Registered No. HSE-49/2016

RIGHT TO INFORMATION

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THE ANDHRA PRADESH GAZETTE

PUBLISHED BY AUTHORITY

PART I EXTRAORDINARY

No.143 AMARAVATI, MONDAY, JANUARY 31, 2022 **G.979**

NOTIFICATIONS BY GOVERNMENT

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SCHOOL EDUCATION DEPARTMENT

(PROG.II)

SAMAGRA SHIKSHA - "SUPPORTING ANDHRA'S LEARNING TRANSFORMATION (SALT)" PROJECT WITH THE LOAN ASSISTANCE OF USD 250 MILLION FROM THE WORLD BANK FOR SUPPORTING VARIOUS INITIATIVES IN SCHOOL EDUCATION - NOTIFIED THE WORLD BANK PROCUREMENT MANUAL APPROVED BY THE PROCUREMENT COMMITTEE.

[G.O.Ms.No.4, School Education (Prog.II), 30th January, 2022.]

Read the following :

1. From the DSE, AP, File No. SS-15024/11/2021-SAMO-SSA, dt.6.3.2021.
2. U.O.Note No.41/2021, dt.04.05.2021 of GA(Cabinet) Department.
3. G.O.Ms.No.30, SE(Prog.II) Department, dt.11.05.2021
4. From the CSE & SPD, APSS eFile No. SS-19029/11/2020-ADMIN SEC-SSA (Computer No.1186027), dt.21.01.2022.

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ORDER:

In the G.O.3rd read above, Government have accorded administrative approval to enter into "Supporting Andhra's Learning Transformation (SALT)" Project with the loan assistance of USD 250 million from the World Bank for supporting various initiatives in School Education i.e, Nadu-Nedu (Infrastructural facelift), Curriculum Reforms, improved Classroom Practices, Teacher Professional Development, Prepare the students to be globally competitive by

introducing the English medium via Supporting Andhra's Learning Transformation (SALT) Operation, subject to condition that the Department shall avoid increase in the recurring HR expenditure by keeping the additional recruitment, if any, to bare minimum.

2. In the reference 4th read above, the Commissioner of School Education and State Project Director, APSS, have informed that State Procurement Committee was constituted to finalize world bank tenders. The Procurement Committee approved the Procurement manual for SALT project prepared by Finance wing of SS in coordination with APEWIDC in the meeting held on 19.01.2022. Therefore, they have submitted World Bank Procurement Manual for issue of notification, to meet all the project effectiveness conditions as documented in the Program Appraisal Document for implementation of the SALT project.

3. In the circumstances reported by the Commissioner of School Education, A.P and State Project Director, APSS in the reference 4th read above, Government after careful examination of the matter, hereby notify the World Bank Procurement Manual appended to this G.O, as approved by the Procurement Committee, to meet all the project effectiveness conditions as documented in the Program Appraisal Document for implementation of the SALT project.

5. The Commissioner of School Education, A.P and the State Project Director, APSS, shall take necessary action accordingly, in the matter.

B. RAJSEKHAR,
Special Chief Secretary to Government.

ANNEXURE

(To G.O.Ms.No.4, School Education (Prog.II) Department, dated: 30.01.2022)

Government of Andhra Pradesh

PROCUREMENT MANUAL

For Goods, Works, Non-Consulting and Consulting Services



Supporting Andhra's Learning Transformation (SALT) Program
(Project ID No. P173978)

Financed by the Government of Andhra Pradesh and the World Bank

December 2021
Doc. of GoAP [For official use only]

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Preface

As part of the Supporting Andhra's Learning Transformation (SALT) program preparation with the World Bank for its credit assistance and to ensure consistent procurement practices to be followed by each implementing agency, need was felt for preparing a Procurement Manual.Andhra Pradesh Samagra Shiksha Society, Government of Andhra Pradesh, therefore developed this dedicated Procurement Manual for the implementation of the Supporting Andhra's Learning Transformation (SALT) program.

The "Procurement Manual" provides the essential information and brief step-by-step procedures for procurement of Goods, Works, Consulting Services, and Non-Consulting Services (NCS) fir the procurements under the SALT program. The primary purpose of this manual is to guide the officials directly/indirectly involved in the management of the procurement cycle. It intends to help officials achieve the twin objectives of (i) articulating the procurement processes efficiently to achieve Value for Money and (ii) consistent application of procurement processes followed under the SALT Program.

The rights and obligations of the Project Implementation Unit, SALT (PIU – SALT), DoE, Government of Andhra Pradesh (GoAP) and the providers of Goods, Works, Consulting Services, and Non-Consulting Services (NCS) are governed by the procurement documents (Tenders / Proposals) and resultant contracts signed by the PIU and the providers of Goods, Works, Consulting Services, and Non-Consulting Services, and not by the provisions under this Procurement Manual or World Bank's Procurement Regulations.

In case of any conflict or discrepanciesor ambiguities between the provisions stipulated in this manual and in the official source or the prevailing laws, the provisions contained in the extant law and the original instructions will prevail.

Procurements under the **Technical Assistance (TA)** component will follow the "*The World Bank Procurement Regulations for IPF Borrowers: Procurement in Investment Project Financing Goods, Works, Non-Consulting and Consulting Service, November 2020* (Procurement Regulations)" and provisions of the Financing Agreement.For the TA component, please check the World Bank websitehttps://www.worldbank.org/en/projects-operations/products-and-services/brief/procurement-new-framework

While every care has been taken to ensure that the contents of this manual are accurate and up to date till December 2021, the officials responsible for procurement are advised to check the precise current provisions of law (AP State Financial Rules and Government Orders) and other applicable instructions from the official sources.

Though every care has been taken in making the Manual simple and useful, feedback from users is welcome which would contribute to its revision and improvements.

Abbreviations and Acronyms

Abbreviations/ Acronyms	Description
AP	Andhra Pradesh
APEWIDC	Andhra Pradesh Education & Welfare Infrastructure Development Corporation
APP	Annual Procurement Plan
APSSS	Andhra Pradesh Samagra Shiksha Society
BE	Budget Estimate
CA	Chartered Accountant
CAG	Comptroller and Auditor General
CFMS	Comprehensive Financial Management System
CRCC	Cluster Resource Centre Coordinator
DDO	Drawing and Disbursing Officer
DIET	District Institute for Education and Training
DLI	Disbursement Linked Indicator
DoE	Department of Education
DoSE	Department of Secondary Education
EEP	Eligible Expenditure Program
eGP	eGovernment Procurement
FD	Finance Department
FM	Financial Management
FM&P	Financial Management & Procurement
FY	Financial Year
GeM	Government eMarket Place
GO	Government Order
GoAP	Government of Andhra Pradesh
GoI	Government of India
IA	Internal Audit
IBRD	International Bank for Reconstruction and Development
IPF	Investment Project Financing
IT	Information Technology
KPI	Key Performance Indicator
MGNREGS	Mahatma Gandhi National Rural Employment Guarantee Scheme
OPRC	Operational Procurement Review Committee
PAP	Program Action Plan
PC	Parents' Committee
PD	Personal Deposit

Abbreviations/ Acronyms	Description
PFM	Public Financial Management
PforR	Program for Results
PIU	Project Implementing Unit
POM	Program Operations Manual
RA	Result Area
SALT	Supporting Andhra's Learning Transformation
SCERT	State Council of Educational Research and Training
SFR	State Finance Rule
SIEMAT	State Institute of Educational Management and Training
SMC	School Management Committee
SS	Samagra Shiksha
STMS	School Transformation Monitoring Software
TA	Technical Assistance
TLM	Teaching Learning Material

Procurement Terms and Definitions

This section defines common procurement terms that are used in this Procurement Manual. Defined terms are written using capital letters.

Terms	Definitions
Applicant	A firm or a consortium of firms or joint venture that submits an Application in response to an invitation for Prequalification or Initial Selection.
Application	A document submitted by an Applicant in response to an invitation for Prequalification or Initial Selection.
BAFO	Best and final offer.
Bank	The World Bank (IBRD and/or IDA, whether acting on its own account or in its capacity as administrator of trust funds provided by other donors).
BDS	Bid Data Sheet
BG	Bank Guarantee
Bid / Tender	An offer, by a firm or a consortium of firms or joint venture, in response to a Request for Tender/ Invitation to Bid, to provide the required Goods, Works or Non-consulting Services. Bid and Tender are used interchangeably in this document
BOO	Build, Own, and Operate
BOOT	Build, Own, Operate and Transfer
Borrower	A borrower or recipient of Investment Project Financing (IPF) and any other entity involved in the implementation of a project financed

Terms	Definitions
	by IPF.
CDD	Community-driven development.
CIP	Carriage and Insurance Paid to (named place of destination).
Consultant	A variety of private and public entities, joint ventures, or individuals provide services of an advisory or professional nature. Where the Consultant is an individual, they are not engaged by the Borrower as an employee.
Consulting Services	It covers a range of services of an advisory or professional nature and is provided by Consultants. These Services typically involve providing expert or strategic advice, e.g., management consultants, policy consultants, communications consultants, etc. Advisory and project-related Consulting Services include, for example, feasibility studies, program management, engineering services, finance and accounting services, training and development.
Contract Award Notice	The published award of contract notice.
Core Procurement Principles	The Bank's Core Procurement Principles (value for money, economy, integrity, fit for purpose, efficiency, transparency and fairness) are set out in detail in Section III. C of the Bank Policy: Procurement in IPF and Other Operational Procurement Matters.
Emergency Situations	For the purposes of these Procurement Regulations, Emergency Situations include those cases where the Borrower/beneficiary or, as appropriate, the member country is deemed by the Bank to be in urgent need of assistance because of a natural or man-made disaster or conflict.
EOI	Expression of Interest.
FA	Framework Agreement.
FBS	Fixed-budget Based Selection; a method of evaluating the selection of Consultants where Proposals are based on a fixed budget.
Fraud and Corruption	The sanctionable practices of corruption, fraud, collusion, coercion and obstruction defined in the Anti-Corruption Guidelines.
Goods	A category of procurement that includes: commodities, raw material, machinery, equipment, vehicles, Plant, and related services such as transportation, insurance, installation, commissioning, training, and initial maintenance.
GPN	General Procurement Notice.
IBRD	International Bank for Reconstruction and Development.
In Writing	This means communicated or recorded in written form. It includes, for example, mail, e-mail, fax or communication through an electronic procurement system (provided that the electronic system is accessible, secure, ensures integrity and confidentiality, and has sufficient audit trail features).
INCOTERMS	The International Commercial Terms for Goods published by the

Terms	Definitions
	International Chamber of Commerce (ICC).
Initial Selection (IS)	The shortlisting process used prior to inviting request for proposals in the procurement of Goods, Works or Non-consulting Services.
Investment Project Financing (IPF)	The Bank's financing of investment projects that aims to promote poverty reduction and sustainable development. IPF supports projects with defined development objectives, activities, and results and disburses the proceeds of Bank financing against specific eligible expenditures.
LCS	Least-cost-based Selection: a method of evaluating the selection of Consultants based on the lowest price.
Legal Agreement	Each agreement with the Bank providing for a loan for a project, including Procurement Plan and all documents incorporated by reference. If the Bank enters into a project agreement with an entity implementing the project, the term includes the project agreement.
NGO	Non-Governmental Organization.
Non-consulting Services	Services that are not covered under the Consulting Services and are normally bid and contracted based on the performance of measurable outputs, and for which performance standards can be clearly identified and consistently applied. Examples include aerial photography, satellite imagery, mapping, logistics, printing and similar operations.
Notification of Intention to Award	The notice transmitted to Tenderers/ Proposers/ Consultants informing them of the intention to award the contract
PPP	Public-Private Partnership.
Pre-qualification	The shortlisting process which can be used prior to inviting request for tenders in the procurement of Goods, Works or Non-Consulting Services.
Probity Assurance Provider	An independent third party that provides specialist probity services for concurrent monitoring of the Procurement Process.
Procurement Documents	A generic term used in these Procurement Regulations to cover all Procurement Documents issued by the Borrower. It includes GPN, SPN, REOI, prequalification document, initial selection document, tenders document, request for proposal documents, forms of contracts and any addenda.
Procurement Plan	The Borrower's Procurement Plan for projects.
Procurement Process	The process starts with identifying a need and continues through planning, preparation of specifications/ requirements, budget considerations, selection, contract award, and contract management. It ends on the last day of the warranty period.
Procurement Regulations	The World Bank Procurement Regulations for IPF Borrowers: Procurement In Investment Project Financing – Goods, Works, Non-Consulting And Consulting Services July 2016, Revised November 2017 And August 2018
PPSD	Project Procurement Strategy for Development: A project-level

Terms	Definitions
	strategy document, prepared by the Borrower, describes how procurement in IPF operations supports the project's development objectives and delivers VfM.
Proposal	An offer, in response to a request for proposals, which may or may not include price, by one party to provide Goods, Works, Non-Consulting Services or Consulting Services to another party.
Proposer	An individual entity or consortium of entities or joint venture that submits a Proposal for Goods, Works, and Non-consulting Services in response to a request for proposal.
QBS	Quality Based Selection.
QCBS	Quality and Cost-based Selection.
REoI	Request for Expressions of Interest.
RFP	Request for Proposal
Section	A Section within these Procurement Regulations for Borrowers.
Shortlist	The shortlisting process used prior to inviting request forproposals in the procurement of Consulting Services.
SOEs	State-owned Enterprise or institution.
SPN	Specific Procurement Notice.
Standard Procurement Documents (SPDs)	Procurement documents issued and/or approved by the Bank to be used by Borrowers for IPF financed projects. These include GPN, SPN, REOI, Standard Prequalification documents, Initial Selection documents, Tenders documents, and Request for Proposals documents.
Standstill Period	The period following the Notification of Intention to Award.
Tenderer	A firm or a consortium of firms or joint venture that submits a Bid or a Proposal for Goods, Works, or Non-consulting Services in response to a Request for Tenders or Bids. Bidder and Tenderer are used interchangeably in this document
TOR	Terms of Reference.
UN Agency	UN Agency broadly refers to the United Nations departments, specialized agencies, and regional offices, funds, and programs.
UNDB Online	UN Development Business online. www.devbusiness.com
VfM	Value for Money.
WBG's Sanctions Framework (Sanctions Framework)	A framework consisting of WBG Policy, "Sanctions for Fraud and Corruption", and other related regulations adopted by the Bank.
Works	A category of procurement that refers to construction, repair, rehabilitation, demolition, restoration, maintenance of civil work structures, and related services such as transportation, insurance, installation, commissioning, and training.

CHAPTER-1: Background - SALT Program

1.1 SALT Program in Brief

Government of Andhra Pradesh, with the support of the World Bank,is implementing the Supporting Andhra's Learning Transformation (SALT)Program, to improve the quality of education, teaching practices, and governance in the government-managed schools in the State.

Program Development Objective(s): To improve learning outcomes, quality of teaching practices and school management in basic education.

Program Procurement Profile and Spend Envelope: The program includes procurement activities related to basic school facility development, teaching and learning materials and consultancy services based on the defined Eligible Expenditure Program (EEP). The envisaged activities in the EEP are subset of GoAP's and/or GoI's education sector developmental programs (Mana Badi - Nadu Nedu of GoAP; Samagra Shiksha of GoI). The Mana Badi - Nadu Nedu(Nadu Nedu) initiative mainly focuses on basic facility development and covers nine components[1]. The construction of new schools / classrooms is not included in the SALT and these will be implemented by GoI and/or GoAP financed projects.

Total Spend Envelope: US$ 1,000 million, Bank's Share: US 250 million including **US$ 20 m for Investment Project Financing (IPF) and Technical Assistance (TA) component**. Relatively substantial spending will be utilized for School Repair and Facility Upgradation (Nadu Nedu). The Result Area wise spend and broad list of procurable activities are provided in Table 1.

Table 1: Result Area wise spend and broad list of procurable activities

<table>
<tr><th>Result Area</th><th>Broad list of Procurable Activities</th><th>Allocation (Refer to Table 2)</th></tr>
<tr><td>Result Area 1: Strengthened Foundational Learning</td><td>The state will invest in a few basic facilities (furniture for age appropriate seating, lights and fans for classrooms, and a smart television to facilitate use of digitalcontent) and Teaching Learning Material (TLM) that directly impact the quality of the learning environment.The procurement/contracting for</td><td>2b.Strengthening of Existing Schools/ School Repair and Facility Upgradation (Nadu Nedu)
10. Support at Pre-Primary Level
<table>
<tr><th colspan="3">AP-SALT Operation (5 Years) US$ million</th></tr>
<tr><th>Govt. Exp.</th><th>Bank Funds</th><th>Total</th></tr>
<tr><td>238</td><td>102</td><td>340</td></tr>
<tr><td>18</td><td>2</td><td>20</td></tr>
<tr><td>256</td><td>104</td><td>360</td></tr>
</table>
TA Component IPF – 2 million</td></tr>
</table>

oilets with Running Water (ii) Drinking Water Supply (iii) Major & Minor Repairs (iv) Electrification (v) Furniture (vi) Green Chalk Boards (vii) ng for campus (viii) English Labs (ix) Compound wall.

