

**PRE-BID RESPONSE**

**RFP Reference No. OCAC-MISC-PMU-0001-2025-25106, Dated 20.11.2025**

Selection of Service Provider/Consulting firm for Implementation of IEC Strategy Execution & Media Cell for E&IT Department, Govt. Of Odisha

Sl#	RFP Document Reference(s) (Section & Page Number(s))	Content of RFP requiring Clarification(s)	Points of Clarification	Response of OCAC
1	7.1 Prequalification Criteria (General Bid) Point 5-Certifications	The Bidder must have CMMI Level 5 certifications (from CMMi Institute published in CMMi website with validity.	Our organization currently holds a valid CMMI Level 3 certification. Kindly clarify whether submission of a CMMI Level 3 certificate will be acceptable in place of the required CMMI Level 5 certification for the purpose of tender submission	CMMI Level 3 allowed. Please refer to the corrigendum
2	Section: 7.1 Prequalification Criteria (General Bid), SL# 4 Page Number: 18	Technical Capability: The bidder must have successfully implemented at least the following numbers of Projects for Department / Government Agency / PSU in India during last 5 years as on 31st March 2025 in implementing IEC-based assignments involving PR, social media management, social media strategy development and promotion and marketing of government schemes for IT/Digital/Telecommunications sector. One project not less than the amount ₹3 Crore; OR Two projects not less than the amount ₹2 Crore; OR Three projects not less than the amount ₹1 Crore	We have successfully implemented IEC-based assignments across the country and also in the Odisha state. Currently we are working on various notable IEC Projects which has huge impact in the state and country.  1. We request you to allow government schemes for all sector and not to restrict only IT / Digital/Telecommunications sector. Or 2. We request you to consider Public Relation and Marketing Support projects for IT/Digital/Telecommunications sector.	Please refer to the corrigendum

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3	Section: 7.1 Prequalification Criteria (General Bid), SL# 11 Page Number: 19	Consortium bidding is not allowed	We request you to allow Consortium Bidding for this project with specific work allocation to get desired objective.	Please refer to the corrigendum
4	Section: 7.1 Prequalification Criteria (General Bid), SL# 9 Page Number: 19	Earnest Money Deposit (EMD) :₹ 30,00,000	We request you to allow EMD exemption for Medium Enterprises having Udyam Registration Certificate.	No change as per RFP
5	Vol I, Sec. 2– Factsheet (pg. 8)	Selection Method - QCBS (70% Weightage on Technical and 30% Weightage on Commercial Evaluation)	Considering the quality of resources planned to be deployed and the quantum of deliverables in the project, we request you to please revise the clause as follows:  “QCBS (80% Weightage on Technical and 20% Weightage on Commercial Evaluation)”	No change as per RFP
6	Vol I, Sec. 2– Factsheet (pg. 9)	(k) Last date and time for receipt of proposals from Bidders – 11.12.2025 by 4 PM	We request a four weeks extension to prepare a bespoke bid uniquely tailored to your requirements. Thus the clause may kindly be revised as:  Last date and time for receipt of proposals from Bidders – 08.01.2026 by 4 PM	No change as per RFP
7	Vol I, Sec. 5.3– Project Background (pg. 11)	IEC/ Media Cell shall be responsible to creating a technology solution that can be leveraged for the creation of centralized data repositories of prospective investors.	We understand that the selected Consulting Firm would provide technical assistance in design of the technology solution, which can be leveraged as centralised data repository of prospective investors. Further, we also understand that the selected firm shall support E&IT department in onboarding SI/ OEM in developing/ deploying the technology solution.  We request you to please clarify.	Selected firm have to do all the jobs as per scope.

