

**REQUEST FOR EXPRESSIONS OF INTEREST FOR SELECTION OF AN
AGENCY TO REVIEW EXISTING PROJECT MANAGEMENT PROCESS
AND ASSIST IN SETTING UP A STATEWIDE PROJECT LIFECYCLE
MANAGEMENT SYSTEM**

INDIA

**GUJARAT RESILIENT CITIES PARTNERSHIP: AHMEDABAD CITY
RESILIENCE PROJECT (G-ACRP)**

Loan No.: IBRD-94490

Assignment Title: Selection of an Agency to review the existing project management process and in setting up a statewide project lifecycle management system

Reference No.: IN-GUDC-310824-CS-QCBS

The Government of Gujarat *has received* financing from the World Bank towards the cost of the Selection of an Agency to review the existing project management process and assist in setting up a statewide project lifecycle management system and intends to apply part of the proceeds for consulting services. Gujarat Urban Development Mission (GUDM) is the nodal for this initiative.

The consulting services (“the Services”) include three stages. First, Diagnosis of current workflow in project preparation, appraisal, procurement, project management, and financial management. Second, Scoping of Information Technology (IT) system improvements and onboarding of System Integrator (SI). Third, Monitoring the establishment of the system and its adoption through workshops in coordination with System Integrator (SI). The methodology suggested to be adopted for this transition is fit-gap instead of the traditional waterfall approach.

Detailed Terms of Reference are enclosed in Annexure A below.

GUDM now invites eligible consulting firms (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. The shortlisting criteria are:

Sr. no.	Criteria	Scoring methodology	Maximum marks	Details
1	The Consultant should not currently be debarred by the World Bank or any other Multilateral Development Banks (MDBs) sanctions board/committee.	Mandatory requirement for further evaluation	Mandatory	Self-declaration certificate to be enclosed
2	The Consultant should be a registered body under the relevant law and	10 marks	10	Proof of Registration Certificate, Partnership Deed, Articles and

Sr. no.	Criteria	Scoring methodology	Maximum marks	Details
	should have been active and operational for the last 15 years on the date of application.			Memorandum of Association, any other relevant proof of registration to be enclosed
3	The Consultant should have a minimum annual turnover of INR 500 Cr. in the last three financial years from consulting services	INR 500 crore – 10 marks For every additional 250 crore – 5 marks	20	Copies of the Audited Financial Statements of the last three completed fiscal years; 2021-22, 2022-23 and 2023-24 to be enclosed
5	Experience of similar services for large-sized e-governance projects in the last 7 years with government (state/central) with a fee of at least INR 5 crore	5 marks per project	30	To be enclosed as per the project Description at Annexure B
6	Experience in IT transformation project/ e-governance project for infrastructure monitoring with a fee of INR 2.5 crore in the last 7 years	5 marks per project	10	To be enclosed as per the project Description at Annexure B
7	Experience in projects related to IT advisory in the urban sector with a fee of at least INR 2.5 crore in the last 7 years	5 marks per project	10	To be enclosed as per the project Description at Annexure B
8	Experience in use of IT tools in project monitoring of large-scale infrastructure projects	5 marks per project	10	To be enclosed as per the project Description at Annexure B along with snapshots of IT tools used
9	At least 50 people working on e-governance projects as of 31 st March 2024	10 marks on the criteria	10	Certificate from HR
Total			100	

Shortlisting of Consultants will be done, based on the criteria mentioned above (documents to be furnished per format at Annexure B), with the Expression of Interest

as per latest World Bank Procurement Guideline for Selection and Employment of Consultants by World Bank Borrowers.

The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank's "Procurement Regulations for IPF Borrowers" September 2023 the World Bank Procurement Regulations for Borrowers ("Procurement Regulations"), setting forth the World Bank's policy on conflict of interest.

Consultants may associate with other firms to enhance their qualifications but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

During the RFP stage, a Consultant will be selected in accordance with the Quality and Cost-Based Selection method set out in the World Bank Procurement regulations for the Borrowers.