<table>
<tr><th>Result Area</th><th>Broad list of Procurable Activities</th><th>Allocation (Refer to Table 2)</th></tr>
<tr><td></td><td>these crucial inputs and facilities will be managed and supervised directly by the community. Under the operation, the government will directly provide funds to the community based on a formula that factors in level of education and enrolment provided by the school.
It also supports teacher professional development, preparation of teacher guidebooks, and training of BRCCs, CRCCs and school principals on academic management and monitoring. The SCERT will be the nodal institution for development and roll-out of TLM, learning resources, and teacher training</td><td></td></tr>
<tr><td>Result Area 2: Improved Quality of Teacher-Student Interactions:</td><td>The proposed operation will focus on the provision of blended teacher professional development opportunities (on-site teacher training, on-site and remote individual coaching, and online repository of training materials) to accompany the curriculum transition, the student learning assessments and teacher subject knowledge assessments required to develop these</td><td>5. Funds for Quality (Including Remedial and Bridge Education)
6b, c, and d. TEI Infrastructure, Maintenance & Operational Expenses; Teacher Educators Professional Development; In-service Teacher Training and Head Teacher Training
11. Assessment at National and State Level
12. Provision for Children with Special Needs
<table>
<tr><th colspan="3">AP-SALT Operation (5 Years) US$ million</th></tr>
<tr><th>Govt. Exp.</th><th>Bank Funds</th><th>Total</th></tr>
<tr><td>314.5</td><td>50.5</td><td>365</td></tr>
<tr><td>25</td><td>35</td><td>60</td></tr>
<tr><td>5</td><td>15</td><td>20</td></tr>
<tr><td>34.5</td><td>5.5</td><td>40</td></tr>
<tr><td>369</td><td>116</td><td>485</td></tr>
</table>
</td></tr>
</table>

<table>
<tr><th>Result Area</th><th>Broad list of Procurable Activities</th><th>Allocation (Refer to Table 2)</th></tr>
<tr><td></td><td>opportunities.</td><td>TA Component IPF – 13 million</td></tr>
<tr><td>Result Area 3: Improved School Leadership and Management:</td><td>Support would be directed at building capacity in areas such as planning and management, administrative and academic monitoring, people management skills, and leadership skills</td><td>6d. In-service Teacher Training and Head Teacher Training
7b. EMIS and Education Technology
8. Academic Support through BRCs and CRCs
<table>
<tr><th colspan="3">AP-SALT Operation (5 Years) US$ million</th></tr>
<tr><th>Govt. Exp.</th><th>Bank Funds</th><th>Total</th></tr>
<tr><td>0</td><td>5</td><td>5</td></tr>
<tr><td>5</td><td>0</td><td>5</td></tr>
<tr><td>130</td><td>15</td><td>145</td></tr>
<tr><td>135</td><td>20</td><td>155</td></tr>
</table>
TA Component IPF – 5 million</td></tr>
</table>

The project will be linked to the implementation of the *Nadu Nedu* initiative, *Samagra Shiksha,* and other state initiatives/schemes

1.2 Applicable Procurement Framework for PforR:

For procurement activities under the **Program for Results (PforR)**, DoSE, GoAP will use their own State (GoAP) procurement framework. Whereas, for procurement activities under the Investment Project Financing (IPF), namely the Technical Assistance (TA) component, DoSE, GoAP will follow the World Bank Procurement Regulations for IPF Borrowers, November 2021and the provisions stipulated in the Legal Agreement.

The procurement framework in AP state is based on the AP Financial Rules and subordinate Government Orders [GOs]. These GOs were issued by various departments (in concurrence with the Finance Department) from time to time to govern and regulate the procurement activities in the State. The Procurement Related GOs are enlisted in eGP website https://www.apeprocurement.gov.in/government-orders.html. GO MS 94[2] dated 1 Jul 2003 is an important GO, and it provides broad procurement guidelines. GoAP adopted the reverse Auction procurement procedure for all the procurement activities with an estimated cost of INR 10 million (1 Crore) and above vide G.O.MS.No. 79[3] Dated: 25-08-2020. GoAP recently introduced the Judicial Preview Act 2019[4] for review of all Tenders of value INR 100 Crore and above [https://judicialpreview.ap.gov.in].

[2]https://www.apeprocurement.gov.in/downloads/GO-Ms-No-94.pdf
[3]https://www.apeprocurement.gov.in/downloads/GO-MS-NO-79.pdf
[4]The Government of Andhra Pradesh through its enactment dated 20th August,2019 passed an Act namely Andhra Pradesh Infrastructure (Transparency through Judicial Preview) Act, 2019. The Legislative intention behind this Act is to bring transparency in the infrastructure bidding process in the

Use of eGP Platform: AP is one of the first states to adopt an eProcurement platform[5]. GoAP has changed the eGP service provider to the existing service provider. GoAP's GO MS 2[6] dated 3 Feb 2014 stipulates the mandatory use of eGP Platform for all procurements with estimated cost **INR 100,000** [US$ 1,333 @ INR 75 per US$] and above. GoAP's eProcurement Platform shall be used to manage Tendering from publication till award for all procurement categories and range of procurement methods. The evaluation is offline. The contract management module is not developed/in use. **The contract award details are disclosed in the eGP Platform**. [https://tender.apeprocurement.gov.in/login.html].

Implementing Agencies (IAs) may also use the Government e-Marketplace portal (GeM) toprocure commonly used goods and services. GoAP and World Bank encourage using GeMwherever the price is reasonable, and the process is efficient (short procurement lead time).

Chapter 2: Institutional and Implementation Arrangements

2.1 Procurement Entities

The SALT Program will be implemented by the Department of School Education (DoSE), GoAP through its agencies. The State Implementation Society (SIS) for Samagra Shiksha will be the nodal implementation agency for the operation. It will be responsible for the overall management and coordination of the operation and all its expenditures. In particular, the Nadu Nedu scheme will be implemented by the SIS through Parents Committees (PCs) with the A.P. Education & Welfare Infrastructure Development Corporation (APEWIDC) acting as a procurement agent. It will be supported by several other 'Facilitating Agencies' (FA) that will not directly be involved in procurement activities under SALT and no funds will flow through these.These FAs are providing advisory and administrative support to PCs for fulfilling various requirements for improvement of school facilities envisaged through Nadu Nedu. On the other hand, interventions aimed at improving the quality of teaching and learning will be directly implemented by implementation agencies such as the SCERT, the SIEMAT, and the DIETs. At the sub-district level, activities will be coordinated by education functionaries (MEOs and CRCCs). These entities are departments or wings of the DoSE and/or the Samagra Shiksha SIS.

Table 2: Procurement Entities of AP SALT

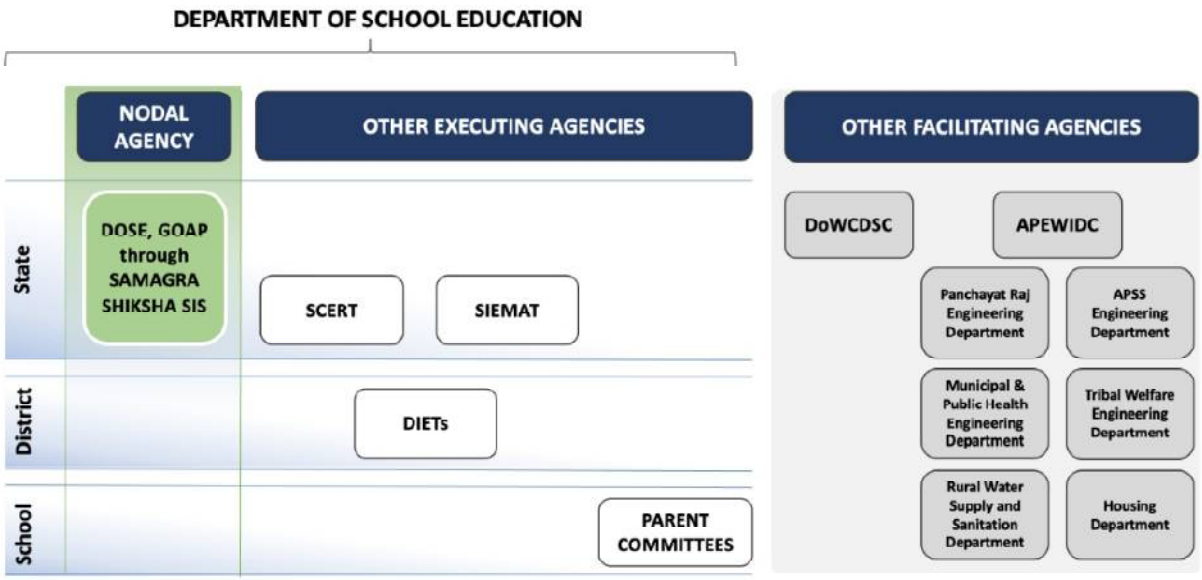
Implementing / Executing / Facilitating Agencies:	Official Website Address / Hyperlink /URL
1. Department of School Education	https://cse.ap.gov.in/

state through judicial preview thereby to ensure optimum utilization of public resources and for matters connected therewith and incidental thereto. The Judicial Preview is that all infrastructure projects including Public Private Partnership (PPP) projects of value Rupees 100 Crore and above to ensure conformity in procedure, rules and guidelines prescribed by State and Central Governments from time to time.

[5]https://procurementobservatoryraj.in/pdf/Implementation_of_e-procurement_in_the_Government_of_Andhra_Pradesh-A_Case_Study.pdf

[6]https://www.apeprocurement.gov.in/downloads/GO-MS-No-2-Dated-03-02-2014.pdf

Implementing / Executing / Facilitating Agencies:	Official Website Address / Hyperlink /URL
2. Samagra Shiksha Implementation Society	https://ssa.ap.gov.in/SSA/ Development in progress
3. Parents Committee[7]	http://nadunedu.se.ap.gov.in/
4. A.P. Education & Welfare Infrastructure Development Corporation (APEWIDC)	Website development is in progress
5. State Council of Educational Research and Training (SCERT),	https://scert.ap.gov.in/ http://apscert.gov.in/
6. State Institute of Educational Management and Training (SIEMAT)	Website development is in progress



Institution		Legal Status	Responsibilities
DoSE		Department of GoAP	Policy decisions and supervision of the Program
APSSS	SIS	Society	Only agency making payments under the program. They will be also responsible for major procurement of consultancy services and training and learning materials.
	Districts and Sub-District Levels		Establishment Expenses; Transfers to Parents Committee (PC)
APEWIDC		Society	Procurement Agent mainly for school infrastructure and facilities; no funds management or payments responsibilities

[7] Earlier Parents Committee [PCs] were called as School Management Committees [SMC].

Implementing / Executing / Facilitating Agencies:		Official Website Address / Hyperlink /URL
Parents Committees	Community Organization	Key role in implementation, though volume of funds handled is not very high. They will be responsible for small-value community-driven decentralized procurements of goods/works which cannot be procured centrally.

Procurement entities comprise of a Government Department [Department of School Education], Government Academic Institutions with specific Mandate [SIEMAT and SCERT], two Special Purpose Vehicles (SPVs) registered as Societies [APEWIDC and Samagra Shiksha Society]. Besides these Implementing Agencies / Executing Agencies [IA/EAs], various Parents Committees (PCs) spread across 13 districts implementing the community level procurement [9 components of Nadu-Nedu]. Procurement entities have varied procurement maturity levels and proficiency in managing the procurement cycle, including contract management. The proposition of multiple EAs/IAs will be a challenge in implementation, amplified by adding PCs [community organizations].Except for complex consultancies [likely to be procured through the TA component], these EAs/IAs have prior experience in procuring and managing contracts of similar magnitude and complexity.

1. **Department of School Education:** The Department of School Education (DoSE) is the largest among the 200 departments in the State. The department focuses on primary and secondary education and arranges to train teachers. The DoSE is headed by the Commissioner and responsible for education sector policy and implementation of various programs in the state.

2. **AP Samagra Shiksha Implementation Society (SIS):** Samagra Shiksha is the Government of India's (GoI) sector-wide development programme which subsumes the then-existing Centrally Sponsored Schemes of Sarva Shiksha Abhiyan (SSA), Rashtriya Madhyamik Shiksha Abhiyan (RMSA) and Teacher Education (TE) to help to harmonise the implementation mechanisms and transaction costs at all levels, particularly in using state, district and sub-district level systems and resources, besides envisaging one comprehensive strategic plan for the development of school education at the district level. The Samagra Shiksha is implemented as a Centrally Sponsored Scheme by the Department through a single State Implementation Society (SIS) at the State/UT level. Accordingly, AP **Samagra Shiksha Implementation Society (SIS)** is implementing education sector programs of GoI and GoAP. The NaduNedu is one such scheme of GoAP.

3. **A.P. Education & Welfare Infrastructure Development Corporation (APEWIDC):** Procurements under the project will be carried out by the one of the EA: A.P. Education & Welfare Infrastructure Development Corporation [APEWIDC], registered as "Society", under the AP Registration of Societies Act 2001. APEWIDC was earlier called as Social Welfare Engineering Corporation. The Managing Director, APEWIDC, Vijayawada, is the administrative control authority. The Chief Engineer is the Technical Head & Authority, and the District level office is called Division. It has two circles [Kadapa and Guntur] headed by Superintending Engineers and 13 divisions headed by Executive Engineers spread over in

the state with one division in each district. The main functions of the APEWIDC are the construction execution of several civil works like Residential School Complexes, Hostel buildings in participation with S.C., S.T., & B.C. Welfare Departments for enlargement of literacy levels by providing Educational infrastructure facilities. The APEWIDC functions through revenue generated to centage for implemented works [5-7%]. It follows the AP financial codes, which has a chapter on Stores (VII) and Works (VIII) and has standard bidding documents.

4. **State Council of Educational Research and Training (SCERT):** The State Council of Educational Research and Training (SCERT) Andhra Pradesh was established on 27-07-1967, amalgamating the following institutions: 1. The State Institute of Education; 2. The State Bureau of Educational and Vocational Guidance; 3. The State Science Education Unit; and 4. The State Evaluation Unit. As a state Institution, the SCERT will follow the State Government norms issued from time to time. This applies to procurement also.

5. **State Institute of Educational Management and Training (SIEMAT):** As a state Institution, the SIEMAT will follow the State Government norms issued from time to time. This is applicable to procurement also.

Roles and responsibilities of units and staff in each phase/step of implementation of procurement and procurement-related activities within the SALT Program. It assigns for each step the person who is Responsible, Accountable, Consulted, or Informed. It facilitates internal workflow and inter-agency coordination, removes any ambiguity, and promotes accountability.

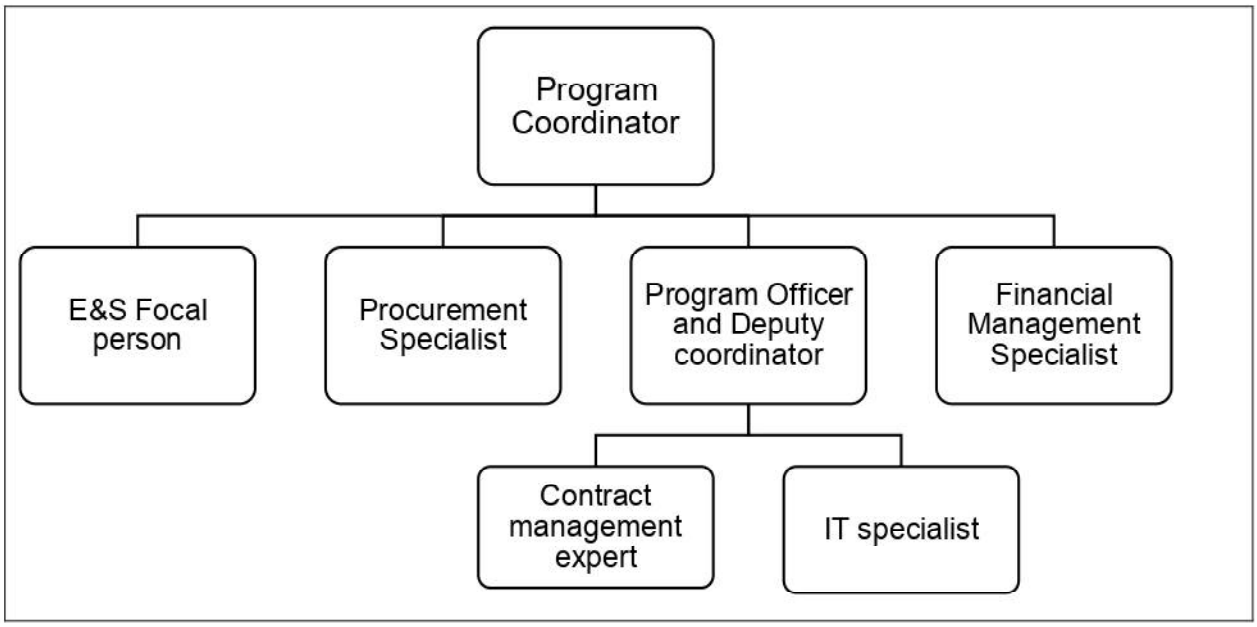
The Table provides high level representation of organizational roles and responsibilities of high-level procurement functions among concerned entities.

Table 3: Roles and Responsibilities of Procuring Entities

Procurement/Contract management Activities
Prepare Procurement Plan (PP)
Finalize and Approve PP
Manage PP updates and upgrades
Prepare Technical Requirements
Finalize and Approve Requirements
Prepare Procurement / Bidding Documents (B.D.)
Finalize and Approve B.Ds.
Publish Notices and Advertisements
Evaluation committee Members
Form Evaluation Committees
Manage Bid/Proposal Opening
Manage Bid/Proposal Evaluation
Approve Evaluation Recommendations

Procurement/Contract management Activities
Manage Debriefs and Protests
Prepare Draft Contract
Sign Contract
Technical Management of Contract
Contract Management
Acceptance committee members
Form Acceptance Committee
Review Payment Requests
Check and approve payment requests
Process Payments
Archive all procurement-related files

2.2 Program Implementing Unit structure.



Duties and Responsibilities

Program Implementation Unit (PIU) at the DoSE will be in-charge of all project management activities, including detailed project management, financial management, procurement and safeguarding. Moreover, the role of the PIU is to ensure timely preparation and compilation of *project quarterly and* annual work plans; properly manage the budget; prepare, updated and execute procurement plans in STEP; prepare compiled implementation status and financial reports and submit to World Bank (WB); managing the safeguarding and ensuring that there is

smooth communication with the WB team.

The PIU will also be responsible for coordinating the activities of partner agencies and maintaining a close working relationship with key stakeholders, such as coordinate the activities with the APEWIDC, Samagra Shiksha, SEMAT, and SERT. The PIU will setup regular meeting time throughout the project period to ensure there is smooth information flow and consensus among all actors with regard to the project implementation progress.