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8	Vol I, Sec. 5.3– Project Background  (pg. 11)	Dashboards shall be created to showcase collaborations efforts by each department and the derived benefits of such data/ information sharing by providing statistics around the use of particular content in various posts.	We request you to please clarify on the mode and other details relating to data collection from various departments.	Please refer to the corrigendum
9	Vol I, Sec. 5.3– Project Background  (pg. 11)	The creation of a leadership dashboard with real-time data, on the tool and the expertise of the data analytics experts, will play a pivotal role for diverse stakeholders.	We understand that the individual departments shall be the owners of the data and the media cell shall not be liable for any errors/incorrect data or changes in the data. The Dashboard will only visualize the data in a consolidated way.	Yes, details will be shared after onboarding
10	Vol I, Sec. 7.1– Sales Turnover  (pg. 20)	Responding Firm/ Company’s average annual sales turnover during the last three financial years as on 31st March 2025 must be minimum 200 Crore.	We would request you to revise the clause as follows:  “Responding Firm/ Company’s average annual sales turnover during the last three financial years as on 31st March 2025 must be minimum 250 Crore.”	No change as per the RFP

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11	Vol I, Sec. 7.1– Prequalification Criteria (General Bid)  (pg. 21)	<p>Technical Capability:</p> <p>The bidder must have successfully implemented at least the following numbers of Projects for Department / Government Agency / PSU in India during last 5 years as on 31st March 2025 in implementing IEC-based assignments involving PR, social media management, social media strategy development and promotion and marketing of government schemes for IT/Digital/Telecommunications sector.</p> <p>One project not less than the amount ₹3 Crore; OR</p> <p>Two projects not less than the amount ₹2 Crore; OR</p> <p>Three projects not less than the amount ₹1 Crore</p>	<p>We would request you to revise the clause as follows:</p> <p>“The bidder must have successfully implemented at least the following numbers of Projects for Department / Government Agency / PSU in India during last 5 years as on 31st March 2025 in projects involving strategy implementation/ scheme roll-out / digital transformation / e-governance / investment promotion that has components of IEC/PR/social media management/social media strategy development/promotion/marketing of government schemes/ departments</p> <p>One project not less than the amount ₹3 Crore; OR</p> <p>Two projects not less than the amount ₹2 Crore; OR</p> <p>Three projects not less than the amount ₹1 Crore”</p>	Please refer to the corrigendum
12	Vol I, Sec. 7.1– Prequalification Criteria (General Bid)  (pg. 21)	<p>Manpower Strength</p> <p>Responding Firm/ Company must have at least 500 full time technical resources in its payroll as on March 2025</p> <p>Copy of the HR Declaration with Latest EPF challan.</p>	We request you to please Delete “EPF Challan” from the compliances for the said clause.	Please refer to the corrigendum

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13	Vol I, Sec. 7.3– Technical Evaluation Criteria  (pg. 23)	Financial & Resource Strength (i) Average Annual Turnover in last three (3) years ending with March 2025.  ≥ ₹200 Cr. – 5 Marks  Thereafter 1 mark for additional ₹25 Cr.	We would request you to revise the clause as follows:  “Average Annual Turnover in last three (3) years ending with March 2025.  ≥ ₹250 Cr. – 5 Marks  Thereafter 1 mark for additional ₹50 Cr.”	No change as per RFP
14	Vol I, Sec. 7.3– Technical Evaluation Criteria  (pg. 23)	Financial & Resource Strength  (ii) The bidder must have at least 500 full time technical resources in its payroll as on date of submission of bid. • ≥ 500 Resources – 7 Marks • Thereafter 1 mark for additional 50 resources  Copy of the latest EPF deposit challan & Declaration from HR	We request you to please Delete “EPF Challan” from the compliances for the said clause.	Please refer to the corrigendum
15	Vol I, Sec. 7.3– Technical Evaluation Criteria  (pg. 23)	Project Experience  (i) The firm should have experience in implementing IEC-based assignments involving PR, social media management, social media strategy development and promotion and marketing of government schemes for IT/Digital/Telecommunications sector for any Central / State Govt. / PSU in India during last 5 years as on 31st March 2025 with minimum Project value of 1 cr.  Each Project 5 marks Max up to 20 Marks.	We would request you to revise the clause as follows:  “The firm should have experience in projects involving strategy implementation/ scheme roll- out / digital transformation / e-governance / investment promotion that has components of IEC/PR/social media management/social media strategy development/promotion/marketing of government schemes/ departments for any Central / State Govt. / PSU in India during last 5 years as on 31st March 2025 with minimum Project value of 1 cr.  Each Project 5 marks Max up to 20 Marks.”	Please refer to the corrigendum