Further information can be obtained at the address below during office hours for this REOI:

Gujarat Urban Development Mission
Block-1, Ground Floor, Karmayogi Bhavan,
Sector No: 10/A, Gandhinagar, Gujarat 382010
amrut-gudm@gujarat.gov.in; amrut.gudm@gmail.com

Expressions of interest must be delivered in a written form to the address below (by post/ RPAD) by 18th July, 2025, 4:00 PM (IST). The envelope should clearly state "RESPONSE TO EXPRESSIONS OF INTEREST FOR SELECTION OF AN AGENCY TO REVIEW EXISTING PROJECT MANAGEMENT PROCESS AND IN SETTING UP A STATEWIDE PROJECT LIFECYCLE MANAGEMENT SYSTEM" along with the name and contact details of the bidder

Gujarat Urban Development Mission
Attn: Chief Engineer & General Manager (Tech)
Gujarat Urban Development Mission
Block-1, Ground Floor, Karmayogi Bhavan,
Sector No: 10/A, Gandhinagar, Gujarat 382010
Tel: 079-23257579
E-mail: amrut-gudm@gujarat.gov.in; amrut.gudm@gmail.com

The responses received for EoI will be opened 18th July, 2025, 5:00 PM (IST) at:
Conference room

Gujarat Urban Development Mission
Block-1, Ground Floor, Karmayogi Bhavan,
Sector No: 10/A, Gandhinagar, Gujarat 382010

Annexure A

Terms of Reference for Selection of an Agency to Review Existing Project Management Process at GUDM and in setting up a Statewide Project Lifecycle Management System

1. BACKGROUND

Gujarat Urban Development Mission (GUDM) is the project development and monitoring arm of the Urban Development & Urban Housing Department of Gujarat and is a separate legal entity. It performs the function of an executing agency for state and national-level urban programs. Its responsibilities include a) appraisal and coordination for approval of projects, b) channeling grants to implementing agencies such as Urban Local Bodies (ULBs) based on progress milestones, c) monitoring and reporting of project/reform progress to the Government, and d) supporting ULBs in project preparation.

The proposed Gujarat Resilient Cities Partnership – Ahmedabad City Resilient Program (G-ACRP) will support GUDM in developing a state-wide project lifecycle management system. This system will streamline financial management and procurement practices across ULBs in the state and will centrally track procurement and funds flow. These activities will strengthen the state systems to support ULBs of Gujarat in improving the systems for infrastructure development and service delivery – and monitor their performance and compliance. This activity will support the development of a state-wide system for integrated project and financial management in compliance with the state's technical, financial management, and procurement guidelines. This will be hosted by GUDM and will be used by GUDM, ULBs, and other stakeholders such as approval committees, etc.

The system will cover the entire project lifecycle including the three critical areas: (i) project management cycle starting with project development till commissioning, (ii) procurement and contract management, and (iii) financial management and fund flow.

Select benefits of the system include:

1. Availability of a unified dashboard for monitoring
2. Increased efficiency and transparency; automated workflow for critical steps
3. Monitoring of compliance with procurement and financial management policies/ rules
4. Timebound procurement process mapped against defined timelines
5. Disintegration of data silos
6. Grievance redressal and timely resolution
7. Effective data management for projects, creation of project legacy data

It will comply with State level rules and guidelines regarding procurement and funds flow. The system will be IT-enabled and vertically integrated – wherein ULBs will be

provided user access to upload all the information and documents regarding the technical details, financial management, and procurement processes, and the same will be reviewed, approved, and monitored by the state level agencies.

2. OBJECTIVE OF THE ASSIGNMENT

The consultant is expected to undertake a detailed assessment of the existing project management and monitoring process at GUDM and support GUDM in digitizing the existing manual processes by appointing a competent System Integrator.