Similarly, each partner agency will assign a team to follow up the overall day-to-day carrying out of the project activities, coordinate with the PIU – SALT to ensure timely execution of project activities, and prepare a timely report. The team is also responsible for working closely with the PIU and other stakeholders to ensure there is adequate information flow, discussion and feedback to realize the project objectives adequately.

Table 4: Duties and Responsibilities of PIU staffs

Sl. No.	Name & Designation	Specific role
1	Program Coordinator	• Develop a Project plan and get approval from the Project Steering Committee, • Maintain and monitor Project plan, Project Schedule, Budget and Expenditures; • Manage deliverables according to the Project plan, • According to the World Bank standard, consolidate reports and submit them to the World Bank and other stakeholders on time and perform other duties assigned by the Project Steering Committee. • Ensure project interventions adhere to frameworks and all documentation is maintained appropriately for each project intervention. • Assess project risks and issues and provide solutions, wherever applicable.
2	Program Officer and Deputy coordinator	• Covers the activities of the Program Coordinator, in his/her absence; • Work with the Program Coordinator to identify Project goals, monitor progress, and schedule meetings to ensure that Project implementation is progressing according to the timeframe and allocated Budget; • Create, manage, monitor, and track project progress; • Conduct Project reporting, Project management and data analysis; • Provide administrative support related to the overall management of the program.

Sl. No.	Name & Designation	Specific role
3	E&S Focal person	• Serve as the focal person for Environment and Social Safeguards for ensuring appropriate environmental and social mitigation measures are put in place during the entire project cycle management; • Undertake to follow up monitoring to ensure that proposed mitigation measures are implemented according to an agreed-upon environmental and social safeguards implementation instrument; • Prepare Environmental and Social Safeguards Plan; • Provide technical support during Project Design, Appraisal process and resource mobilization plan for the activities/initiatives financed through the programme • Compile quarterly, biannual and annual reports on safeguards related issues and deliver to the bank in a timely manner
4	Procurement Specialist	• Ensure that the procurement of equipment, goods and services are executed in accordance with World Bank Procurement rules, regulations, policies, procedures and financial planning and in accordance with requisitions submitted; • Develop specifications based on the project requirements and prepare shortlists based on investigation of markets as well as policy considerations to the World Bank; • Liaison with contractors/suppliers to ensure timely delivery; • Evaluate contractors'/ suppliers' claims pertaining to outstanding contracts/procurement actions; subsequent endorsement of invoices in accordance with the Bank's Financial Rules and Regulations.
5	Financial Management Specialist	• Administer all activities related to financial resource management; • Plan and manage budget operation plans, prepare and supervise all financial documents; • Evaluate and prepare reports for authorization and budget formulation; • Evaluate all financial and transaction data for accuracy and implement corrective action; • Prepare financial statements for the Program Coordinator for planning and informational purposes.
6	Contract Management Expert	• Prepare contractual agreements according to the Project document and world bank standards; • Review contract terms and conditions to verify that they are in compliance with the World Bank's policies and all applicable federal and state regulations;

Sl. No.	Name & Designation	Specific role
		• Ensure that the terms of contractual agreements written in language that is legally binding; • Follow-up with the Project Engineer for site reports, work progress and ensure that Project execution is according to the contract.

2.3 Nadu- Nedu – GoAP's Program:

The *Nadu Nedu* program, aimed at improving school facilities, is being implemented through a hybrid Community-Driven Procurement model that comprises a decentralized component along with centralized procurement at the state level. At the decentralized level, Parent Committees (PCs) will be involved in the planning, and implementation of community procurement including contract management to ensure high-quality service. Centralized procurement for items such as furniture, cupboards, green chalkboards, white writing boards, sanitary ware, fans and tube lights, and painting work will be aggregated and procured centrally by the SIS and APEWIDC. While the PCs and APEWIDC will be the implementation agencies of the *Nadu Nedu* scheme, seven additional government departments including the APSSS Engineering Department (wing of Samagra Shiksha, SIS), Panchayat Raj Engineering Department, APEWIDC, Municipal & Public Health Engineering Department, Tribal welfare Engineering Department, Rural Water Supply and Sanitation, Housing Department will be engaged as FAs. Each of these has been allocated to *Mandals based on their presence and staff strength in the project districts* to facilitate and monitor the overall implementation of the works in their jurisdiction. Samagra Shiksha SIS (APSSS Engineering Department) and the APEWIDC have the roles of both, IA as well as FA. Please refer to **Annex1** for more details.

The Government emphasizes having the following priority of facilities and amenities to each selected school to reach desired standards, based on the actual need in a given school:

Table 5: Nadu-Nedu Program Boundary - Nine (9) Components

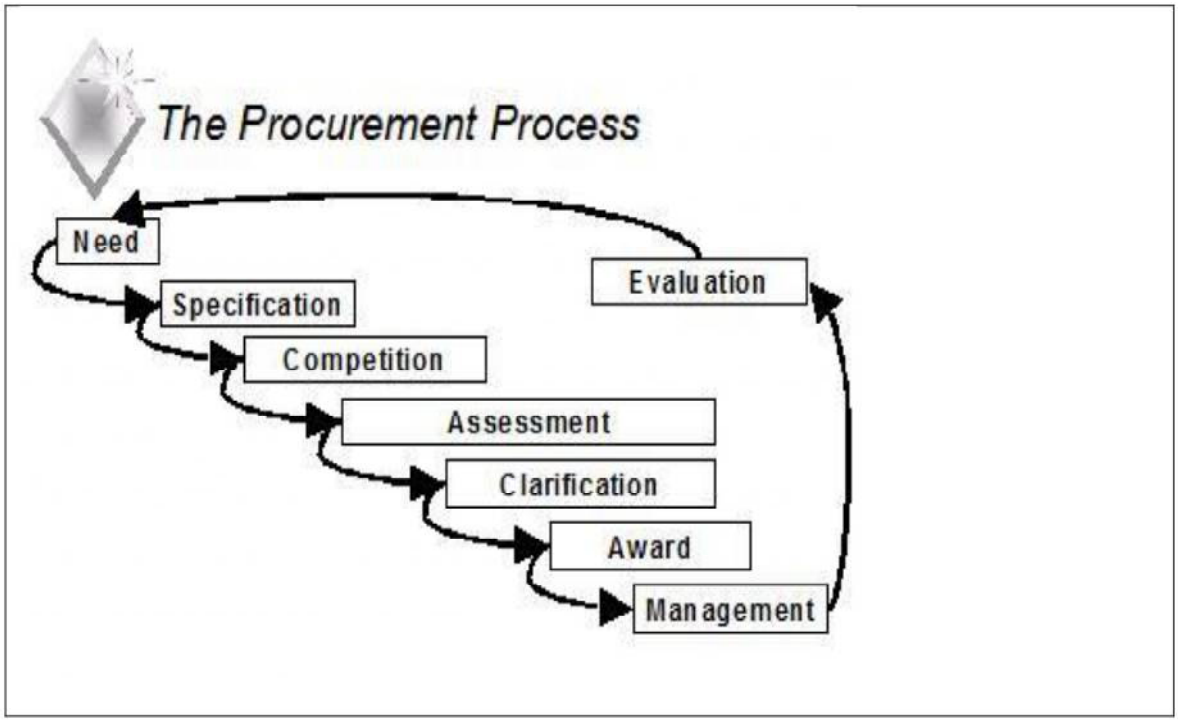
Name of the Component	Central / Community Procurement
1. Toilets with running water	Cement and Sanitary wares are centrally procured
2. Electrification with fans and tube lights	Centrally Procured and distributed
3. Facility for Drinking water	Equipment will be supplied centrally
4. Furniture for students and staff	Centrally Procured and distributed
5. Painting of school building and premise	Centrally Procured and implemented
6. Major and minor repairs.	Cement and Sanitary wares are centrally procured
7. Green chalkboards	Centrally Procured and distributed
8. English labs	Centrally Procured and distributed
9. Compound walls	Through District Education Committee in convergence with MGNREGA by Parents Committee.

A software platform is being used to capture requirements (Indents) [across the Nine (9)

permissible components] from targeted schools. These requirements are aggregated and classified as Centralized items and decentralized items. Decentralized works/goods will be implemented by the PCs and payment processed by PCs through jointly signed cheque (in the majority and seldom Cash). IAs will procure centralised items and process the payment centrally after acceptance by the PC / in charge of the School / Education facility. The payments will be processed electronically by using another software called Comprehensive Financial Management System (CFMS) of GoAP. The ICT platform and Mobile applications are used for aggregation of demand, monitoring and disclosure. Few challenges of CDP inter alias, framing uniform specifications, recognition of community organisation in the market, fragmented multiple processing, differential pricing for similar requirements etc[8]. Merits of this model are aggregating common requirements, standardising the specifications, and then procuring them through centralised procurement entities, which may help leverage economies of scale and likely result in economical price discovery. After completing Phase -I NaduNedu, IA will undertake an internal evaluation to document learnings, challenges, resultant savingsbased on evidence, and feedback for further improvement.

2.4 Procurement Cycle

The procurement process spans across a life cycle from identifying the need, through the selection of suppliers/ service providers to post-contract award management, including disposal/complaint redressal.



[8]Compared to the conventional procurement cycle, the sub-projects rated very highly in terms of need identification, procurement planning and scheduling, developing specifications, award decisions, disclosure and contract management. However, these sub-projects scored poorly in terms of market search for tenderers, tendering, tender opening and evaluation [Community Based Procurement Public Disclosure Authorized Value for Money Analysis [World Bank Report Number 71394]

2.5 Preparation of Procurement Plan

The IAs initiate procurement activities after obtaining formal approvals (Administrative and Technical Sanction) from officers/ committee based on the Delegation of Financial Powers. The State Financial Rules and GO MS 94 (Procurement Framework[9]) do not spell out the systematic preparation of Annual Procurement Plan (APP) and its disclosure on the official website.

The PIU will prepare a consolidated Procurement Plan (PP) for the Program and will update the same at least semi-annually. This Procurement Plan and subsequent updates will be published in the Program's website.

The PP will include procurement package numbers, name of procurement, short description of Goods, Works, Consultant services, and NCS to be procured, their estimated cost, method of procurement, planned major timeline of procurements (planned date of invitation, planned date of contract signing etc.).

PIU will also prepare/updatea separate PP for the TA component through World Bank's Systematic Tracking of Exchanges in Procurement (STEP)and obtain clearance from the World Bank.

2.6 e-Procurement

The e-Procurement platform developed and deployed by the GoAP: https://apeprocurement.gov.in/ shall be used by the Project. PIU will use electronic procurement systems (e-Procurement) for managing the Procurement Process, including issuing Procurement Documents and addenda, receiving Applications/quotations/Bids/Proposals, and carrying out other procurement actions.

2.7 Procurement – Risk mitigation plan for the Program:

Risk	Mitigation action	Timing
Multiple Government Orders [GOs] related to Program and Procurement Cycle including contract management make it difficult to retrieve necessary procurement provisions	Prepare a Program Operation Manual (POM) which consolidates all procurement orders/procedures applicable for the program. [Duly considering the scope, spend envelope, multitude of IAs, stakeholders, DoSE / APSSS / SS / PIU to prepare compendium of relevant Government Orders. Collate & compile all related GOs and prepare Program Operation Manual	Before the project effectiveness [as the Phase – I of *Nadu Nedu* is about to be completed and next phase will be in the middle by the time of Program becomes effective]

[9] State Financial Rules and relevant Government Orders (GO)

Risk	Mitigation action	Timing
	[POM]. The POM is a document of shared understanding, collective guide for decision makers and implementers, and as day-to-day reference. POM also mitigates frequent changes in regulatory aspects [Issuing GOs versus Revising the Manual (merits & demerits). With the experience and learnings of Phase – I *Nadu Nedu*, POM will be a reference document.]	
Standard procurement documents do not have contract conditions and adequate fraud and corruption related clauses	• Update the standard procurement documents including appropriate contract conditions and fraud and corruption provisions	Before the project effectiveness
No dedicated staff deployed at PIU [proposed] for managing the procurement cycle including contract management	Deploy dedicate Procurement Specialist at PIU • to manage and coordinate entire procurement cycle as the multiple agencies implement multitude of activities at multiple locations spread across 13 districts. • to articulate procurement process and manage awarded contracts [Centralized Procurement], selection of consultancy services envisaged through Technical Assistance [TA – IPF Component].	Before the project effectiveness For IPF component, need to meet the readiness criteria prescribed by GoI, Department of Expenditure (DoE)
Absence of upfront disclosure of Annual Procurement activities in the official website	Adequate disclosure of procurement information: (a) Publish annual procurement plan at the beginning of each financial year on the Program's website and update it periodically; and (b) publish contract award information within 2 weeks from signing of the contract through the e-procurement platform and Program's website.	(a) Commencement of each Financial Year and update periodically. (b) Continuous. PAP
Key Performance Indicators (KPIs) on procurement and	Measure Fiduciary Key Performance Indicators (KPIs):for procurement and	Continuous Share monitoring

Risk	Mitigation action	Timing
contractmanagement are not measured and monitored	contract management such as (a) procurement lead time (tender invitation to award of contract), (b) competition (average number of bidders), (c) percentage of contract award publication, (d) percentage of re-tender, (e) percentage of contracts having cost and time overrun etc. other key parameters throughout the procurement cyclefor FM: (a) audit with no material deviations (b) timeliness of audit, and (c) timeliness of fund release	report with the Bank semi-annually PAP
Scope of Audit covering Procurement cycle	TOR of Auditor would have scope to validate that under Program Expenditure there are (i) no contract awards made to debarred firms; (ii) no High Value contract is present; and (iii) all procurement is in accordance with the State Financial Rules and applicable GOs Internal Audit may be stipulated for all IAs/EAs as limited say with Comptroller and Auditor General (CAG) of India.	As per Audit frequency PAP
Inadequate procurement related complaint handling mechanism	Establish a procurement related complaint handling mechanism with an interface to accept complaint and detailed provisions on complaint resolution including appeal.	31 December 2021 PAP
Compliance of Anti-Corruption Guidelines	Share Report with World Bank on any allegation of fraud and corruption related allegation and investigations on six monthly basis.	Semi-annual report shared with the World Bank PAP
Audit of APSSS is guided by rules of *Samagra Shiksha*	Hiring of Auditors for Audit of SALT Program on a competitive basis	31 December 2021 Legal Agreement
Internal Audit of APSSS is weak	Internal Audit ToR strengthened to include (i) broader scope; (ii) include qualitative aspects and (iii) to include coverage of procurement aspects.	PAP
The state is prone to Fiscal Stress and cash shortages on a temporary basis	APSSS operates a 'Green Channel Public Deposit Account' as per GO # 99 (August 2019) and is better insulated from cash shortages as compared to rest of the	

Risk	Mitigation action	Timing
	GoAP	
High level of vacancies in Accounts Section (State/ Mandal level) could lead to control weakness	To fill in adequate finance and accounts personnel	PAP

2.8 Applicability of the Anti-Corruption Guidelines of the World Bank on the Program

The Program will be subject to the World Bank's Governance and Anti-corruption Guidelines namely the "Guidelines on Preventing and Combating Fraud and Corruption in Program-for-Results Financing, dated February 1, 2012 and revised on July 10, 2015. As there is no distinction between World Bank funded activities and Government funded activities within the Program boundary, these guidelines shall be applied in an unrestricted manner on all activities within the Program boundary. Requirements under these guidelines include but are not limited to – (a) Borrower's obligation on informing the World Bank about all fraud- and corruption-related allegations and investigations; (b) the World Bank's right to conduct administrative enquiries; and (c) ineligibility of sanctioned firms by the World Bank for contract awards. In order to operationalize implementation of the various areas covered in the ACGs, the IAs shall:

i. Compile and maintain information about all complaints and their resolution status related to the activities under the Program boundary. Share consolidated report with the World Bank on fraud and corruption related allegations and investigations under the activities funded by the Program.

ii. Check World Bank's debarment list and temporarily suspended firms' list before awarding any contract funded under the Program boundary. A firm/individual debarred or suspended by the World Bank is not eligible to get any contract under the Program during the period of such debarment or suspension. This debarment list is available at the following website: http://www.worldbank.org/debarr. World Bank's suspension list that will be obtained from the WB team by the Program Team periodically.

iii. Report on semi-annual basis stating that none of the contract awards under the Program are made to any of the ineligible/ suspended firm. For every bidding opportunity under the Program, each participating bidder shall submit (as part of the bidding process) a self-declaration that the firm is not subject to ineligibility or has not been sanctioned under the World Bank system of debarment, cross-debarment and temporary suspension.

iv. Program audit also review and certify above aspects.

PIU and IAs are taking the following additional actions to mitigate the procurement risks.

1. **Procurement Training**: PI will arrange a series of procurement training programs to enhance the capacity of PIUs and PCs at the School/Education Facility level. This

Training calendar will be agreed upon with stakeholders to cover all the procurement staff and personnel involved in carrying out procurement under the project.

2. **PIU level and District / Mandal level Units**: The PIU will constantly guide and periodically Review any procurement related activities undertaken at the district and mandal level units, and provide guidance regarding all procurement aspects, including record maintenance. It will also be equipped with trained personnel who will maintain the procurement MIS (Nadu Nedu).

3. **Record Keeping**: PIU will guide Parent Committees to ensure that all records regarding procurement activities under the project are kept in an indexed and safe manner and readily available for the World Bank review.

4. **Ensuring Compliance:** PIU shall ensure compliance at the community level regarding the following:

    a. The Parent Committees shall follow community contracting processes and procedures outlined in the Government Orders;

    b. All the procurement activities envisaged in the approved PRT level shall be included as simplified Procurement Plan and consolidated at PIU level;

5. **Disclosure Policy**: PIU will ensure compliance to the public disclosure policy as required under the World Bank Regulations and State Government Policy; To ensure transparency, the selected community shall display on their notice board or prominent place in the village the details of the procurement activities to be taken up.