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16	Vol I, Sec. 7.3– Technical Evaluation Criteria  (pg. 23)	<p>Approach and Methodology: Technical Presentation</p> <p>Quality and practicality of the proposed approach to establish and operate the IEC/ Media Cell. Evaluation includes project management framework, communication strategy, media coordination model, and stakeholder engagement plan. Detailed plan with timelines, resource allocation, milestone-based delivery, and risk mitigation strategy. Demonstration of previous assignments in managing government IEC/ Media Cells, e-governance PMUs, or digital communication projects. Presentation of case studies and outcomes.</p> <p>Compliances: Technical Proposal &amp; Presentation Evaluation based on Technical Proposal submitted, Presentation &amp; Prototype Demonstration by the Bidder</p>	<p>We would request you to revise the clause as follows:</p> <p>“Approach and Methodology: Technical Presentation</p> <ul style="list-style-type: none"> <li>• Quality and practicality of the proposed approach to establish and operate the IEC/ Media Cell.</li> <li>• Evaluation includes project management framework, communication strategy, media coordination model, and stakeholder engagement plan.</li> <li>• Detailed plan with timelines, resource allocation, milestone-based delivery.</li> <li>• Demonstration of previous assignments in managing e-governance PMUs, or digital transformation projects.</li> <li>• Presentation of case studies and outcomes.”</li> </ul> <p>Compliances: “Technical Proposal &amp; Presentation Evaluation based on Technical Proposal submitted &amp; Presentation”</p>	No change as per RFP
17	Vol I, Sec. 8.8.1– Termination for Convenience  (pg. 27)	<p>The Client, by 30 days of written notice sent to the SP, may terminate the Contract, in whole or in part, at any time for its convenience. The Notice of termination shall specify that termination is for OCAC’s convenience, the extent to which performance of the SP under the Contract is terminated, and the date upon which such termination becomes effective.</p>	<p>The ‘Termination for Convenience’ should be mutual and subject to reasonable written notice and cure period as applicable.</p> <p>Thus, we request you to please “Delete” this said clause.</p>	No change as per RFP

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18	Vol I, Sec. 8.8– Termination for Default  (pg. 28)		<p>We request you to kindly add the following clause for termination by the Consultant:</p> <p>“Termination by the Consultant: The Consultant may suspend or terminate the Contract, by not less than thirty (30) days’ written notice of termination to the Client, in case:</p> <p>a) The Client does not make the payment to the Consultant; or</p> <p>b) The Client does not adhere to the arbitration judgment; or</p> <p>c) If the Consultant determines that a law, regulation or anything having similar import, or circumstances (including cases where the Client’s ownership or constitution has changed), makes the Consultant’s performance of the Contract impermissible or in conflict with independence or professional rules applicable to the Consultant.”</p>	No change as per RFP
19	Vol I, Sec. 8.8.5– Force Majeure  (pg. 29)	In the case of disagreement between the parties as to the existence or extent of Force Majeure, the matter shall be settled according to Arbitration.	<p>We request you to kindly consider the following, with regards to arbitration:</p> <p>“Arbitration shall be as per the Arbitration and Conciliation Act 1996 and its amendments thereof. The sole arbitrator shall be appointed upon mutual consent of both the parties.”</p> <p>Further, we also request you to kindly consider the following with regards to dispute:</p> <p>“Governing law is that of India and in case of any Dispute the Jurisdiction will be at Bhubaneswar, Odisha.”</p>	Considered : “Governing law is that of India and in case of any Dispute the Jurisdiction will be at Bhubaneswar, Odisha.”