3. SCOPE OF WORK

The following activities and details form part (however, not limited to) of the scope of work under the assignment:

(i) As-is and To-be assessment

- Review in detail the existing system of project ideation, approval, monitoring, and closure at GUDM and ULB. Evaluate the efficacy and efficiency of each process and identify gaps and overlaps
- Review the current system for all aspects of project management including fiduciary, procurement, and technical review
- Explore the scope for simplified decision-making processes
- Study various processes, functions, and services provided along with the Management Information System (MIS) reporting requirements
- Conduct stakeholder consultation to understand the current process of project management including the timeline
- Gather feedback to understand requirements, grievances, and lacunae in the existing process of project management
- Prepare a detailed report to capture “As-is” state of project management
- Suggest implementable solutions for improving project management by GUDM and ULB
- Suggest recommendations to enhance the current process through technological solutions viz, development of a project lifecycle management system. Recast and reengineer the processes keeping in view the future use and technology available and bring in maximum optimization of resources, improving turnaround time and improving efficiency, and productivity of all the processes

- Prioritize and suggest centralized processes and decentralized processes and define the operating architecture of the same with an objective to deliver higher efficiency, productivity, and service levels including Turn Around Time (TAT).
- Develop framework/Business Requirement Specification (BRS) for transitioning existing manual process to an online portal (i.e., project lifecycle management system)
- Layout sequencing of processes for centralization, location selection, design and setup, detailing business requirements and IT solutions, and laying out risk management, governance, and escalation mechanisms
- Design high-level proposed solution with the requirements of the client and suggest the necessary requirement
- Assist in defining technology standards including security, scalability, interoperability, etc.
- Prepare an implementation plan
- Study best practices adopted in other states for similar activities and analyze online tools adopted by them

(ii) Bid process management and contract administration

- Support in the onboarding of a System Integrator (SI) to develop the project lifecycle management system including preparation of RFP, bid evaluation, and contract administration
- Assist in pre-bid meetings and creating responses to queries & corrigendum
- Support in issue of LOI/ work order to vendors

(iii) Implementation support

- Prepare periodic progress reports and Management Information System (MIS) in an agreed format
- Validate the execution plan submitted by System Integrator (SI)
- Review the Functional Requirement Specification (FRS) document, the System Requirements Specifications (SRS), System design documents (SDD), Acceptance procedures, Test cases & test plans, etc.

- Assist in the implementation of the Business Process Reengineering (BPR) findings & best practices for the development of the improved overall system, data standardization & capturing
- Oversee the work of the vendor, highlight deviations/issues, and resolution of issues
- Ensure that the technology standards, guidelines & frameworks adhere to Government guidelines
- Suggest and co-ordinate capacity building needs and training programs for the concerned personnel to improve uptake of this system. Monitor the use of this portal by ULBs and organize workshops to address queries or for capacity building
- Coordinate workshops and discussion meetings between Service Provider and GUDM
- Assist in Change Management and review of change requests submitted by the Service Provider
- Assist in functional testing of the application and coordination with the Service provider with GUDM Feedbacks.
- Oversee the integration and system testing done by the Service Provider
- Assistance in User Acceptance Testing for the overall system ensuring requirements are developed/ customized by the Vendor
- Assist in setting up the controls and mechanisms for monitoring the progress of implementation
- Provide suggestions/Opinions on:
 - Development of new applications and services
 - Data Digitization & Migration
 - Security & performance standards of the overall solution
 - Handholding Support
 - Any corrective or preventive actions required from any of the stakeholders
 - Highlight the changes required in the applications and ensure that the suggested changes are incorporated into the system by the Service Provider

- Recommendations for the rollout of the project including suggestions on the rollout strategy
- Detailed inspection of the material (Hardware, Software, server, etc.) at the State Data Centre (SDC) and site visit up to “GO Live” of the project and submission of concern report.
- Assist the department/ office in identifying the software life cycle processes to be adopted for the project.
- Ensure that the vendor provides a robust, scalable, and secure solution.
- Assist the department/ office during joint reviews at important milestones of various phases of project execution
- Assist the department/office in assessing and ensuring that the integrated information system plan is progressing as per schedule
- Complete auditing, verification & certification of the invoices submitted by the vendor
- Timely reporting of the project execution to the client (weekly), preparing presentations & MOMs for meetings.
- Coordinating with Third Party Auditor (TPA) and providing requested information as may be necessary for the audit of the project.
- All Deliverables/Invoices/Opinions submitted must be reviewed within 15 days of submission