6. **Complaints Handling Mechanism**: To deal with the complaints from tenderers, contractors, suppliers, consultants and the general public, a complaint handling mechanism will be set up at the state level. The Complaint handling mechanism will be established and displayed on SALT/DoSE website. Immediate action will be initiated on receipt of complaints to redress the grievances. All complaints will be registered and handled at a level higher than that of the level at which the procurement process is being undertaken. The allegations made in the complaints will be thoroughly enquired into. If found correct, appropriate remedial measures will be taken by the concerned authorities. A register of complaints redressal will be prepared and maintained by the administration unit at a given level. The record will contain the following information.

    (i) Serial number of the complaint;

    (ii) The date on which the complaint was made/received;

    (iii) Particulars of the person making the complaint;

    (iv) Name of the complainant;

    (v) Brief details of the complaint;

    (vi) Complaint against whom, if against a person;

    (vii) Details of actions taken immediately and during subsequent follow-ups;

    (viii) Whether the complainant has been satisfied, if not why;

(ix) The action taken against the guilty, if warranted;

(x) Remarks.

7. **Procurement PMIS:** The DoSE has developed a dedicated website to undertake progress review of decentralised sites spread across 13 districts and generate reports for monitoring. The IT MIS system uploads the photographs at salient stages of implementation [before commencement / during the construction / after completion]. http://nadunedu.se.ap.gov.in/STMSWorks/

The PIU shall analyse the reports to see the trends, issues, procurement performance indicators etc. and take proactive corrective steps as and when required.

8. Publication of Awards of Contracts

(a) The PIU shall publish information *online* for all contracts when the shortlist included any foreign firm and all direct selection contracts awarded to foreign firms,

(b) The PIU shall publish on their respective Websites and SALT Website all direct selection contracts awarded to State firms or for all contracts under RFB, including those granted under Framework Agreements and Force Account and small value direct contracts. Such publication shall be made within two weeks after receiving the World Bank's no objection for the contract award in case of Prior Review and within two weeks of successful negotiations for consultancies/ award decisions for goods & works in case of post review. In case of consultancy contracts, Publications shall include the following information as relevant and applicable for each method: (a) the names of all consultants in the shortlist, specifying those that submitted proposals; (b) the overall technical scores and scores assigned for each criterion and sub-criterion to each consultant; (c) the prices offered by each consultant as readout and as they have been evaluated; (d) the final combined scores and the final ranking of the consultants; and (e) the name of the successful consultant and the total price, duration, and summary scope of the contract. The same information shall be sent to all consultants who have submitted proposals. In case of goods & work contracts, Publications shall include the bid and lot numbers and the following information, as relevant and applicable for each method: (a) the name of each tenderer which submitted a bid; (b) bid prices as read out at bid opening; (c) evaluated prices of each bid that was evaluated; (d) the names of tenderers whose bids were either rejected as non-responsive or not meeting qualification criteria, or not evaluated, with the reasons thereof; and (e) the name of the winning tenderer, the final total contract price, as well as the duration and summary scope of the contract. In addition, the Bank will arrange the publication of the award of contracts under prior review on its external website upon receipt of a conformed copy of the signed contract.

CHAPTER-3: Procurement of Goods including IT and Non-Consulting Services, and Works

Open Tendering is the preferred method of procurement. Open, Limited tendering, Nomination / Direct Contracting procurement methods are available for procurement of Goods and Works,

including the Reverse Auction. The single-stage two envelope method is the widely used method for contracts below the Reverse Auction[10] threshold of INR10 million (1 Crore). GoAP recently introduced the Judicial Preview Act 2019[11] for review of all Tenders above INR100 Crore and above [https://judicialpreview.ap.gov.in].

eGovernment Procurement Platform: As per GoAP's GO MS 2[12] dated 3 Feb 2014 stipulates the mandatory use of eGP Platform for all procurements with estimated cost **INR1,00,000** [US$1,333 @ INR75 per US$] and above. The tender evaluation is offline. GoAP's eProcurement Platform will be used for Tender management from publication till award for all procurement categories. The contract management module to be developed/integrated.

4.2 Procurement Methods

GoAP procurement framework provides a menu of procurement methods. However, the program may not use all these methods and likely to use the Open Competition Bid / Tender using the reverse Auction through the eGP Platform. Hence, this Procurement Manual focuses on Tender with Single cover and Two cover system. **Tenders shall be called for all procurements costing more than INR 5,000.**

Table 6 provides the procurement methods and a brief description

Table 6: Procurement Methods for Goods, NCS, and Works

Procurement Method	Description
Tender– Single Cover	• The Technical/price bid in a single cover
Tender -Two Covers (Technical and Financial)	• The "technical bid" and the "price bid" are in two separate covers. • The first technical bid will be opened and evaluated with reference to the qualification criteria prescribed. • The price bids of technically qualified tenderers only will be opened, and the lowest tenderer will be identified.
Tender – Limited	It is a restricted competition procurement, where the Tenders are invited from eligiblecontractors borne on the approved list. Exception maybe made where the previous record of the contractorhas not been satisfactory, but the reasons thereof shouldbe recorded in writing. Bids from uninvited bidders are

[10]GoAP adopted the reverse Auction procurement procedure for all the procurement activities with estimated cost INR10 million (1 Crore) and above vide G.O.MS.No. 79[10] Dated: 25-08-2020

[11] The Government of Andhra Pradesh through its enactment dated. 20th August,2019 passed an Act namely Andhra Pradesh Infrastructure (Transparency through Judicial Preview) Act, 2019. The Legislative intention behind this Act is to bring transparency in the infrastructure bidding process in the state through judicial preview thereby to ensure optimum utilization of public resources and for matters connected therewith and incidental thereto. The Judicial Preview is that all infrastructure projects including Public Private Partnership (PPP) projects of the value of Rupees 100 Crore and above to ensure conformity in procedure, rules and guidelines prescribed by State and Central Governments from time to time.

[12]https://www.apeprocurement.gov.in/downloads/GO-MS-No-2-Dated-03-02-2014.pdf

Procurement Method	Description
	treated as unsolicited andare normally not entertained, except in special circumstances.
Request for Quotation	A competitive method that is based on comparing pricequotations from qualified firms/ agencies of similar technical competence and comparable experience.This method is more efficient than themore complex methods for procuring limited quantities of readilyavailable off-the-shelf Goods or Non-consulting Services, standardspecification commodities, or simple civil works of small value.
Nomination / Direct Contracting	In case of emergency/ urgency where there is no time tocall for tenders, procurements can be made on nomination from a registered contractor/ service provider, at estimated rates. under intimation to the nexthigher authority, explaining the urgency.
As per 'Procurement Policy for e-Governance' G.O. Ms. No. 12 of ITE&C Dept., Dt: 08.06.2015. The following are the available procurement methods (i) Rate Contracts (RC), (ii) Limited Tenders - through Empanelment of Vendors, (iii) Swiss Challenge, (iv) Promotion of Innovative products & Solutions, (v) PPP Methods, (vi) Open Competitive Bid and (vii)Special Provisions for Procurement in case of Repeat Orders, Emergency Procurements and Procurement of proprietary products.	

4.2 Prequalification (Short listing)

The Prequalification adds another stage/layer to the core procurement process. In tender with prequalification, only those shortlisted firms will be eligible to submit a tender. The shortlist is based on disclosed pre-qualification criteria. In case of specialized nature of works, like provision of specialised training to teachers or head teachers, etc., tenders for prequalification(shortlisting)will be called from the firms having required experience in that specialized category of works. The SALT Program is not having such significant and complex procurement activities, which requires prequalification.

4.2 Tender

Up to INR 5 thousand Single Cover; Up to INR 1,00,000 Manual method and above INR 1,00,000 (Rs one lakh above) e-procurement AP platform .

Tender is the competitive bidding procedure widely used to procure goods and works and Non-Consulting services. The system shall provide adequate competition among participants to ensure reasonable prices and should be processed through GoAP's e-Procurement portal.

The procurement steps for Tender broadly consist of the following activities:

STEP1: Approvals (Administrative and Technical Sanctions)

Financial and Technical sanction from competent authority is mandatory before initiating the tendering process [As per the Delegation of Financial Powers].

All the Financial Powers and Administrative Powers at the State Level vested with the State Project Director, Samagra Shiksha. Powers to effect financial transfers from the State Office to District Project Offices is delegated to the State Finance Controller with the administrative approval of the State Project Director. With the District Collector's approval, Financial Powers delegated to the Additional Project Coordinator / Finance Accounts Officer at the district level.

Preparation of Estimated Cost: The estimated cost is essential for the price discovery process. The resultant cost should not be under-estimated / over-estimated,but realistically reflect the price in the market. The realistic assessment helps to compare the price reasonableness.

- **For Works:** The standard data that forms the basis for preparing estimates for all Civil Engineering works shall be updated, considering the improved construction technology and advised to use the applicable Standard Schedules of Rates (SSRs) to prepare the estimated cost.
- **For Goods and NCS:** Carryout brief market assessment based on the historical data for similar procurement in the department or with the other GoAP Departments. Refer GeM website to prepare the estimate as well.

STEP2: Preparation of Tender Document

- The Tender documents will be prepared by the concerned Engineers, bringing greater transparency indicating the provisions made in the estimates for items that are reimbursable to the contractors with conditions. In addition to the conditions contained in the APSSS, APWD code, these relevant conditions relating to the implementation of the contract and other eligibility criteria on both physical and financial requirements.
- The tender documents shall furnish all information necessary for a prospective tenderer to prepare a tender for the goods/ works.
- The tender document should invariably contain standard Tender and contract conditions to make it self-explanatory. Some of the mandatory requirements in a Tender document include-

    1. Notice for Inviting Tender (NIT)
    2. Instruction to bidders stipulates qualification criteria, etc.
    3. General / Special Conditions of the contract containing the rules and regulations,

terms and conditions, to be followed during execution[13].

4. Specifications of works to be executed.
5. Price bid containing details of works to be executed, their quantity, Rate, Amount, Total cost of the work put to tender as per department estimate.
6. Drawings.
7. The tender documents are to be approved by the authority who accorded technical sanction.

- Other terms and conditions: Payment Terms, Taxes and Duties, Completion Certificate, Warranty/ Defect Liability, Dispute Resolution, Arbitration, Force Majeure, etc.
- Bill/ Schedule of quantities (BOQ) will indicate the description of items to be provided along with quantities and the phased manner in which the goods/ works are required to be delivered or constructed.
- Tender documents should state clearly whether the bid prices will be fixed or price adjustments will be made to reflect any changes in major cost components of the goods/ works.

STEP3: Publication

- Timely notification of bidding opportunities is essential in competitive bidding. Therefore, invitations shall be published in daily newspapers with wide circulation and eGP- portal. The advertisement should also be placed on department websites.
- **The designated official/ competent authority will approve tender Notice or Notice Inviting Tenders (NIT) for the works for which they are competent to accord technical sanction.**
- The minimum time given for submission of bids shall be not less than 21 days from the date of sale of the tender document.
- The last date and time of sale and receipt of the Tender document should be clearly indicated in the notification/ advertisement.

· All works	In Tender digest (weekly)
· 25 to 50 Lakhs	In 2 Telugu dailies
· Above 50 Lakhs:	In 1 English & 1 Telugu daily

[13]These were not part of the Tender document. The Project may consider to include these as part of the Tender Document

All works costing above Rs.10.0 Lakhs have to be kept on e-Procurement platform

Publication of tender notice: To reduce the cost of each publication, the format for the tender notice (an abridged version) in the newspaper and detailed tender notice in the eGP website so that the cost of the advertisement is kept to the minimum. The abridged version may be used with customisation to save the advertisement cost.

Government of Andhra Pradesh,
Department of School Education
Supporting Andhra's Learning Transformation (P173978) financed by GoAP and the World Bank
"e" procurement Notice
NIT Reference:
1. Name of the work: ……
2. Estimated cost: INR. ……
3. Last date/Time for receipt of tenders: ……
4. Name and address of the
Contact person: ……
Further details can be seen @ e- procurement market place @ "www.eprocurement.gov.in

STEP 4: Issue of Tender Document

- The sale/download of tender documents should begin only after the publication of notification for tender in newspapers.
- Tender documents should be made available to all who seek them after paying the requisite fees, if any, regardless of registration status, and they should be allowed to tender. However, the request should be in writing along with the requisite fee of the tender/ bid, if any. Bidding documents will be sold till one day before the opening of the tenders.
- Tender documents can also be made downloadable from the website and eGP website. However, the downloaded tender documents must be submitted with requisite tender fees in the form of bank DD, without which the tender shall be rejected summarily.

STEP 5: Opening of Tenders (Manual / eGP System)

- The time, date and venue for the tender opening shall be mentioned in the NIT and tender documents.
- Tenders/bids should generally be opened immediately after the deadline of time fixed for submission on the same day or the following day.
- Tenders shall be opened in public. The tenderers or their representatives shall be allowed to be present at the time of opening of bids.

- All tenders received should be opened. No tender should be rejected at the time of bid opening except for late tenders. Late tenders shall be returned to the tenderers unopened.
- The name of the tenderer and total amount of each bid, along with essential conditions like excise duty, sales tax, delivery terms, delivery period, special conditions and discounts, if any, shall be read out at the time of bid opening. Withdrawal notices and modifications to the tender shall be read out first, followed by the tenderer's tender.
- Minutes of bid opening must be prepared by bid opening officials and should be signed by all members present, including tenderers.
- Any kind of discounts offered shall be mentioned in the bid opening document clearly.

STEP 6: Tender Evaluation and Comparison

- The criteria for evaluating tenders and the award of contracts shall be made known to all tenderers and not be applied arbitrarily.
- The purpose of the tender evaluation is to determine a substantially responsive tender with the lowest evaluated cost, but not necessarily the lowest submitted price, which should be recommended for award.
- **Only applicable to Manual Process:** The bid/ tender price read out at the bid opening shall be adjusted at the time of evaluation with correction for any arithmetical errors in the assessment with the concurrence of the tenderer/contractor. Where there is a discrepancy between the rates in figures and words, the rate in words will prevail. Likewise, where there is a discrepancy between the unit and the line-item total resulting from multiplying the unit rate by the quantity, the unit rate will prevail.
- The conditional discounts offered by the tenderer shall not be considered for evaluation. This does not apply to cross-discounts.
- The purchaser shall prepare a detailed report on the evaluation and comparison of tenders setting forth the specific reasons on which the recommendation is based for the award of the contract.

STEP 7: Award of Contract

- The PIU shall award the contract to the tenderer who has the necessary technical capability and financial resources and whose bid is substantially responsive to the tender documents and has the lowest evaluated cost.
- The procurement authorities will certify the reasonability of rates.
- Single Tender should also be considered for the award if it is determined that publicity was adequate, bid specification/ conditions were not restrictive or unclear, and bid prices are considered ‘reasonable’ compared to the estimated cost.

Steps through eGP Platform

1. All works costing above INR 1 lakhs shall be through the "e" procurement platform at the website https://apeprocurement.gov.in/.
2. The depts will upload the tender notice, tender schedules etc., at the above website.
3. The bidder registered at the above website can see/download the tender documents.
4. The bidder interested in the tender should upload his documents, certificates, technical bid, price bid, xerox copy of the DD/Bank Guarantee for EMD etc., on the above website.
5. The Tenderer/ bidder shall submit hard copies of all the documents at the time of agreement. Failure to furnish hard copies of any of the uploaded documents will entail rejection of the bid and suspension from participating in future tenders for three years.
6. Before the closure date/time, the bidders can alter their offer, but they cannot modify their bids after the closing date/time.
7. Nobody can see and know who has filed the bids until the scheduled tenders' opening date/time.
8. On the scheduled date & time, the technical bids will be opened "online", and the technically qualified bidders are identified, verifying their eligibility, with reference to qualification criteria specified.
9. On the scheduled date & time, the price bids of the technically qualified bidders will only be opened "online", and the committee identifies a successful bidder.

4.2 Important aspects of Tender

Key Aspects	Brief Description
Standards & Technical Specifications	1. Include generally accepted standard tender specifications. 2. Prepare an unbiased technical specification with no mention of brand names and catalogue numbers by a committee of experts associating with the trade representative, if required. 3. Spell out the functional performance, design, quality, packaging and additional requirements. 4. The specifications should be generic and should not appear to favour a particular brand or supplier. 5. Prepare complete technical specifications, bill of quantities and civil drawings. 6. No deviations from the specifications after the opening of tender should be allowed.

Key Aspects	Brief Description
Publication	Mentioned in the above steps
Time for Submission of Tenders	Mentioned in the above steps
Earnest Money/ Bid Security	1. Tender documents shall be issued to contractors on payment of Earnest Money Deposit (EMD) to discourage the purchase of tender documents by non-serious bidders. The EMD shall be 1% of the Estimated Contract Value (ECV). The successful bidder shall pay a balance EMD of 1½% of Contract Value, wholly considered as Performance Security/ Guarantee, at the time of concluding the agreement. 2. Refund EMD to the unsuccessful tenderers soon after the final acceptance of tenders. 3. The EMD shall be forfeited in the event of withdrawal of the tender within the original validity period, once submitted or if a successful tenderer fails to provide the Performance Security/ Guarantee and fails to execute the necessary agreement within the period specified or for submitting false, in correct or misleading information.
Performance Security/ Guarantee	1. Tender documents for works and goods shall require Performance Security/ Guarantee (PS) in an amount sufficient to protect the IA in case of breach of contract by the contractor/ supplier. The PS shall be in the form of a bank guarantee or any other specified instrument, and the amount should be specified in the tender document. 2. The amount of Performance Security/ Guarantee shall generally be 2.5% for goods/ works of the contract price (valid till 28 days after the expiry date of defects liability period or the guarantee/ warranty period as the case maybe). 3. The Performance Security/ Guarantee shall be refunded within one month of completing the supply of goods/ works or after theexpiryofdefectsliability/guarantee/warrantyperiod(asmentionedabove). 4. Forfeit the Performance Security/ Guarantee in case any terms and conditions of the contract are infringed, or the tenderer fails to make complete supply satisfactorily or complete the work within the delivery/completion period agreed in the contract without prejudice to the purchaser's right to take further remedial actions in terms of the agreement and Tender documents which formed part of the contract.

