs mentioned above should be appended to the proposal.

Name of the Project Project Location	Sponsoring Union Ministries / State Governments	Project Cost & Professional Fee Received	Date of Start & Completion of the project	Description of the Services performed	Current Status of the Project	Any other Information