4. DELIVERABLES, REPORTING AND TENURE

- a. DELIVERABLES:** THE EXPECTED DELIVERABLES OF THIS ASSIGNMENT ARE OUTLINED BELOW:

Sr. No	DELIVERABLES	TIMELINE
1	INCEPTION REPORT	1 MONTH
2	DIAGNOSIS OF CURRENT WORKFLOW IN PROJECT PREPARATION, APPRAISAL, PROCUREMENT, PROJECT MANAGEMENT, AND FINANCIAL MANAGEMENT (“AS-IS” AND “TO-BE” ASSESSMENT)	4 MONTHS
3	PREPARATION OF BRS FOR PLMS AND DRAFT TENDER FOR APPOINTMENT OF SYSTEM INTEGRATOR	6 MONTHS
4	BID MANAGEMENT FOR APPOINTMENT OF SYSTEM INTEGRATOR AND	7 - 12 MONTHS
5	MONITORING OF WORKS OF SYSTEM INTEGRATOR INCLUDING CONTRACT ADMINISTRATION	TILL THE END OF CONTRACT PERIOD

b. REPORT FORMAT:

- The consultant shall prepare all reports in English and complete digital files in a format and manner acceptable to the client and the World Bank.
- All the reports, as applicable, will need to be reviewed and approved by the Chief Engineer & General Manager (Tech) of GUDM (or Addl. Chief Executive Officer, GUDM, or any other person as authorized by GUDM), before being finalized for payments. If asked, the consultant will be required to make a PowerPoint presentation for all its deliverables.
- All the reports specified in the Terms of Reference (TOR) shall provide a clear presentation and include a table of contents and an executive summary. The main body of the text shall be organized in sections and concentrating on the finding and recommendations and their justification. Supporting data and analysis (including detailed financial analysis, if required) shall be contained in the Annex which will be referenced as appropriate in the body of the text. All paragraphs in the executive summary, the text, and the Annex, shall be numbered to facilitate communication across the contents of reports.
- The reports shall be illustrated (as appropriate) with drawings, sketches, tables, graphs, and maps to aid comprehension and assimilation of their contents.
- The consultants will need to submit a draft template of all the deliverables as part of the Inception report which will be reviewed by the client and the World Bank for adequacy and shall incorporate all the suggestions and submit the deliverables accordingly.
- In case of poor/non-performance of services, the consultant may be requested to make changes in the key staff positions deployed by them at that moment.

- c. Period of Performance and Annual Review:** The Consultant will support the client for a total period of 24 months subject to the consultant’s overall performance

in undertaking the scope of work outlined above.

d. REPORTING STRUCTURE:

- The consultants will report to the Chief Engineer & General Manager (Tech) for this assignment and will work closely with GUDM – Project Implementation Unit (PIU) staff, and core task team members of the World Bank.
- The entire assignment shall be carried out under the overall guidance of the GUDM - -PIU. At all steps, the consultant will be required to closely engage and seek inputs from the client, Bank team, and other consultants hired by the client/World Bank.
- The GUDM-PIU will assist the consultant in arranging and organizing all the required meetings for data collection, stakeholder consultations, or any other meetings required for the successful completion of the assignment. The PIU/Bank's task team may join some of the consultation meetings.