Key Aspects	Brief Description
Retention Money	1. In contracts for works, usually, 5% of the contract price shall be recovered as retention money. 2. Refund Fifty percent (50%) of retention money to the Contractor on completion of the whole of the works and refundbalance retention money of fifty percent (50%) after the expiry of the defect's liability period on certification by the Engineer that all defects notified to the contractor before the end of the period have been corrected.
Pre-Tender meeting	1. Indicate the date and place of pre-Tender meeting in the NIT published in newspapersand Tender document. The potential tenderers may meet with the representatives of the implementing authority to seek clarifications on the tender documents. 2. Furnish copy of the pre-Tender conference minutes to the tenderers who had already purchased the bid documents and supplied the bid document sold to the parties purchasing the document after the pre-bid conference.
Examination of Tenders	1. The Procurement Authorities entrusted with evaluation of tenders shall ascertain whether the tenders: ▪ Meet the eligibility requirements specified; ▪ Have been appropriately signed; ▪ Are accompanied by the required EMD and valid for the period specified in the tender document; ▪ Have quoted for the entire schedule/packing and are in the required currency as indicated in the bid document; ▪ Have proper Manufacturer's Authorization letter; ▪ Have the technical and financial capability as per specified tender evaluation criteria to successfully execute the contract. For ensuring financial capacity, a minimum turnover requirement should be indicated in the bid document; ▪ Are substantially responsive (commercially and technically) to the tender documents; and ▪ Are otherwise generally in order. 2. If the tenderer meets the above stipulations indicated in the bid document, it is substantially responsive and considered for further evaluation. 3. Historical data about the tenderer like annual reports, turnover details, etc., if not received along with the tenderer, can be requested from the tenderer after the opening of tenders and should be submitted within a reasonable period (say7-10 working days).
Post-Qualification of Tenderers	1. In case the pre-qualification of the tenderers has been carried out, and the tenders have been issued to the pre-qualified tenderers, the

Key Aspects	Brief Description
	tenders shall be recommended for the award on the basis of being the lowest substantially responsive tenders. 2. If tenderers have not been pre-qualified, the IA shall determine whether the tenderer whose bid has been determined to offer the lowest evaluated cost has the technical capability and financial resources to carry out the contract as offered in the bid effectively. 3. The criteria to be met shall be set out in the tender documents, and if the tenderer does not meet them, the bid shall be rejected. 4. In such an event, the IA shall make a similar determination for the next-lowest evaluated tenderer and so on.
Validity of Tender	1. Tenderers shall be required to submit tender that is valid for the period specified in the tender documents. 2. Typically, the bid validity period shall be a minimum of 90 days after the bid opening date.
Validity Extension of Tenders	1. As far as possible contract should be finalized within the original validity period of the offers mentioned in the tender document. 2. If justified by exceptional circumstances with the approval of the next higher authority, an extension of bid validity shall be requested in writing from all tenderers (of valid tenders only) before the expiry date. 3. Tenderers shall have the right to refuse to grant such an extension without forfeiting their EMD, but those who are willing to extend the validity of their bid shall also be required to provide a suitable extension of EMD as specified in the tender document. 4. Extension of bid validity shall not be allowed with reference to contracts subject to World Bank prior review without the prior concurrence of the Bank (i) for the first request for an extension if it is longer than four weeks; and (ii) for all subsequent requests for extension irrespective of the period (such concurrence will be considered by Bank only in case of Force Majeure and circumstances beyond the control of the Purchaser/Employer).
Rejection of All Tenders	1. Tender documents usually provide that IA may reject all tenders. 2. Rejection of all tenders is justified when none of the tenders is substantially responsive. However, lack of competition shall not be determined solely based on the number of tenderers. 3. If all tenders are rejected, the IA shall review the causes justifying the rejection and consider revising the conditions of contract, design and specifications, the scope of the contract, or a combination of these, before inviting new tenders. 4. If the rejection of all tenders is due to lack of competition, broader advertising shall be considered. New tenders may be invited if the rejection is due to most tenders being non-responsive. 5. Rejection of all tenders and re-inviting new tenders, irrespective of

Key Aspects	Brief Description
	value, shall be referred to the next higher authority for approval than the authority that approved the tender issue or to the head of the unit. Before re-inviting tenders, the specifications may be reviewed for revision, if any. 6. Rejection of tenders, irrespective of the value, will require World Bank's approval.
Modification in Orders(Goods/Equipment)	1. Quantities in contracts awarded may be increased up to 15% of the quantity ordered initially by repeat orders after recording reasons, provided that such orders shall be given before the date of the expiry of the last supply and also subject to the condition that price is not reduced and purchases were required on an urgency basis. 2. If the threshold of 15% is exceeded, prior concurrence of the World Bank shall be obtained.
Extension of Contract(Works)	1. Contracts under the Tender method may be increased/ decreased up to 15% of the quantity ordered initially by amending the order/contract after recording reasons. Such orders shall be given before the date of contractual completion and subjected that works were required on an urgent basis. 2. The variation in requirement shall be appropriately indicated in the bid document. 3. It should be justifiable on economic grounds/ without change in costs.
Rebidding	Rebidding shall not be carried out with reference to contracts subjected to the World Bank's prior review without the prior concurrence of the Bank.
Negotiation	There should not be any negotiations either for the tender's price or terms and conditions.
Confidentiality	After the public opening of tenders, do not disclose information relating to the examination, clarification, and evaluation of tenders and recommendations concerning awards to tenderersor other persons not officially involved with this process until the contract is awarded.
Terms & Methods of Payment	Payment & Methods of Payment are provided in the Tender document and should be followed as it is.
Liquidated Damages	1. Include provisions for liquidated damages (LD) in the contract conditions, the delay in delivering goods, or completion of works. 2. In the case of goods, calculate the liquidated damages at the rate of 0.1% per day of delay to a maximum of 10% of the contract value. In the case of works, calculate the liquidated damages at 0.1% of the contract price per day, subject to a ceiling of 10% of the contract price.Levythe LD by way of pre-estimated damages and not by way of penalty.

Key Aspects	Brief Description
Fraud & Corruption	1. The borrowers (including beneficiaries of World Bank loans) and Tenderers, Suppliers, Contractors, and Consultants under Bank-financed contracts shall observe the highest standard of ethics during the procurement and execution of such contracts. In pursuit of this policy, the Bank, defines, for this provision, the terms set forth below as follows: a. "corrupt practice" means the offering, giving, receiving, or soliciting, directly or indirectly, of anything of valuation, influence the action of a public official in the procurement process or in contract execution; b. "fraudulent practice" means am is representation or omission of facts in order to influence a procurement process or the execution of a contract; c. "collusive practice" means a scheme or arrangement between two or more Tenderers, with or without the knowledge of the borrower, designed to establish bid prices at artificial, non-competitive levels; and d. "coercive practice" means harming or threatening to harm, directly or indirectly, persons or their property to influence their participation in the procurement processor affect the execution of a contract; e. "obstructive practice" is: i. deliberately destroying, falsifying, altering or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a Bank investigation in to allegations of a corrupt, fraudulent, coercive or collusive practice; and threatening, harassing or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation; and ii. acts intended to materially impede the exercise of the Bank's inspection and audit rights provided for under sub-paragraph (f) below. f. will reject a proposal for award if it determines that the Tenderer recommended for award has, directly or through an agent, engaged in corrupt, fraudulent, collusive or coercive practices in competing for the Contract in question; g. will cancel the portion of the loan allocated to a contract if it determines at any time that representatives of the Borrower or of a beneficiary of the loan engaged in corrupt, fraudulent, collusive or coercive practices during the procurement or the execution of that contract, without the Borrower having taken timely and appropriate action satisfactory to the Bank to remedy the situation;

Key Aspects	Brief Description
	h. will sanction a firm or individual, including declaring the min eligible, either indefinitely or for a stated period of time, to be awarded a Bank-financed contract if it at any time determines that they have, directly or through an agent, engaged, in corrupt, fraudulent, collusive or coercive practices in competing for, or in executing, a Bank-financed contract; and i. will have the right to require that a provision be included in Bidding Documentsand in contracts financed by a World Bank loan, requiring Tenderers, Suppliers, Contractors and Consultants to permit the Bank to inspect their accounts and records and other documents relating to the bid submission and contract performance and to have the books of accounts and other relevant records audited by auditors appointed by the Bank.

4.2 Limited Tender

Limited Tender is intended to be a rapid and straight forward procurement method and is one of the least competitive procurement methods. This method may be abused unless carried out in compliance and observing a minimum formality in the process and appropriate record-keeping for verification and audit. Keep these considerations while using this procurement procedure and process through the GoAP e-procurement portal:

- Limited Tender is a Procurement method based on comparing price quotations obtained from several national suppliers, usually at least three, to ensure competitive prices;
- Do not use Limited Tender to bypass more competitive methods or fraction large procurement into smaller ones solely to allow Limited Tender;
- To procure small amounts of off-the-Shelf goods or Standard Specification Commodities or simple civil works for which more competitive methods are not justified based on cost or efficiency;
- Request for quotation shall be sent through e-procurement portal (with proof of receipt and record-keeping) and also display on the IA's website;
- Include the description, quantity of goods as well as the required delivery time, and place for goods or services, and including any installation requirements as appropriate;
- Indicate the date of submission of quotations;
- Prices for goods supplied from within the country (including previously imported items) are requested to be quoted EXW (ex-works, ex-factory, ex-warehouse, ex-showroom or off-the-shelf, as applicable), including all custom and excise duties and sale and other taxes already paid or payable on the raw materials and components;
- In civil works, prices shall be requested, including all applicable taxes and duties payable

by the contractor.

3.6.1 Salient STEPS for Limited Tender:

I. Initiate procurement as per the Procurement Plan;

II. Identify eligible potential suppliers through brief market assessment/survey / historic details available in the department;

III. Prepare specifications in consultation with the user and frame salient parameters, which enables objective comparison between a range of make and models available in the market;

IV. Prepare quotation enquiry letter;

V. Solicit the quotation enquiry from all Identified capable provider

VI. Opening of quotations

VII. Preparing comparative statement and making an award decision

VIII. Placing purchase order

IX. Contract management, acceptance and making Payments

3.6.1 Important aspects for the Limited Tender method

Key Aspects	**Brief Description**
Advertisement	No need for advertisement in newspapers required for approaching a limited market. To enhance the participation, place the ad on the official website for coming open with international or national market
Quotation enquiry Document	Quotation enquiries shall include the description, quantity, and delivery period, Goods, Works and Non-Consultancy Services location, including any installation requirements as appropriate.
Number of Quotations	Minimum 3 quotations.
Time for Bid Submission	Not less than 7 to 14 days
Technical Specification and quantity	Unambiguously define Technical Specification and quantity (goods) and standard description (works).
Validity of Request for Quotation (RFQ)	Tenderers shall be required to submit their quotation valid for the period specified in the quotation enquiry.
Submission of Quotation	Technical Specification, quantity, and other terms and conditions by following quotation enquiry.
Evaluation	Comparative to be prepared by the concerned procurement

Key Aspects	Brief Description
	committee. It shall ascertain: i. whether quotations meet the eligibility requirements specified. ii. have been properly signed; iii. are valid for the period specified in the quotation enquiry; and iv. are otherwise generally in order. Suppose the tenderer meets the above stipulations indicated in the quotation enquiry. In that case, it is determined as responsive (commercially and technically) and is considered further for evaluation to determine the most advantageous bid.
Negotiation	There should not be any negotiations either for price or terms and conditions of the quotation submitted by the suppliers.
Earnest Money/ Bid Security	It is not required.
Terms & Methods of Payment	Payment terms to be specified in the RFQ. No unsecured advances to be paid.
Warranty	To be specified in the quotation enquiry.

4.2 Direct Contracting

The procedure for Direct Contracting may be adopted if any one of the following conditions is met. The proper justification for opting single source needs to be provided in each case, and the procurement authorities will certify the reasonability of rates.

- In the case of articles including equipment /books, which are certified explicitly as proprietary in nature and where only a particular firm is the manufacturer of the articles demanded.
- Standardization of equipment or spare parts to be compatible with existing equipment may justify additional purchases from the original supplier.
- Extension of existing contracts for goods / works awarded with the prescribed procedures, justifiable on economic grounds.
- Works are small and scattered or are situated in remote locations where mobilization costs for contractors would be unreasonably high.

3.6.1 Salient terms and conditions for procurement of Goods, the following points:

Specifications: The specifications of the required goods/ equipment should be clearly

stated without any ambiguity so that the prospective tenderers can send meaningful tenders. The specifications should be broad-based to the extent feasible to attract a sufficient number of tenders. Constitute a technical committee to review and finalize the specifications. The finalization of specifications should also be based on a market survey of available models and their specifications. Consider only salient Parameters, which helps the evaluators to evaluate and arrive at the recommendation. Required Goods may be specified by using measurable Functional / Operational Parameters, Physical Parameters, Support requirements and essential spare parts, accessories and Tools. To enable participation of the potential tenderers with product range, advised specifying desired parameters with range/band rather than the exact number. In cases where performance/output is essential, also set the requirement with the help of performance specifications. The range specifications should always be desirable with the required accuracy (for example: Weighing machine measures 20 – 200 gm with +/- 1 milligram). The following table provides further guidance.

Characteristic	Explanation
Complete	The specification of requirements is contained in one document with no missing information. If the nature of the procurement requires more than one document, the documents must be clearly structured and linked with no repetition or overlap.
Unambiguous	Each requirement is concisely stated without recourse to technical jargon, acronyms (unless defined elsewhere in the document). It expresses objective facts, not subjective opinions. Vague language is avoided. Negative statements and compound statements are discouraged.
Consistent	Each requirement is consistent with all others and any external documents that are referenced.
Current	Each requirement is current and can, in some cases, be future focused to meet planned or predicted future needs.
Feasible	Each requirement can be implemented within the constraints of the project including the budget.
Traceable	Each requirement can be traced back to a stated public policy/business/ stakeholder need and is authoritatively documented.
Verifiable	The implementation of the requirement can be determined through one of four possible methods: inspection, demonstration, test or analysis.

Warranty: Warranty and Annual Maintenance Contract (AMC) for the duration of the life of the equipment are desirable, but we have to be careful in prescribing the type of warranty and the duration. Prescribe Comprehensive Warranty (Parts/Labour/Onsite) in the contract conditions and stipulate in the Purchase Order. The provider may add a price premium for the warranty required for the Department. The payment for the Annual Maintenance Contract (AMC) after the

warranty period may be paid in regular periodic intervals (Annual/Half Yearly/ Quarterly). Laboratory equipment may get obsolete with time, and there is a need to replace them. Providing an extended warranty with AMC coverage may add to the cost without being fruitfully utilized as the length of commitment affects the price. A Warranty with AMC coverage of around five years (2+3 years or 3+2 years, respectively) may be preferred to begin with. The AMC can be extended beyond this period if the equipment remains serviceable and is to be continued. The market practice is to extend the various type of Warranties with small prints. Ensure that the Warranty period of Normal 12/ 24/36 months should be provided, only if it is an accepted industry standard for the equipment being procured. Otherwise, this may result in reduced competition and increased cost. The period should, therefore, be stipulated after ascertaining the normal industry standards. Bank Guarantee (BG) coverage for AMC should invariably be obtained so that the supplier or his authorised agent has continued interest in maintaining the equipment.

Qualification Criteria: It may be desirable to buy a standard model befitting the laid down specifications rather than equipment tailor-made for the purpose. This is likely to give more trouble-free service; as such equipment has stood the test of time. Therefore, in the qualification criteria, we may include that the tenderer or his principal should have been manufacturing and supplying the particular equipment for, say, two or three years before bid opening. Qualification criteria like years of experience and extent of sales in the past have a bearing on quality and competitiveness. It is better to base them on a market survey. If an Indian agent provides substantial incidental services, it may be desirable to prescribe qualification criteria for the agent and the qualification criteria for the manufacturer/ supplier. The qualification criteria should have been specified so that the incapable potential supplier should not qualify. On the other hand, QC should not be restrictive enough to leave out capable potential tenderers. The QC should be based on the broad understanding of potential tenderers and their capacity.

Training: Training for the use of critical equipment is necessary and should form part of the incidental services. Define the nature and scope of training in the RFQ document.

On-site Service: Unless onsite service is provided for both warranty and AMC, there may be problems wherein the tenderer may agree to provide replacement of parts, but the work involved with documentation, import, customs clearance, insurance, etc., for replacement of parts may fall on the purchaser.

Performance Statement: Tenderers are usually required to furnish certificates from their client/ consignee for satisfactory performance of the equipment supplied previously. If the tenderer does not give complete details, the purchaser is not able to verify. It is desirable to ask the tenderer to provide the names of contact persons and their telephone numbers to confirm that the tenderer has no objection to the purchaser verifying with the users.

Bid Evaluation Committees: Ensure the constitution of bid evaluation committees for major items of purchase. The Committee comprises typically of three members, i.e. one each from finance, user and technical wings. Advised to adhere to the Government prescribed norms, if any.

Indian Laws: The Bidding Documents should indicate that the relevant contract would be interpreted as per Indian Laws.

Payment Schedule: The suggested payment schedule should generally be: (i) Ten percent as secured advance against performance security, (ii) Eighty percent on delivery and installation and certification from competent personnel to certify, and (iii) Ten percent on final acceptance, including training etc., as prescribed in the contract. The payment schedule mentioned is only suggestive, and the PIUs may revise/customize suitably, including when the goods are originated from outside the country.