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20	Vol II, Sec. 1– Project Background (C)  (pg. 3)	creation of centralized data repositories of prospective investors. The tool with the help of its user access management modules shall assist in internal collaboration across the department for collation of data, by creating dedicated spaces for each department to share updates, best practices, and collaborate on projects/campaigns. Dashboards shall be created to showcase collaborations efforts by each department and the derived benefits of such data/ information sharing by providing statistics around the use of particular content in various posts.	We request you to please provide us with the details with respect to Data Sizing, Incremental Data, Archival Policy and the Data Lake for the said purpose of creation of centralised data repositories of prospective investors.	Will be shared with the selcted Firm after the contract.
21	Vol II, Sec. 1– Project Background (D)  (pg. 3)	This user-friendly dashboard shall offer intuitive data visualizations focusing on content performance, audience engagement, and other crucial metrics, thereby facilitating informed decision-making and strategic planning.	We request you to please clarify on the responsibility of defining the KPIs for each department. Also please let us know, No. of Tiles, dashboard and KPI that need to monitored on real Time basis, if already decided.	Detail to be shared with the selcted Firm after the contract.
22	Vol II, Sec. 2– Project Objective (A)  (pg. 4)	IEC Strategy Development and Execution	We request you to please let us know the detailed roles & responsibilities of the consultant, with respect to execution of the IEC strategy.	As per scope of the RFP
23	Vol II, Sec. 2– Project Objective (D)  (pg. 4)	IEC/Media Cell s hall create widespread awareness about the various schemes, policies and initiatives by E & IT Dept. strengthening IT Sector in Odisha by leveraging various IEC tools	We understand that the cost of promotional activities in newspapers, TV commercials, cost of video production, if any, shall not fall under the responsibility of the consulting firm under this scope of work.  We request to please clarify.	Newspapers, TV commercials or any kind of advertisement cost will be brone by dept.

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24	Vol II, Sec. 2– Project Objective (I)  (pg. 4)	The collaterals (Backdrops, standees, booklet, leaflets, advertisement, logos etc.) may be (and not limited to) social media posts (both static & moving), outdoor publicity graphics like flyers, posters, banners, outdoor branding materials etc.	We understand that the training content is to be developed and delivered by the Consultant, but logistical arrangements such as training venue, local mobilization of participants, and will be supported by OCAC.  We request to please clarify.	Yes
25	Vol II, Sec. 2– Project Objective (J)  (pg. 4)	To maintain/handle all the social media handles of the E &IT department and its wings and to ensure regular postings on a day to day basis, enable the integration of these Department handles with the tool for system-based monitoring and content publishing	We understand that the draft content shall be appropriately reviewed by OCAC before final publishing on social media and the consulting firm shall not be responsible for any wrongful content / information published.  We request you to please clarify.	SOP to be defined beofre hand.
26	Vol II, Sec. 2– Project Objective (J)  (pg. 4)	To prepare tool-based automated and customizable reports and analytics-based solutions to get insights into the performance of social media campaigns, including engagement rates, and content effectiveness, enabling data-driven decision-making on real time data for timely insights.	We understand that the selected Consulting Firm would provide technical assistance in design of the tool based automated and customizable reports and analytics-based solutions. Further, we also understand that the selected firm shall support E&IT department in onboarding SI/ OEM in developing/ deploying the solutions.  We request you to please clarify.	Query is not clear. All the scope of work is with the Bidder.

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27	Vol II, Sec. 2– Project Objective (P)  (pg. 5)	To organize time-to-time training and induction workshops for department and stakeholders on the tool and digital outreach.	We request you to please clarify the following: 1) How many formal workshops are expected at different stages? 2) Will costs for venue, logistics, refreshments, audio/visuals for stakeholder workshops be reimbursed or included in consultant’s lump sum? 3) Should consultations be held in local language (Odia) or other languages? Investment Promotion and IEC/Social Media are two different Activity and separate Set of Manpower is Required. Thus we request you to please consider addition of suitable manpower for investment promotion activities.	Details to be shared with selected Bidder.  On both languages, depending on Stack holders.
28	Vol II, Sec. 3.2.6 – Investment facilitation & promotion  (p. 10)	Activities include domestic & international events, roadshows, investor meets.	We request to clarify the expected travel intensity (indicative no. of trips per quarter) and confirm that travel & OPE costs will be reimbursed as per GoO/OCAC policy, outside the man month rates.	Will be reimbursed.
29	Vol II, Sec. 4– Proposed Resources  (pg. 11)	The proposed list of resources required for this assignment is as under: The below resource to be deployed within 7 days of getting the work order.	Deploying the resources into the project would require off rolling resources from other projects with adequate handover time, as applicable. Thus, we request you to please modify the said clause to read out as follows:  The below resource to be deployed within 45 days of getting the work order.  Further, we understand that the said resources would be deployed full time at the project location. We request you to please clarify.	Due to the urgency of work timeline will be 7 dyas only. Resource deployment details already mentioned on the RFP.