e. DATA, LOCAL SERVICES, AND FACILITIES TO BE PROVIDED BY THE CLIENT

- **The client would make available the following to the Consultant:**
 - any supporting documents necessary for the completion of the consultant's duties.
 - access to all relevant previous studies, reports, documents, and contracts related to the Program request by the consultants.
 - provide technical support for meetings with the concerned Ministries and Departments of the Government of Gujarat, Departments of the State Government, program executing agencies, and other authorities as necessary during the course of the consultant's work.
- The consultants shall verify the correctness of the data/information provided by the client and satisfy themselves with the accuracy of data/information/material before these are used. Data/information/material provided to the consultants shall remain the property of the originating agency and shall be provided solely for the purpose of the work conducted under this contract. All such borrowed material shall be returned to the client/concerned agency/originating agency upon completion of the assignment. Apart from data/information provided by the client and that which the consultants could procure from other agencies, the consultants shall be responsible for collecting any other data/information required for the assignment, through field surveys and investigations.
- The office space required for this consulting service shall be arranged by the consultants themselves.
- Logistical assistance for the workshops and seminars and identifying/inviting the participants and utility costs, covering electricity and water will be provided by the client.

**f. KEY RESOURCES- EXPERIENCE AND QUALIFICATION REQUIREMENTS
(INDICATIVE)**

Sr. No.	Position (and proposed person-months)	Qualification
1	Project Leader (Deployment 1 week every month)	• Postgraduate from a renowned institution • 12 years of relevant experience • Experience in executing large-scale infrastructure projects with the government • Experience with at least 2 projects as Team Leader in the urban sector • Knowledge of Gujarat Government processes will be given additional weightage
2	Urban Development Expert	• Master's in urban Infrastructure or relevant • Minimum 10 years of experience in urban projects • Experience with at least 1 project as a Team Leader in an urban infrastructure project
3	Procurement Expert (deployment for 6 person months)	• Postgraduate in relevant degree from a renowned institution • Minimum 8 years of experience in bid management including preparation of RFP, evaluation of proposals, contract administration and closure • Knowledge of Government procurement guidelines
4	E-governance Expert	• B.E. / B. Tech. (Computer/ IT,) with Postgraduate degree • 8 years of experience in IT consulting and advisory services roles. • Project Management Professional (PMP) certification is desirable. Comprehensive knowledge of hardware, software, applications, and networks. • Minimum 5 years experience in managing large-scale e-Governance projects • Experience of at least 2 projects in setting up of Project management software for Government / Quasi-Government/ PSU
5	Technical Consultant	• B.E. / B. Tech. (Computer/ IT,) with Postgraduate degree • 6 years of experience in IT consulting and advisory services roles. • PMP certification is desirable. Comprehensive knowledge of hardware, software, application, and networks. • Minimum 3 years experience in managing large scale e-Governance projects • Experience of at least 1 project in setting up of Project management software for Government / Quasi-Government/ PSU

Annexure B

Submission Requirements

Sr. No.	Description	Details
1	Consultant's Profile	Provide a brief description and background of your organization. The brief description should include: • Proprietor/ Partner/ Director/ Leadership details • Date and place of incorporation of the organization • Objectives of the organization • Availability of required capacities among staff. (Individual CVs are not required at this stage.)
2	Proof of Registration	Registration Certificate, Partnership Deed, Articles and Memorandum of Association, and any other relevant proof of registration to be enclosed.
4	Audited Financial Statements	Copies of the Audited Financial Statements of the last three completed fiscal years; 2021-22 and 2022-23 and 2023-24 to be enclosed.
5	Declarations	Self-declaration certificates on the agency's letterhead signed by Authorized Personnel are to be enclosed.
6	Consultant's Experience	Please enclose a letter of Award of Contract / Work Order from the employer and documentary evidence of completion. [Both completed and ongoing processes will be

		considered]. Details of the project to be submitted as per Table 1 below
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Table 1: Consultant's Experience

Sr. No.	Name of Client	Nature of Assignment	Location and coverage (entire state, country, etc.)	Project Deliverables	Duration of Assignment	Value of Contract (in INR)	Scope of Services

Work order/ Agreement/ Master Service Agreement (MSA) with the scope of work, duration and project fee to be provided by the Bidder.