CHAPTER-4: Procurement of Consulting Services – Firm/Individual

4.2 Need for Consulting Services in the project

Considering the capacity gaps that exist within the Government, with specific reference to strategic and operational planning, technical assistance, technology transfer and capacity development, and for effective monitoring and evaluation of the Mission related activities, the Government has decided to contract the services of select experts – individuals and firms – for a specified duration and specified purpose with a detailed terms-of-reference (TOR) and performance management system. The Consultants are to be contracted to supplement and/or complement the capacity of the Mission executing department or the agency for the well-defined purpose of a diagnostic review of the sector, preparation of strategic plans and implementation plan with budget, monitoring and evaluation and not as a matter of routine or to substitute core and sovereign functions of the department [G.O.MS.No.89, FINANCE (HR. I) DEPARTMENT, Dated:16-07-2015].

Definition of services include the hiring of consultants and other similar contracting. An organization responsible for successfully implementing a project may not have its permanent establishment personnel of every skill required for the various specialized services needed to implement a complex project/program. So, it is prudent for the organization to hire the services of technical consultants as and when required. This will make the project cost-effective and efficient use of resources of the organization as the consultants will be employed for a limited period.

The term “Consultants” includes a wide variety of private and public entities, including consulting firms, engineering firms, management firms, inspection service providers, auditors, universities, research institutions, non-governmental organizations (NGOs) and individual consultants.

Consulting service should have the following features:

- Meet high standards of quality;
- Be impartial (that is, delivered by a consultant acting independently from any affiliation, economic or otherwise, that may lead to conflicts of interest); and

- Be proposed, awarded, administered and performed according to ethical standards.

The responsibility of selecting, evaluating, awarding and supervising the performance of consultant under the assignment lies on the concerned implementing agency

4.1.2 General Considerations

(a) The need for high-quality services;

(b) The need for economy and efficiency;

(c) The need to give qualified consultants from all eligible countries an opportunity to compete in providing the services financed by the World Bank;

(d) The World Bank's interest in encouraging the development and use of national consultants in its developing member countries; and

(e) The need for transparency in the selection process.

4.1.2 Steps for Hiring Consultants

- ✓ Preparation of the Terms of Reference (ToR);
- ✓ Preparation of the cost estimate and the budget;
- ✓ Advertising;
- ✓ Preparation of the shortlist of consultants;
- ✓ Preparation and issue of the Requests for Proposal(RFP);
- ✓ Receipt of Proposals;
- ✓ Evaluation of Technical Proposals: Consideration of quality;
- ✓ Evaluation of Financial Proposals;
- ✓ Final Evaluation of Quality and Cost; and
- ✓ Negotiations and Award of Contract to the Selected Firm.

4.2 Consultant Procurement methods

The following are **Procurement methods** for consulting firms:

1) Quality Cost Based Selection (QCBS);

2) Least Cost Based Selection (LCS);

3) Quality Based Selection (QBS);

4) Single Source Selection.

The departments may assess the above four procurement methods and adopt the appropriate procurement method based on the assignment's scope of work and nature. Table 7 provides the various steps and differences between these Procurement methods:

Table 7: Chart of Procurement methods and Key Steps

Description of Stage	QCBS	QBS	LCS	SSS
Preparation of ToR	√	√	√	√ **& Justification**
Preparation of Cost Estimate / Budget	√	√	√	√
Advertise for Request for EOIs	√	√	√	**X**
Preparation of Shortlist	√	√	√	**X**
Preparation of RFP and Issue it to shortlisted firms	√	√	√	**Issue to Identified Consultant**
Technical evaluation and rejection below pass mark	√	√	√	**X**
Commercial Evaluation and combined scores	√	**Open Financial proposal of T1 (Highest scored firm)**	**L1 lowest priced firm among the technically qualified)**	**Evaluate**
Cost & Units Negotiated for Award	**X**	**Call for negotiation**	**X**	√
Contract Negotiations (Tech & Tax)	√	√	√	√
Award of Contract	√	√	√	√

4.9 Quality and Cost-based Selection

QCBS is a competitive process among Shortlisted consulting firms under which the selection of the successful firm considers the quality of the Proposal and the cost of the services. The request for proposals document shall specify the minimum score for the Technical Proposals. The relative weight to be given to the quality and cost depends on the nature of the assignment. Among the Proposals that are responsive to the requirements of the request for proposals document and are technically qualified, the Proposal with the highest combined (quality and cost) score is considered as the Most Advantageous Proposal.

This method of selection is appropriate when:

a. The type of service required is common and not too complex;

b. The scope of work of the assignment can be precisely defined, and the TOR are clear and well-specified;

c. The Client and the consultants can estimate with reasonable precision the staff time, the assignment duration, and the other inputs and costs required of the consultants;

d. The risk of undesired downstream impacts is quantifiable and manageable; and

e. The capacity building program is not too ambitious and easy to estimate in duration and staff time effort.

To ensure receipt of responsive proposals, the RFP under QCBS shall indicate the level of key staff inputs (in staff time) estimated by the Client to carry out the assignment or the estimated cost of the services, but not both. However, the consultants shall be free to determine their estimates of staff time to carry out the assignment and to offer the corresponding cost in their proposals.

QCBS method of selection is generally adopted for the following kind of assignment:

- Feasibility studies and designs where the assignment is simple and well defined;
- Preparation of bidding documents and detailed designs;
- Supervision of the construction of works and installation of equipment;
- Technical, financial or administrative services of a non-complex nature; and
- Procurement and inspection services.

QCBS may not be appropriate for complex or specialized assignments in which the scope of the assignment is not well defined and staff time is difficult to estimate.

4.9 Least Cost-based Selection

Like QCBS, LCS is a competitive process among Shortlisted consulting firms under which the selection of the successful firm considers the quality of the Proposal and the cost of the services. LCS is generally appropriate for assignments of a standard or routine nature (such as engineering designs of non-complex Works), for which well-established practices and standards exist.

LCS is appropriate when:

a) The assignment is small and of a standard or routine nature;

b) The intellectual component of the assignment is minor;

c) Well-established practices and standards exist to carry out the assignment; and

d) Well defined outcomes can be executed at different costs.

The request for proposals document specifies the minimum score for the Technical Proposals. Among the Proposals that score higher than the minimum technical score, the Proposal with the lowest evaluated cost is considered as the Most Advantageous Proposal.

4.9 Quality-based Selection

Under QBS, the Proposal quality is evaluated without using cost as an evaluation criterion. Suppose the request for proposals requests both technical and financial Proposals, the financial Proposal of only the highest technically qualified firm is opened and evaluated to determine the Most Advantageous Proposal. However, if the Request for Proposals document requests only technical Proposals, the firm with the highest-ranked technical Proposal is invited to submit its financial Proposals for negotiations.

QBS is appropriate when:

a. The downstream impact of the assignment can be so large that the quality of the services is of overriding importance for the success of the project as a whole;

b. The scope of work, the duration of the assignment, and the TOR require a degree of flexibility because of the novelty or complexity of the assignment, the need to select among innovative solutions, or the particular physical, environmental, social, or political circumstances of the project;

c. The assignment itself can be carried out in substantially different ways such that cost proposals may not be easily or necessarily comparable; and

d. The introduction of cost as a selection factor makes the competition unfair, and the need exists for an extensive and complex capacity building program.

4.9 Single Source Selection

Single Source is appropriate when

a. The assignment represents a natural or direct continuation of a previous one awarded competitively, and the performance of the incumbent consultant has been good or excellent;

b. The consultant's prompt availability is essential (for instance, in emergency operations following a natural disaster, a financial crisis, and so forth);

c. The contract is very small in value; or

d. Only one consulting organization has the qualifications or experience required to carry out the assignment.

4.9 Selection Procedures for Consulting Firms

4.8.2 Shortlist

The preparation of a Shortlist of firms to provide Consulting Services is required for all selection methods and Single Source Selection. The Department prepares the Shortlist of firms that have expressed interest and have the relevant experience and managerial and organizational capabilities for the assignment.

The Shortlist shall include not fewer than five (5) and not more than eight (8) eligible firms.

4.8.2 Essential Steps for Preparation of Shortlist

STEP 1: Preparation of Terms of Reference (TOR)

The Terms-of-Reference (TOR), duration of assignment, performance management system, for each of the experts, their service conditions, and the compensation regime should get approved by the competent authority according to the Andhra Pradesh Government Business Rules and Secretariat Instructions . When a team of experts include more than two individual specialists, the services of the entire team may be procured duly following the process for procurement of firms rather than individuals. Prepare the complete TOR for the assignment. The TOR shall define clearly the objectives, goals, and scope of the assignment, provide background information to facilitate the preparation of Proposals, and be compatible with the budget;

The ToR developed shall include:

(i) A precise statement of objectives;

(ii) An outline of the tasks to be carried out;

(iii) A schedule for completion of tasks;

(iv) The support/inputs provided by the client;

(v) The final outputs that will be required of the Consultant;

(vi) Composition of Review Committee (not more than three members) to monitor the Consultant's works;

(vii) Review of the Progress Reports required from Consultant;

(viii) Review of the final draft report; and

(ix) List of key positions whose CV and experience would be evaluated.

STEP 2: Preparation of Cost Estimate & Budget:

The Cost Estimates or Budget should be based on assessing the resources needed to carry out the assignment, staff time, logistical support, and physical inputs (for example, vehicles, office space and equipment). Costs shall be divided into two broad categories, a) Fee or remuneration and b) Reimbursable costs. The cost of staff time shall be estimated on a realistic basis for all

personnel involved in the assignment.

STEP 3: Expression of Interest (EOI):

Prepare the Request for Expressions of Interests (REoI). The REoI includes the complete TOR;

STEP 4: Solicitation of REols:

i. Publication of REOI: after the complete TOR has been prepared and ready for distribution, make the TOR available to interested firms by publishing the REoI;

ii. Clarifications and addenda to REols: shall be In Writing;

iii. Submission of Expressions of Interests: give firms sufficient time to respond to the REoI, normally no less than 10 Business Days; and

iv. Late submission of an expression of interest (EoI) is not a cause for its rejection unless the Department has already prepared a Shortlist of qualified firms based on Eols received.

STEP 5: Preparation of Shortlist Firms

Assess the expressions of interest to determine the Shortlist. The criteria to be used for short listing may typically include core business and years in business, relevant experience, the technical and managerial capability of the firm. Key personnel are not evaluated at this stage. The final Shortlist is communicated to all firms that expressed interest and any other firm or entity that requests this information. The invitation to Shortlisted firms to submit Proposals includes the names of all Shortlisted firms. Once the World Bank has issued its no-objection to the Shortlist, the Department does not modify it without the Bank's no-objection

4.8.2 Request for Proposals

Types of Proposals

a) Full Technical Proposal is appropriate when:

i. Cost of Contract is more than Rs. 100 Lakh; and

ii. Duration of Contract is more than 11months

b) Full Technical Proposal format should include:

i. Legal Status of the Firm - Introduction to the firm and associate firm(s) background; registrations and operations required;

ii. Experience of the Firm - Description of completed projects illustrating firm and associate(s) firm's relevant experience required;

iii. Comments on Terms of Reference - Concise and to the point as a separate section required;

iv. General Approach and Methodology, Work Plan – Detailed description including charts and diagrams required;

v. Personnel's CVs - Detailed CV (preferably provide CV Format)of all proposed Consultants required; and

vi. Personnel Deployment Schedule - Required (preferably provide Personnel Deployment Schedule Format).

c) Procurement using Full Technical Proposal usually requires about 60days with 45 days for the bidding firm submission proposals and then about 15 days for bid evaluation by the Client (Line Department)

Simplified Technical Proposal (STP)

a) Simplified Technical Proposal is appropriate when:

i) Cost of Contract is equal to or less than Rs. 100 Lakh; and

ii) Duration of Contract is equal to or less than 11 months

b) Simplified Technical Proposal format should include:

i) Legal Status of the Firm - Introduction to the firm and associate firm(s) background; registrations and operations required;

ii) General Approach and Methodology, Work Plan – Brief description including charts and diagrams required;

iii) Personnel's CVs - Detailed CV (preferably provide CV Format)of all proposed Consultants required; and

iv) Personnel Deployment Schedule - Required (preferably provide Personnel Deployment Schedule Format)

c) Procurement using Simplified Technical Proposal usually requires about 22 days with 15 days for the bidding firm to submit proposals and then about seven days for bid evaluation by the Client (Line Department).

The Shortlisted firms are invited to respond to the request for proposals document using one of the approved procurement methods. In determining the right procurement method for Consultants, quality aspects are particularly critical. Selection based on the lowest price only may not deliver the best VfM.

Salient Provisions:

Currency: RFPs shall clearly state that firms may express their services' price in the currency specified in RFP. If RFP allows proposals in more than one currency, the date and the exchange date for converting all the bid prices to Indian INR shall be indicated in RFP.

Price Adjustment: A price adjustment provision may be included to adjust the remuneration for foreign and/or local inflation if its duration is expected to exceed 18 months. Exceptionally, shorter duration contracts may include a provision for price adjustment only in exceptional cases when local or foreign inflation is expected to be high and unpredictable.

Payment Provisions: Payment provisions, including amounts to be paid, schedule of payments, and payment procedures, shall be agreed upon during negotiations. Payments may be made at regular intervals (as under time-based contracts) or agreed on outputs (under lump-sum contracts). Payments for advances if advance payment securities should usually back any.

Bid and Performance Securities: Bid and performance securities may be dispensed with for consultants' services. Their enforcement is often subject to judgment calls, they can be easily abused, and they tend to increase the costs to the consulting industry without evident benefits.

Conflict of Interest: The consultant shall not receive any remuneration in connection with the assignment except as provided in the contract. The consultant and its affiliates shall not engage in consulting or other activities that conflict with the interest of the client under the contract and shall be excluded from a downstream supply of goods or construction of works or purchase of any asset or provision of any other service related to the assignment other than a continuation of the "Services" under the ongoing contract.

Professional Liability: The consultant is expected to carry out its assignment with due diligence and in accordance with prevailing standards of the profession. As the applicable law will govern the consultant's liability to the Department, the contract need not deal with this matter unless the parties wish to limit this liability. If they do so, they should ensure that (a) there must be no such limitation in case of the consultant's gross negligence or wilful misconduct; (b) the consultant's liability to the Department may in no case be limited to less than a multiplier of the total value of the contract to be indicated in the CFP and in the special conditions of contract and (c) any such limitation may deal only with the consultant's liability toward the client and not with the consultant's liability toward third parties.

Staff Substitution: During an assignment, if substitution is necessary (for example, because of ill health or because a staff member proves to be unsuitable), the consultant shall propose other staff of at least the same level of qualifications for approval Department.

Applicable Law and Settlement of Disputes: The contract shall include provisions dealing with the applicable law, which should be the law applicable in India and the forum for the settlement of disputes

4.9 Procurement methods for Individual Consultants

The services of the experts – either as individuals or through a Firm should be obtained through a competitive process that is transparent and follows the principles established by the Government of India and the Government of Andhra Pradesh. Individual Consultants are selected for an assignment for which:

(a) a team of experts is not required;

(b) no additional home office professional support is needed; and

(c) the experience and qualifications of the individual are of paramount requirement.

When coordination, administration, or collective responsibility may become difficult because of the number of individuals, it is advisable to employ a firm. When qualified individual Consultants are unavailable or cannot sign a contract directly with a Department because of a prior agreement with a firm, the Department may invite firms to provide qualified individual Consultants for the assignment. In all cases, individual Consultants selected to be employed by the Department shall be the most experienced and best fit among the candidates and fully capable of carrying out the assignment. The evaluation shall be based on the relevant qualifications and experience of the individual Consultant.

4.8.2 Advertisement Method

PIU may advertise for the consultant in Local/ National daily each time they need to engage an individual consultant by issuing the Terms of Reference. The consultants applying may be requested to submit detailed CV (preferably provide CV Format) and technical proposal describing the approach and methodology to be adopted by them responding to the Terms of Reference issued. Based on the assessment of the technical proposal the consultant may be selected. Fee of the selected consultant may be fixed as per consultant level and criteria described above. REoI shall include Indicative TOR. Individual Consultants are selected from those that expressed interest in response to the REoI.

4.8.2 Empanelment Method

PIU may establish a process of empanelling consultants by requesting submission of detailed CVs (preferably provide CV Format), which they can assess and qualify by expertise and consultant levels (as described above). When required, the line PIU may identify at least three qualified consultants from the empanelment list, issue them the Terms of Reference, and request a technical proposal describing the approach and methodology adopted by them. Based on the assessment of the technical proposal, the consultant may be selected. The fee of the selected consultant may be fixed as per consultant level and criteria described above.

4.8.2 Single Source of Individual Consultants

The assignment represents a natural or continuation of a previous one awarded competitively

by Government of Andhra Pradesh or Government of India and the performance of the individual consultant has been found good or excellent Individual Consultants may be selected on a direct selection basis, with due justifications, under the following circumstances:

(a) tasks that are a continuation of previous work that the individual Consultant has carried out after being selected competitively;
(b) assignments with a total expected duration of less than six months;
(c) urgent situations; or
(d) when an individual Consultant has relevant experience and qualifications of exceptional worth to the assignment.

4.9 Few Salient Consideration for Procurement of Consultants

4.8.1 Terms of Reference (TOR)

The Project is responsible for preparing the TOR for the assignment. TOR shall be prepared by a person(s) or a firm specialized in the area of the assignment. The scope of the services described in the TOR shall be compatible with the available budget. TOR shall define clearly the objectives, goals, and scope of the assignment and provide background information (including a list of existing relevant studies and primary data) to facilitate the consultants' preparation of their proposals. Suppose transfer of knowledge or training is an objective. In that case, it should be outlined explicitly along with details of the number of staffs to be trained and so forth to enable consultants to estimate the required resources. TOR shall list the services and surveys necessary to carry out the assignment and the expected outputs (for example, reports, data, maps, surveys). However, TOR should not be too detailed and inflexible so that competing consultants may propose their methodology and staffing. Firms shall be encouraged to comment on the TOR in their proposals. The Employer's and consultants' respective responsibilities should be clearly defined in the TOR.