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30	Vol II, Sec. 4– Proposed Resources  (pg. 11)		We would request addition of the following resources, based on the type of deliverables planned for the assignment:	No change as per RFP
31	Vol II, Sec. 5– Intellectual Property Rights  (pg. 15)	The Intellectual Property Rights (IPR) of all developed Materials, Contents, software code, data, algorithms, documentation, manuals, digitized documents etc. generated as a part of IEC/Media Cell implementation project shall solely vest with the Department. The Selected Agency will not have any right to share, use or disclose above mentioned components/artifacts. The entire contents, Videos, Database along with necessary documentations developed under this RFP/ Contract should be shared with Department/OCAC after Go-live of the application.	We request you to please insert the following clause:  “The Client shall use the advice, opinions, reports or other work product of the Consultant solely for the purposes specified in the TOR / Scope of work and, in particular, shall not, without the prior written consent of the Consultant, use any advice, opinion, report or other work product of the Consultant in connection with business decisions of any third party or for advertisement purposes.”	No change as per RFP
32	Vol II, Sec. 8– Service Level & Penalty  (pg. 17)	Replacement of Resource: If the delay (beyond 30 days) is on account of the Bidder, that will attract a penalty of 0.5% per week per resource cost.	Availability of resource is beyond the control of the consultant in instances such as death, medical exigency, permanent disability, accident, separation, resignation, disciplinary action against the Resource, volunteer retirement We request you to kindly allow replacement of resources in unavoidable circumstances as explained above.	This is considerable.
33	Vol II, Sec. 9– Payment Terms  (pg. 17)	10% of the total cost on deployment of resources, submission of the Inception Report and Project Plan.	We request you to please let us know the timelines for submission of the Inception Report.	within 60 Days of deployment

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34	Vol-I Instructions to Bidder Pg 9 - 2 Fact Sheet	k) Last date and time for receipt of proposals from Bidders - 11.12.2025 by 4:00 PM	We <b>request an extension</b> by 2 weeks to 24 Dec 2025, 4:00 pm	No change as per RFP
35	Vol-I Instructions to Bidder Pg 21 - 7.1 Prequalification Criteria (General Bid)	4. Technical Capability:  The bidder must have successfully implemented at least the following numbers of Projects for Department / Government Agency / PSU in India during last 5 years as on 31st March 2025 in implementing IEC based assignments involving PR, social media management, social media strategy development and promotion and marketing of government schemes for IT/Digital/Telecommunications sector.  One project not less than the amount ₹3 Crore; OR Two projects not less than the amount ₹2 Crore; OR Three projects not less than the amount ₹1 Crore	<b>We request it to be read as -</b>  The bidder must have successfully implemented at least the following numbers of Projects for Department / Government Agency / PSU in India during last 5 years as on 31st March 2025 in implementing IEC based assignments involving government schemes/ programs through IT/Digital/Telecommunications <del>sectors</del> channels.  Projects/ assignments must involve/ showcase at least 3 of the following capabilities (scope must have been mentioned in the RFP/ WO/ Agreement) – 1. Social media management 2. Advertisement/ hoardings/ brandings 3. Public Relations/ Print newspaper 4. Grassroot level promotion 5. TV/ Radio/ App based promotion 6. Events/ Roadshows 7. AV content creation/ dissemination  One project not less than the amount ₹3 Crore; OR Two projects not less than the amount ₹2 Crore; OR Three projects not less than the amount ₹1 Crore	Please Reffer The corrigendum
36	Vol-II Terms of Reference Pg 17 - 9. Payment Terms	2. Resource Payment:  QGR Payment. To be paid in 12 Installment on submission of quarterly status and performance report.	We <b>request to clarify</b> on what is "QGR Payment"	Quarterly Payment to be released.