TOR should contain sufficient background information on both the assignment and the project to enable invited consultants to prepare responsive proposals. TOR should generally include the following:

No	Broad Contents of ToR	Typically, may include details on
i)	Background information on the project and the assignment	• name of the Department; • project location; • the rationale of the project; • project history (works done so far and by whom); • list of relevant studies and primary data; • need for consultants in the project; • issues to be resolved; • activities to be carried out by the consultants; • source of financing for the assignment; and • supervision arrangements.

No	Broad Contents of ToR	Typically, may include details on
ii)	A precise statement of the objectives of the assignment	• preparation of development programs; • determination of project feasibility before an investment is made; • design of projects; • preparation of bidding documents; • supervision of works; • provision of training; • collection and analysis of data; and • evaluation of Department assets for sale, such as in privatization projects.
iii)	An outline of the tasks to be carried out (Scope of services), including transfer of knowledge, if any.	• The scope of services should be consistent with the staff-month estimate or the estimated cost of the services. • definition, scope, limits, and criteria of acceptance of the assignment; • desired level of detail(level of design, accuracy, the composition of cost estimates, and so forth); • the span of projections (time horizon, the life span of project components, and so forth); • necessary comparison of the assignment with similar projects; • main issues to be addressed; • alternatives to be considered; • necessary surveys, special analyses, and models; • special equipment requirements; • the institutional and legal framework of the project; • transfer of knowledge, objectives, and scope; • language requirements; • units of measurement to be used; • need for continuity, such as data gathering; • quality management requirements (if needed); and • if applicable, types of training services, training approaches and methods and tools.
iv	Schedule for completion of tasks	The completion schedule to be consistent withpayment terms and consultancy period.
v)	Description of key professionals whose CVs would be evaluated	The list of key professionals whose CVs would be evaluated along with the required qualifications and experience for each key professional.

No	Broad Contents of ToR	Typically, may include details on
vi)	Outputs and Deliverables (List of reports, schedule of deliveries, period of performance etc.)	• Inception Report • Progress Reports • Interim Reports • Technical Design &Drawings • Data Sets • Final Report • Number of copies of reports • Schedule of deliveries of outputs
vii)	Data, services, personnel, and facilities to be provided by the Client	• Facilities may include office space, vehicles, survey equipment, office and computer equipment, and Telecommunication systems. • Personnel may include Counterpart Staff
vii)	Composition of a review committee to monitor consultants' work.	• Institutional setup, Roles and responsibilities, Hierarchy and Authorities of Client's Personnel
viii	Procedure for review of progress reports, inception, status, final draft and final reports	• Review Timeline

4.8.2 Cost Estimate (Budget)

Preparation of a well-thought-through cost estimate is essential if realistic budgetary resources are to be earmarked. The cost estimate shall be based on the client's assessment of the resources needed to carry out the assignment as per the ToR: expert's time, logistical support, and physical inputs (e.g., vehicles, laboratory equipment etc.). The costs shall be divided into two broad categories:

(a) Fee or remuneration (according to the type of contract used); and

(b) Reimbursable items and further divided into foreign and local costs.

The cost of experts' time inputs shall be estimated based on a realistic assessment of required international and national expertise. The RFP shall indicate either the estimated level of experts' time inputs or the estimated total cost of the contract, but not both. The details of the estimate shall not be indicated. The various cost items to be considered for preparing estimates are as follows:

Table 8: Preparation of the Cost Table for Constancy Services

No	Broad items of Costs	Typically, may include details on
i)Remuneration:		
a)	Fee/remuneration ofvarious professional Staff/ Experts andsupport staff	• Total Fee (Considering Daily/ Monthly Rates and person-days/ months required); • Social Costs; and • Consultancy Organization overhead.
ii)Reimbursable:		
a)	Mobilization &Demobilization costs, ifnecessary.	• Relocationexpenses,travel,transport,temporary housing, storage, miscellaneous, etc.
b)	Communication, Surveysand training programs	• The costs of these activities.
c)	Office Costs	• Office Rent; • Office Supplies; • Computer's/printers/fax/scanner operational cost; • Communication, Telecommunication. Postage; and • Office Equipment& Furniture costs (usage).
d)	Office visits, Field visits, Survey visits etc.	• Air Travel/ Rail Travel/ Local Travels; • Vehicles/ motorcycles hiring; • Staff allowances, per diem – lodging &boarding; • Field equipment costs – for surveys, tests, etc.; • Laboratory equipment; • Logistics support; and • Per Diem, staff allowances.
e)	Report Preparation and submission	• Costs of Data sets/ maps etc.; • Cost of data entry & analysis; • Typing; • Translation; and • Printing, Photocopying, Binding.
f)	Financial costs	• Insurance; • Duties; • Taxes and other levies;
g)	Contingencies	• Cost for Contingencies.

4.8.3 General Issues

I. Government-owned enterprises in the Department's country may participate only if Hiring Consultants can add the required capacity, but simultaneously in house capacity should be developed. It's all the more required as the temporary consultants come at a much higher cost.

II. In view of this, to promote in-house capacity development, the TOR of each consultant/ agency should include appropriate capacity building measures during the period of their contract with the respective departments.

III. Moving ahead, there should be a cap on expenditure on consultants as a fixed percentage of Salary expenditure of the department. Special cases with unique expertise alone may be considered separately.

IV. The departments are required to work in close coordination with the Planning and Finance Department while contracting the services of experts. Above all, the Secretary / HoD concerned must closely work with the consultants, duly ensuring their performance is in accordance with the contractual agreement. The contract of any consultant falling short of expected standards be terminated without loss of time.

4.8.4 Evaluation of the Quality

The PIU shall evaluate each technical proposal (using an evaluation committee of three or more specialists in the sector), considering several criteria:

(a) the consultant's relevant experience for the assignment,

(b) the quality of the methodology proposed,

(c) the qualifications of the key staff proposed,

(d) transfer of knowledge, and

(e) the extent of participation by Nationals among key staff in the performance of the assignment. Each criterion shall be allotted marks so as to make a total maximum technical score of 100. The criteria and weightage to each criterion or sub-criteria would depend on the requirements of each case and may be fixed objectively.

The Department shall normally divide these criteria into sub-criteria. For example, sub-criteria under methodology might be innovation and level of detail. However, the number of sub-criteria should be kept to the minimum that is considered essential. The weight given to experience can be relatively modest since this criterion has already been considered when short-listing the consultant. More weight shall be given to the methodology in more complex assignments (for example, multidisciplinary feasibility or management studies).

Evaluation of only the key personnel is recommended. Since key personnel ultimately determine the quality of performance, more weight shall be assigned to this criterion if the

proposed assignment is complex. The Department shall review the qualifications and experience of proposed key personnel in their curricula vitae, which must be accurate, complete, and signed by an authorized official of the consultant and the individual proposed. The individuals shall be rated in the following three sub-criteria, as relevant to the task:

(a) **General qualifications:** General education and training, length of experience, positions held etc.

(b) **Adequacy for the assignment:** education, training, and experience in the specific sector, field, subject, and so forth, relevant to the particular assignment; and

(c) **Experience in the region:** knowledge of the local language, culture, administrative system, government organization, and so forth.

Department shall evaluate each proposal based on its responsiveness to the TOR. A proposal shall be considered unsuitable and shall be rejected at this stage if it does not respond to important aspects of the TOR or fails to achieve a minimum technical score specified in the RFP.

At the end of the process, the Department shall prepare a technical evaluation report of the "quality" of the proposals. In case of contracts subject to prior review, submit it to the World Bank for its review and "No objections". The report shall substantiate the evaluation results and describe the relative strengths and weaknesses of the proposals. All records relating to the evaluation, such as individual mark sheets, shall be retained until completion of the project and its audit.

4.8.5 Evaluation of Cost

After the evaluation of quality is completed, and the World Bank has issued its no objection (if this is the prior-review case), the Department shall inform the consultants who have submitted proposals the technical points assigned to each consultant shall notify those consultants whose proposals did not meet the minimum qualifying mark or were considered non-responsive to the RFP and/or TOR, indicating that their financial proposals will be returned unopened after completing the selection process. The Department shall simultaneously notify the consultants that have secured the minimum qualifying mark and indicate the date and time set for opening the financial proposals. In such a case, the opening date shall not be sooner than two weeks after the notification date. The financial proposals shall be opened publicly in the presence of representatives of the technically qualified consultants who choose to attend. The name of the consultant, the quality scores, and the proposed prices shall be read aloud and recorded when the financial proposals are opened. The Department shall prepare the minutes of the public opening, and a copy of this record shall be sent to all consultants who submitted proposals.

The Department shall then review the financial proposals. If there are any arithmetical errors, they shall be corrected. The costs shall be converted to a single currency, preferably Indian Rupees, as stated in the RFP to compare proposals. The Department shall make this

conversion using the BC selling exchange rates for those currencies as per the exchange rate quoted by an official source, e.g. State Bank of India. The RFP shall specify the source of the exchange rate to be used and the date of the exchange rate, provided that the date shall not be earlier than four weeks before the deadline for submission of proposals, nor later than the original date of expiration of the period of validity of the proposal.

For evaluation, "cost" shall exclude Local identifiable indirect taxes on the contract and income tax payable on the remuneration of services rendered by the non-resident staff of the Consultant. The cost shall include all consultant's remuneration and other reimbursable expenses, such as travel, translation, report printing, or secretarial expenses. The proposal with the lowest cost may be given a financial score of 100, and other proposals given financial scores that are inversely proportional to their prices. Alternatively, other methodology as considered appropriate might be used in allocating the marks for the cost. The methodology should, however, be described in the RFP.

a) Combined Quality and Cost Evaluation

The total score shall be obtained by weighing the quality and cost scores and adding them. As an illustration, in a case where technical score weightage is 80%, and cost weightage is 20%, a firm scoring 80% marks in a technical score and 70% marks in financial score would be the total weighted score 80x0.8+70x0.2=78%. The weight for the "cost" shall be chosen, considering the complexity of the assignment and the relative importance of quality. The proposed weight ages for quality and cost shall be specified in the RFP. The firm obtaining the highest total weighted score shall be invited for negotiations.

b) Rejection of All Proposals and re-invitation

The Department shall be justified in rejecting all proposals only if all proposals are non-responsive because they present significant deficiencies in complying with the TOR or if they involve costs substantially higher than the original estimate. In the latter case, the feasibility of increasing the budget or scaling down the scope of services with the firm should be investigated in consultation with the World Bank. Before all the proposals are rejected, and new proposals are invited, the Department shall notify the World Bank, indicating the reasons for rejection of all proposals, and shall obtain the Bank's "no objection" before proceeding with the rejection and the new process. The new process may include revising the RFP (including the shortlist) and the budget. These revisions shall be agreed upon with the World Bank.

c) Negotiations and Award of Contract

Negotiations shall include discussions of the TOR, the methodology, staffing, employer inputs, and special conditions of the contract. These discussions shall not substantially alter the original TOR or the terms of the contract, lest the quality of the final product, its cost, and the relevance of the initial evaluation be affected. Major reductions in work inputs should not be made solely to meet the budget. The final TOR and the agreed methodology shall be incorporated in "Description of Services," which shall form part of the contract.

The selected firm should not be allowed to substitute key staff unless both parties agree that

undue delay in the selection process makes such substitution unavoidable or that such changes are critical to meet the objectives of the assignment. The key staff proposed for substitution shall have qualifications equal to or better than the key staff initially proposed. If this is not the case and if it is established that key staff were offered in the proposal without confirming their availability, the firm may be disqualified, and the process continued with the next ranked firm.

Financial negotiations shall clarify the consultants' tax liability in India (if any) and how this tax liability has been or would be reflected in the contract. As Lump-Sum Contracts payments are based on delivery of outputs (or products), the offered price shall include all costs (staff time, overhead, travel, hotel, etc.).

Consequently, if the procurement method for a Lump-sum contract included price as a component, this price shall not be negotiated. In the case of Time-based Contracts, payment is based on inputs (staff time and reimbursable), and the offered price shall include staff rates and an estimation of the reimbursable amount. When the procurement method includes price as a component, negotiations of staff rates should not occur, except in special circumstances. For example, staff rates offered are much higher than typically charged rates by consultants for similar contracts. Consequently, the prohibition of negotiation does not preclude the right of the client to ask for clarifications and, if the fee is very high, to ask for a change of prices after due consultation with the World Bank. Reimbursable are to be paid on actual expenses incurred at cost upon presentation of receipts and are not subject to negotiations. However, if the client was to define ceilings for unit prices of specific reimbursable (like travel or hotel rates), they should indicate the maximum levels of those rates in the RFP or define them as per diem in the RFP.

If the negotiations fail to result in an acceptable contract, the Department shall terminate the negotiations and invite the next ranked firm for negotiations. The Department shall consult with the World Bank prior to taking this step. The consultant shall be informed of the reasons for terminations of negotiations. Once the talks commenced with the next ranked firm, the Department shall not re-open the earlier negotiations. After the negotiations are completed, and the bank has issued 'No Objection' to the initialled negotiated contract, the Department shall promptly notify other firms on the shortlist that they were unsuccessful.

4.9 Types of Contracts

4.9.1 Lump-Sum Contracts

Under a lump-sum contract, the contractor/Consultant agrees to perform the scope of services for a fixed contract amount. Payment percentages or amounts may be linked to the completion of contractual milestones or determined as a percentage of the value of the work to be done.

Lump-sum contracts may be appropriate when:

a. the scope of the procurement activity can be clearly and accurately specified and can be linked to milestone payments at the time of selection (e.g., simple civil Works, Consulting Services with clearly identifiable deliverables); and

b. the contractor is responsible for delivering the completed Works, Plant, or pre-built information technology solutions, as in turnkey contracts, and can be paid on a lump-sum basis per contractual milestones.

4.9.2 Time-based Contracts

Under time-based contracts, the payment is made based on agreed rates and time spent, plus reasonable incurred reimbursable expenses.

These types of contractual arrangements may be used for:

a. Emergency Situations, and repairs and maintenance work; or

b. Consulting Services, when it is difficult to define or fix the scope and duration of the services (e.g., complex studies, supervision of construction, advisory services).

This type of contract is not appropriate for Goods or Plant.

Annexure:1. Nadu – Nedu

This Annexure is prepared based on Government Orders displayed on the Nadu Nedu website. SCHOOL EDUCATION (PROG.II) DEPARTMENT G.O.Ms.No.87 Dated: 30-11-2019

Government Schools under Mana Badi: Nadu-Nedu programme for transformation of Government schools in the State in three years from the current financial year 2019-20 with the following guidelines and also to meet the expenditure from HoA: (I) 4202-01-202-06-210-217, (II) 4202-01-202-06-520-521, and (III) 4202-01-202-06-530-531 for implementing the project and also from various other sources of funding as permitted by Government from time to time. The modus operandi of the project is as follows:

I. The Project for Transforming School Infrastructure in the state shall be implemented in all Government Schools in a period of (3) years from 2019-20.

II. Scope: The project shall cover all the (44,512) schools run by all managements, viz., School Education Department, Panchayat Raj and Rural Development Department, Municipal Administration Department, Social Welfare Dept, BC Welfare Dept, Tribal Welfare Dept, Juvenile Welfare Dept, Fisheries Department.

III. Selection of schools.

a) In the first year, 15,715 schools shall be taken up. The State Project Director, AP Samagra Shiksha Society shall finalise the list of the schools to be taken up and send the same to the implementing agencies.

b) 1/3rd of the schools belonging to each management shall be taken up.

c) Preference shall be given to schools identified in dilapidated condition.

d) The selected schools list shall be made available on https://schooledu.ap.gov.in/

IV. Priority of Facilities and Amenities (**9 components**).

The Government emphasizes having the following priority of facilities and amenities to each selected school to reach desired standards, based on the actual need in a given school.

	Name of the Component	Central / Community Procurement
1.	Toilets with running water.	Cement and Sanitary wares are centrally procured
2.	Electrification with fans and tube lights	Centrally Procured and distributed
3.	Facility for Drinking water	Equipment will be supplied centrally
4.	Furniture for students and staff	Centrally Procured and distributed
5.	Painting of school building and premise	Centrally Procured and implemented
6.	Major and minor repairs.	Cement and Sanitary wares are centrally procured
7.	Green chalkboards.	Centrally Procured and distributed
8.	English labs	Centrally Procured and distributed

	Name of the Component	Central / Community Procurement
9.	Compound walls.	Through District Education Committee in convergence with MNRGES by Parents committee

V. Implementing Agencies.

a) The Government agencies AP Samagra Shiksha Society (APSSS), APEWIDC, Panchayat Raj Engineering Dept, Municipal & Public Health Engineering Dept, Tribal welfare Engineering Department shall be the implementing agencies. The detailed list of the schools village wise, Mandal wise will be given to the implementing agencies by the State Project Director, AP Samagra Shiksha Society separately. The agencies shall start preparation of the estimates using School Transformation Monitoring Software (STMS) being prepared by M/S TCS.

b) The Government hereby constituted the following two committees, at the State level and District level, to review and monitor the implementation process and progress of the schools.

c) State Level Monitoring Committee (Mana Badi; Nadu-Nedu): The State Level Committee shall review and monitor the progress of the schools from time to time. The state-level committee comprises the following officers:

1 Principal Secretary to Government,	School Education Chairman
2 The Advisor (Infrastructure) to Government,	School Education Department, AP Member
3 Commissioner, Panchayat Raj & Rural Development	Member
4 Commissioner, Municipal Administration	Member
5 Commissioner, Social Welfare	Member
6 Director/Commissioner, BC Welfare	Member
7 Director/Commissioner, Tribal Welfare	Member
8 State Project Director, AP Samagra Shiksha Society	Member
9 Managing Director, APEWIDC	Member
11 Engineer-in-Chief Panchayat Raj Engineering Dept	Member
12 Engineer-in-Chief Public health Engg.Dept	Member
13 Engineer-in-Chief Tribal Welfare Engineering Dept	Member
14 Commissioner minorities Member	Member
15 Commissioner of School Education Member-Convener	Member-Convener

d) District level Monitoring committee (Mana Badi: Nadu-Nedu): The District Committee shall monitor the program at the district level. The District level committee comprises of the following officers:

1 District Collector	Chairman
2 Chief Executive Officer, Zillla Praja Parishad	Member
3 Superintending Engineer, Panchayat Raj	Member
4 Regional Director, Municipal Administration	Member
5 Deputy Director, Social Welfare	Member
6 District BC Welfare Officer	Member
7 District Minorities officer	Member
8 Project Officer, ITDA/District Tribal Welfare Officer	Member
9 Executive Engineer PR	Member
10 Executive Engineer, APEWIDC	Member
11 Executive Engineer TW	Member
12 Executive Engineer PHED	Member
13 District Educational Officer, School Education	Member Convener

VI. Preparation of estimates.

a) The District Collector and Chairman APSSS shall obtain school wise and work wise detailed project estimates from the Executive engineers of implementing agencies for according administrative sanction. The estimates shall be prepared for the facilities required as detailed at point (IV) above.

b) An estimate module with all the templates of the nine components shall be incorporated in the STMS software. Each school shall have a detailed estimate for each component based on the actual requirement of the school's facilities. All the engineers shall be given training on the preparation of estimates using the STMS software at the district level. The required engineering drawings of each work (component) shall be uploaded while generating the estimate in the software.

c) The school campus shall be made a beautiful environment for students to create interest for spending more time in the school, thereby improving the quality of learning. A provision towards architecture charges will be made in the detailed estimate @ 1% for high schools taken up under NABARD. Architects shall be hired accordingly for all high schools going to be taken up under NABARD support where additional classrooms will be taken up. The SPD APSSS shall enter into an MoU with the School of Architecture and Planning, Vijayawada, for this purpose.

d) The Engineers shall consider the life of new constructions for 75 years while preparing the estimates. The provisions shall be made accordingly.
e) The executive agency will prepare the detailed work estimates of the selected schools using the templates given for the nine components (works) in the STMS software.
f) While preparing the estimates, the Field Engineer shall consult the PC members and seek their advice in finalizing the provisions to be kept in the estimates. A resolution to this extent should be taken from the PC by the Head Master, and the same shall be uploaded by the Field Engineer while the generation of the estimates.

VII. Administrative and technical sanctions.

a) The District Education Officer (DEO) shall download the draft proceedings and detailed work estimates from the STMS software and obtain administrative sanction from the District Collector. While processing sanctions, the DEO shall ensure that all nine components are covered for all the schools. If one component is not needed, the same may be certified by the EE.
b) The concerned Executive Engineers, Superintending Engineers and Chief Engineers shall accord the technical sanction school wise based on their competence. No estimates shall be accorded technical sanction in a piecemeal manner for a given school.

VIII. Convergence with MGNREGS for Compound wall

The compound wall estimate shall be taken up under MGNREGS. The PC will execute the work. The IA will be DCC for this purpose. The Commissioner PR&RD shall provide the necessary window in the MGNREGS software for this purpose. Both the technical estimate and relevant peoples' estimate will be provided in the software for the compound wall.

IX. Implementation process.

a) The Commissioner of School Education shall monitor the project and coordinate with the Government for resolving any issues and ensure that the program is implemented smoothly. Likewise, the SPD APSSS shall work closely with Commissioner SE and ensure that the program will be implemented effectively.
b) The PC (previously called School Management Committee) shall play an important role in the implementation of the program. The PCs shall execute the works through community contracting methodology, which is being promoted by the International Labour Organization (ILO).
c) Before commencement of the work by the PC, the Commissioner of School Education, and the State Project Director, APSSS will facilitate to release 15% of the estimated project cost as revolving fund towards labour charges into the account of the PC of the concerned school using the STMS software to meet up the labour charges. Another 15% will be released after 80% of the revolving fund is spent towards labour charges.
d) The Convener of the PC (Head Master of the school/ institution) shall hold a meeting with all the parents. If there are multiple schools in the same school premises, the Convener/HM should invite the parents and teachers from all the schools for the meeting. The HM, Field Engineer and the CRP shall facilitate the discussion and motivate the

Parents Committee (PC) to take up the program. The PC of Higher school on the campus will execute the works of common facilities like Toilet block, electrification, drinking water supply, furniture, green chalkboards, English labs, compound walls. In case of other facilities like Painting, Major and minor repairs, the PC of the respective school shall take up these works.

e) The PC shall decide five members (with three women members) from the PC for cheque signing authority. These five members shall be elected Parent members. Besides these five members, the HM and the Field Engineer, as authorized by the respective IA, will also be joint account signatories. In case of more schools in one campus, the PC of the higher school shall co-opt two members from lower school committee as cheque signing members. The bank account details need to be entered in the STMS software by the respective Head Master. The funds required to implement the program by the PC will be deposited into this account by the SPD, APSSS. The contributions of communities, parents, local donors, NRIs, Alumni etc., shall also be deposited into the same account. AP CONNECTIVITY Corporation will be contacted to converge the donations for schools.

f) The HM shall conduct a general body meeting of all parents and explain the program's sanction to their school.

g) All the parents shall be motivated to contribute one day of voluntary labour to affirm their participation in the 'Mana Badi: Nadu-Nedu program, which is a must for the success of the community contracting system.

h) The Field Engineer of the implementation agency shall explain to the PC about the provisions and activities of the estimate of that school project.

i) The PC shall be given the orientation cum training program before the commencement of the work. The three-member trainer's team will organize this one-day orientation program at the Mandal level.

j) After completion of the orientation cum training program, the PC shall commence the work with the support of the Field Engineer and Headmaster

k) The PC shall enter into an MoU with the Executive Engineer of the respective IA to execute the school.

l) The PC will take up the activities systematically and complete the project as per the specifications and standards with transparency.

X. Role of the Parents Committees.

a) The field engineer, the CRP, Engineering Assistant (Grama Sachivalayam) and Welfare and Education Assistant (Grama Sachivalayam) shall be special invitees for the PC meetings of the school.

b) The PC shall conduct regular (fixed) weekly meetings at the time and day as per the convenience of all the members. All the members shall attend the weekly meetings and take all necessary decisions in the meeting. The meetings shall be conducted at the school premises only. The decisions should be taken in a collective democratic manner. The Headmaster, Field engineer, and the CRP shall only facilitate the PC to take an

appropriate decision. They shall not insist on taking a decision liked by HM/Field engineer/CRP or anybody outside the PC.

c) The procurement and payment of expenditure shall be made as per the decisions taken at the Parents Committee.
d) The PC shall maintain a bookkeeping system to account for every rupee spent. The services of the Welfare and Education Assistant (Grama Sachivalayam) shall be used to write the books of accounts.
e) Minimum six members of the PC and the field engineer/engineering asst shall go to the market and study thoroughly the quality and specifications of the material available in the market and be procured. The Field Engineer shall ensure that the required quantity of materials is procured as per the progress and as per the theoretical requirement.
f) The PC will pass the resolution for the release of every payment.
g) The Field Engineer shall record all the material procured in the Measurement Book (M Book). The payment for all such procurements can be paid to vendors by PCs. Such payments shall be made only after resolution from the PC.
h) After completion of the work, the Field Engineer and Deputy Executive Engineer shall evaluate the work done quantities by recording all the items in the Measurement book.
i) The Engineering Assistant (Grama Sachivalayam) shall be involved in executing works related to the schools in their village. They shall ensure the quality of workmanship as demanded by the specification and as demanded by the aesthetics. The Engineering Assistant shall be present at the work site every day and supervise the works of Mana Badi Nadu-Nedu Program.

XI. Convergence and role of various departments.

a) The State Project Director, SS, shall conduct various orientations cum training programs to field engineers of all the executive agencies, Parents Committees, Engineering Assistants and Welfare and Education Assistants of Grama Sachivalayam and other stakeholders.
b) The Head of the Departments of the implementing agencies shall monitor the execution, quality and progress of the works with their executing agencies.
c) The Advisor (Infrastructure) to Government, School Education shall coordinate with all the above agencies and advise the agencies in the implementation of the program in all aspects.

XII. Service Charges to the implementing agencies. Each IA shall be paid 3% of the estimated cost towards service charges.

XIII. Quality Assurance.

All the implementing agencies shall use the services of their quality control wings to inspect works taken up under the program Mana Badi - Nadu-Nedu and ensure that at least 20% of the works at random are inspected. They also shall get 0.5% of the estimated cost towards quality assurance services. Furthermore, all works exceeding Rs 15 lakhs shall be inspected at least once by QC officials before its closure.

XIV. Funds flow

a) The SPD APSSS shall be the custodian of the funds given by the Government for the program.
b) It is assumed that 30% of the total estimated cost will be towards labour charges which would be managed by PC as a revolving fund.The rest 70% towards material component will be accessed by PC using CFMS being operated by SPD and Financial Controller (FC) of APSSS.
c) The Project cost towards the labour component of 30% will be released in two instalments as a revolving fund. The Head Master will raise the Fund Transfer Request (FTR) (in consultation with Field Engineer) for each instalment @ 15% over the sanctioned estimated cost, and the FTR will need to be approved by the DyEE. Before raising FTR, the Head Master shall obtain the resolution from PC, and the same shall be uploaded to Dy EE through STMS software. The DyEE concerned shall approve and upload to SPD APSSS for transfer of the fund to PC account. The SPD shall facilitate the transfer of the revolving fund to the respective PC account.
d) The first instalment of the revolving fund approved by PC will be forwarded by the Head Master using the STMS system after fulfilling the following conditions:

i. Orientation cum training is completed to the Parents Committee.
ii. Resolution to execute the work from PC is obtained and uploaded in the STMS

e) The second instalment will be released upon fulfilling the following conditions:

i. 80% of the first instalment of a revolving fund is spent towards payment to masons and other labour charges.
ii. Resolution of PC is endorsed by Field Engineer and uploaded by Head Master.
iii. *The FTR will need to be approved by the Deputy Executive Engineer.*

f) The regular payments towards material component will be accessed by PCs as per the following procedure:

i. The Finance department will allow SPD APSSS to use the existing green channel PD account to access funds by PCs for this program.

ii. The Commissioner SE will send a proposal to release funds to Govt for every quarter. Based on BROs from Finance dept, the CSE shall draw and put the funds in SPD APSSS's green channel PD account.

iii. The PC, with the help of the Field Engineer and HM, shall identify the vendor after a thorough enquiry in the market for each type of material (like cement, steel, aggregate, sand, doors and windows etc.) as per the community procurement guidelines given by SPD from time to time. The PC shall take an invoice with bank account details and advance stamped receipt from the vendor for the supplied material. Based on the invoice and advanced stamp receipt, the PC takes a decision and passes a resolution to procure the same. After endorsing the solution by the Field Engineer and HM, the concerned DEE shall raise a Fund transfer Request (FTR) and upload it to the Executive Engineer online using STMS. The EE shall verify and approve and upload the same to the SPD office in

STMS. The Financial Controller (FC) and SPD APSSS shall process the FTR online and clear for payment and facilitate that the amount will be transferred to the respective vendor's account. The same information (online through SMS) shall be sent to the PC, the Field Engineer and the HM. Once the money is deposited, the vendor shall supply the material to PC at the school site. The Field Engineer, the HM and the PC will ensure that the material is received in full quantity with good quality as per specifications as mentioned in the Invoice/demand notice. The Field Engineer shall record the material received at the site in M Book and start using it for the project.

g) The State Financial Controller, APSSS, will take note of the State Project Director, APSSS and approve the FTRs in the STMS on a day-to-day basis.
h) Upon approval of the State Project Director, the State Finance Controller will transfer the funds to the respective accounts of the Parents Committees and vendors.

XV. Capacity building

a) An appropriate number of trainers in each district shall be identified and trained to conduct training at the Mandal level. Three trainers (one Engineer Asst and one Welfare & Education assistant from Gram Sachivalayam) and one CRP from the School Education Dept will work as a team to conduct training at Mandal level under the supervision of the field engineer.
b) The training of the trainers shall be conducted at the state level by the master trainers.
c) Each trainer shall be given a kit comprising of the following:
    i. Pen Drive (8 GB) with necessary PPTs, Videos etc., loaded.
    ii. PC Manual.
    iii. Works Manual.
    iv. Book Keeping Manual.
d) Orientation cum training shall be given to the following stakeholders.
    i. PC members (including nominated, ex-officio, co-opted members), Head Masters, CRPs, Field Engineers Engineering Assistants and Welfare and Education Assistants (for bookkeeping) of Grama Sachivalayam.
    ii. District Educational Officers, Asst project coordinators APSSS, Superintending Engineers, Executive Engineers and Deputy Executive Engineers.
e) The District Educational Officers shall arrange to deploy the existing projectors from schools if required for training at the Mandal level.
f) The state team shall engage appropriate consultants drawn from SCERT, APSSS, APEWIDC & TWED and prepare the required training materials such as training aids, training manuals to be given to trainers.

XVI. Campaign

a) The Commissioner of School Education, with the assistance of SPD, APSSS, shall arrange to prepare the campaign material and distribute it to the first phase schools.
b) The Commissioner of School Education and State Project Director APSSS shall issue further executive instructions to field officers accordingly.
c) All the HoDs concerned shall take actions accordingly and implement the program with high transparency and effectiveness

Closure of works-Guidelines dated 14 July 2020 (Issued by COMMISSIONER, SCHOOL EDUCATION (FAC)

a) Centralized procurement of materials: The tenders for the following items have been finalized, and agencies are fixed.
   - Dual Desks (type I, type II, type III @ one per two students)
   - Teacher's tables and chairs
   - Teacher's Almirahs (one Almirah for four teachers)
   - Green chalkboards (one per classroom)
   - Ceiling Fans
   - Sanitary ware - Water closets, – Orissa Pan & Western Commode (one western commode per school having the strength of 300 and two western commodes for schools having the strength of more than 300 to fix in girls' toilets and one western commode for differently-abled children), Urinals for boys (small & big), wash hand basins
   - Painting
   - Drinking water system Type- I & Type-II
   - Smart TVs

The Govt decides to take up the painting work only after the monsoon. The project may try painting in some parts of southern districts where the current monsoon is not active. The finalized colour patterns and wall arts shall be put in the STMS for the guidance of the field officials. All the Implementation departments shall now focus on procuring the above material and see that all the works are completed by the target date. The contact details of each of the manufacturing companies are made available in the STMS.

b) **Residual material:** The material leftover in each school may be assessed, and wherever is found excess, the same may be sold to the other schools wherever required on the cost-to-cost basis. The Mandal engineers and MEOs shall facilitate this so that the material is optimally used and public money is saved.
c) **Small quantities of cement, sand:** As the program is coming to an end, small quantities of material like sand, cement may be purchased locally at market rates as cement companies, and APMDC do not supply small quantities.
d) **Plantations and landscaping**: As the monsoon season is active, all the HMs and parent committees shall take up plantations and landscaping on the school campus. For this purpose, small quantities of good soil and fertilizers may be purchased, charging for minor repairs. The plantations and landscaping shall be taken up only where compound walls exist. The HMs and parent committees shall also take actions to water them and protect them throughout.
e) **Closure of work**: There are eight to nine components in each school. Now all officials shall focus on the completion of each component. A closure button for each work is given in the HM's login in the mobile App. Once work is completed in all respects, the HM can close a work after discussing with the PC and their approval. While closing the work, the HM shall take three photographs of that completed component and upload them to the mobile App. The HM also shall upload two or three Nadu photographs of that particular component (a

photo before taking up that particular component). Once it is closed, the HM shall not be permitted to upload any further bill/voucher on that particular work. The HM also shall upload the total expenditure incurred on that particular component. Part of the cement, part of sand, part of the stone, part of bricks, part of the steel etc., shall be assessed and taken into account as the expenditure of that particular component.

Once it is closed by HM, it will be sent to Mandal engineers log in. The Mandal engineer shall inspect the school site and satisfy themselves, and accept the closure of the work. The Mandal engineer is free to (always) reject the proposal of the HM/PC if the work is physically or financially not closed as per his field inspection.

f) **Closure of the project**: This shall (should) be operated after all the sanctioned components are completed physically and financially. Before they do this, the HM and Mandal engineer shall close all the components after completing all the school components. Once all the components are completed in all respects, the HM can close the project after discussion with PC and with their approval. While closing the project, the HM shall take three photographs from different directions of the completed school and upload them in the mobile App. The HM also shall upload two or three Nadu photographs of the school (a photo before taking up the program). Once it is closed, the HM shall not be permitted to upload any further bill/voucher on that particular school project. Instead, the HM shall enter the details of all the vouchers and bills again in STMS software. The CRP, MIS coordinator and MEO shall help the HM in entering the details of the bills/vouchers spent by the PC in the STMS. No bill/Voucher shall be accepted unless they are signed by HM and one PC (authorized cheque signing) member. The HM also shall enter the balance cash available in the bank account and balance cash available on hand in STMS.

Once it is closed by HM, it will be sent to the Mandal engineer's login. The Mandal engineer shall inspect the school site, satisfy themselves, and accept the closure of the work. The Mandal engineer can always reject the proposal of the HM/PC, if the work is physically or financially not closed as per his field inspection. Before the closure of the project, the Mandal engineer shall do the following

- They shall record all the works in a measurement book and get it to check measured by the concerned DEE.
- The measurements with quantities and technically sanctioned rates shall be recorded, and the work done is assessed. All the measurements of all works, including works carried out beyond authorised technical work, shall be recorded and considered for the value of work done.
- They shall enter the details of the Measurement Book (M Book) and dates of check measurement by DEE.
- Enter the details like the total value of work done (as per technical sanctioned rates), component-wise as per actual work carried out by the parent's committee.

Suppose the expended initial costs of cement, sand and steel are more than the rates in the technical sanctioned estimate. In that case, the differential costs of cement, sand and steel shall be taken into account while assessing the value of work done in M Book. The extra costs incurred only on these items shall be added to the work done at the end of the M Book. All the

District Collectors, Joint Collectors development, DEOs, APCs and EEs of Nadu Nedu are requested to make a note of the above points in the closure of works and projects and work towards completion of the program before the target date.

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