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37	Vol-II Terms of Reference Pg 3 - 1. Project Background	Paragraphs ( B ) & ( C )  The content collaboration and analytics tool will enable IEC/Media Cell for effective social media. The tool shall significantly enhance the responsiveness and efficiency of complaint and grievance redressal systems, by quickly categorizing issues, predicting potential escalations, and routing them to the appropriate stakeholders for swift action.	We assume that the tool referred in these paragraphs is already developed by OCAC or OCAC is ready to purchase the tool with the capabilities mentioned. Development of tool is assumed to be beyond the scope of work, as resource requirement doesn't synchronise with the same.  <b>Request to clarify</b>	The required tool will be provided by OCAC
38	Vol-II Terms of Reference Pg 3 - 1. Project Background	Paragraphs ( C )  The IEC/Media Cell shall be responsible to creating a technology solution that can be leveraged for the creation of centralized data repositories of prospective investors.	Creation of technological solution is beyond the scope of work, as resource requirement doesn't synchronise with the development of solution.  <b>Request to clarify</b>	It's within the scope of work
39	Vol-II Terms of Reference Pg 15 - 4. The proposed list of resources required for this assignment	7. Subject Matter Expert (IT) (Onsite/Offsite):  Prepare KPI's for the dashboard Develop a dashboard to monitor the activities, data analytics, social media analytics, digital marketing including content SEO, digital solutions, etc. Hands-on experience in Search Engine Optimization	We <b>request to clarify</b> which dashboard technologies/ tools does the proposed resource needs to know. Is it OEM products like Tableau/ Power BI or custom built.	Both can be done. Will be discussed further during execution

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40	Vol-I Instructions to Bidder Pg 23 - 7.3 Technical Evaluation Criteria	<p>b) Project Experience:</p> <p>i) The firm should have experience in implementing IEC based assignments involving PR, social media management, social media strategy development and promotion and marketing of government schemes for IT/Digital/Telecommunications sector for any Central / State Govt. / PSU in India during last 5 years as on 31st March 2025 with minimum Project value of 1 cr.</p> <p>Each Project 5 marks Max up to 20 Marks.</p>	<p><b>We request it to be read as -</b></p> <p>The firm should have experience in implementing IEC based assignments involving government schemes/ programs through IT/Digital/Telecommunications <del>sectors</del> channels for any Central / State Govt. / PSU in India during last 5 years as on 31st March 2025 with minimum Project value of 50 lakhs. Each Project 5 marks Max up to 20 Marks.</p> <p>Projects/ assignments must involve/ showcase at least 3 of the following capabilities (scope must have been mentioned in the RFP/ WO/ Agreement) –</p> <ol style="list-style-type: none"> <li>1. Social media management</li> <li>2. Advertisement/ hoardings/ brandings</li> <li>3. Public Relations/ Print newspaper</li> <li>4. Grassroot level promotion</li> <li>5. TV/ Radio/ App based promotion</li> <li>6. Events/ Roadshows</li> <li>7. AV content creation/ dissemination</li> </ol>	Please Reffer The corrigendum
41	7.1 – PQ Criteria, Item 1 – Legal Entity (Page 20/36)	Must be registered under Companies Act / LLP / Partnership & must have been in operation for at least 10 years as of 31 March 2025.	We are a Startup (5 years old) so we fail the 10-year requirement. Request relaxation for Startup/MSME with 3–5 years existence. This aligns with MSME Policy Circular 1(2)(1)/2016-MA which directs relaxation of experience norms for Startups/MSEs.	No change as per RFP
42	7.1 – PQ Criteria, Item 2 – Sales Turnover (Page 20/36)	Minimum average turnover ₹200 Cr (last 3 FYs).	Our turnover is ₹1 Cr resulting in 0 marks. Request relaxation: allow ₹25–50 lakh turnover for Startups OR cumulative turnover ≥ ₹1 Cr since incorporation. DPIIT-recognized Startups are eligible for turnover relaxation under GOI Procurement Policy + MSME circular.	No change as per RFP

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43	7.1 – PQ Criteria, Item 4 – Technical Capability (Page 21/36)	Must have Govt/PSU PR/social media/IT digital marketing projects of ₹1–3 Cr value.	We have Govt social media work via subcontracting and private-sector experience. Request acceptance of subcontract Govt work and equivalent private-sector projects. Many PSUs do not issue completion certificates; Startup norms allow “equivalent experience”.	No change as per RFP
44	7.1 – PQ Criteria, Item 5 – Certifications (Page 21/36)	Must have CMMI Level 5 certification.	We do not have CMMI-5. Request acceptance of CMMI-3 or Startup/MSME equivalent certifications. CMMI-5 requirement is disproportionate; govt guidelines encourage capability-based evaluation.	Please Reffer The corrigendum
45	7.1 – PQ Criteria, Item 6 – Manpower Strength (Page 21/36)	≥ 500 full-time technical staff.	Our manpower is smaller. Request removal of fixed manpower requirement OR Startup band of 10–30 staff. The 500-staff requirement is anti- startup and contradicts inclusive procurement norms.	No change as per RFP
46	7.1 – PQ Criteria, Item 9 – EMD ₹30 lakh (Page 22/36)	EMD = ₹30,00,000 mandatory.	Very high for Startups/MSMEs. Request EMD exemption or accept Bid Security Declaration. MSME Act mandates EMD exemption for MSMEs.	No change as per RFP
47	7.3 – Technical Evaluation: Financial Strength (Page 23/36)	Scoring begins at ₹200 Cr turnover.	Startups automatically score zero. Request adding Startup slab: ₹25–50 lakh = 5–10 marks. This prevents automatic disqualification and aligns with inclusive procurement.	No change as per RFP
48	7.3 – Technical Evaluation: Manpower (Page 23/36)	≥ 500 tech resources → 7–10 marks.	Startups get 0 marks. Request Startup band: 10–30 staff = 5 marks. Ensures fair participation for smaller but high-skilled firms.	No change as per RFP
49	7.3 – Project Experience (IEC/PR Projects) (Page 23/36)	Each Govt project ≥ ₹1 Cr gives 5 marks.	Our work was done through third-party Govt vendors. Request acceptance of subcontracted Govt projects and private-sector equivalents. Govt/PSUs often do not issue completion certificates.	No change as per RFP
50	7.3 – Project Experience (Advisory) (Page 23/36)	Must have consultancy projects ≥ ₹5 Cr.	Startups cannot meet this threshold. Request acceptance of smaller advisory projects ≥ ₹25–50 lakh. This keeps startups competitive without diluting quality.	No change as per RFP

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51	7.1 – PQ Criteria, General: Consortium Not Allowed (Page 20/36)	“Consortium / Joint Venture is not allowed.”	Request allowing Consortium/JV, with Startup/MSME as Lead Bidder and consortium partner meeting turnover, manpower, and certifications. We already have eligible consortium partners. Allowing JV ensures Startup innovation + partner financial strength, supporting capability without relaxing quality.	Please refer to the corrigendum
52	Pre-Bid Meeting and Clarifications, Vol. 1, Section 6.3, Sub Section 6.3.1, Pre-Bid Conference, Page 12	6.3.1 Pre-Bid conference a) OCAC will hold a pre-bid meeting with the prospective bidders as per the schedule in the fact sheet, in virtual mode.	We request the authorities to kindly consider adding the option of physically attending the Pre- Bid meeting as per the schedule and thereby amending the sub-clause (a) as follows:  "OCAC will hold a pre-bid meeting with the prospective bidders as per the schedule in the fact sheet, in person."	No change as per RFP
53	Technical Evaluation Criteria, Vol.1, Section 7.3, Presentation & Demonstration, clause d, Page 23	Approach and Methodology: Technical Presentation Quality and practicality of the proposed approach to establish and operate the IEC/ Media Cell. Evaluation includes project management framework, communication strategy, media coordination model, and stakeholder engagement plan. Detailed plan with timelines, resource allocation, milestone-based delivery, and risk mitigation strategy. Demonstration of previous assignments in managing government IEC/ Media Cells, e-governance PMUs, or digital communication projects. Presentation of case studies and outcomes.	We request the authorities to kindly consider adding the following requirements as part of Technical Evaluation Criteria, Presentation & Demonstration:  Presentation to be given by at least candidates for the 3 profiles required for full time Onsite deployment.	A hybrid mode is permitted for the Technical Presentation and Demonstration, with key personnel participating either physically or through secure virtual mode in real time.

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54	Prequalification Criteria (General Bid), Clause 7.1, Vol 1, Page No. 20	<b>Sl# 1 , Item - Legal Entity</b> The Organization must be registered under the Companies Act 1956 or a partnership firm registered under the Indian Partnership Act 1936 or the Limited Liability Partnerships Act, 2008 and must have been in operation for a period of at least 10 years as of March 31, 2025	We request the authorities to kindly clarify whether all 3 documents are required or any <b>one</b> of the documents is required – Copy of Certificate of Incorporation/ Registration. – Copy of Certificate of Incorporation OR Copy of LLP firm – Valid GSTIN and copy of GST Registration Certificate. to establish participating agencies legal entity status.	Copy of Certificate of Incorporation/ Registration or Copy of Certificate of Incorporation OR Copy of LLP firm Valid GSTIN and copy of GST Registration Certificate is mandatory
55	Project Background, Clause C, Vol 2, Page No. 3 & Financial Bid Format, Vol. 1, Section 9.4, Page 44	<b>The IEC/Media Cell shall be responsible to creating a technology solution that can be leveraged for the creation of centralized data repositories of prospective investors.</b> The tool with the help of its user access management modules shall assist in internal collaboration across the department for collation of data, by creating dedicated spaces for each department to share updates, best practices, and collaborate on projects/campaigns. Dashboards shall be created to showcase collaborations efforts by each department and the derived benefits of such data/ information sharing by providing statistics around the use of particular content in various posts.	<b>The IEC/digital tools are proprietary items.</b> The OEMs while selling these products assign licenses and full user access to the purchasing organization only. So in our opinion it will be prudent for the Authority to own the licenses and user access of the tool which will creating enabling asset for them to be used long term. The PMU may operate, manage, train the officer of the Authority, do the knowledge transfer etc post conclusion of the engagement.  Also the Financial Bid format doesn't specify any line item to factor in the cost of such IEC tools. Without this the bidders will not have common terms to quote the price on uniform grounds which may lead huge variation in the price quoted by bidders as different bidders may have experience of different tools having varying prices. The man- month rate quoted by bidders in the current format will be inflated and may not be sustainable in case of addition/replacement. <b>We suggest the Authority to purchase, own and maintain the tools as their own IT asset and the PMU may guide the Authority with comparable specifications, operate, manage &amp; train the</b>	Any such tools to be provided by OCAC

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			<b>officers. This will create a common platform for bidders to finalize comparable quote.</b>	
56	Project Background, Clause C, Vol 2, Page No. 3	<b>The IEC/Media Cell shall be responsible to creating a technology solution that can be leveraged for the creation of centralized data repositories of prospective investors.</b> The tool with the help of its user access management modules shall assist in internal collaboration across the department for collation of data, by creating dedicated spaces for each department to share updates, best practices, and collaborate on projects/campaigns. Dashboards shall be created to showcase collaborations efforts by each department and the derived benefits of such data/ information sharing by providing statistics around the use of particular content in various posts.	Creation and development of IEC tool or any other digital tool would require a specific set of IT competencies/Experts/Resources. The T&C and ToR of the RfP have not factored in such competencies/Experts/Resources. The development lifecycle of any such tool is at least 3-6 months which again has not been specified in the RfP documents, but basis the other dependent activities, we understand that, Authority is expecting the tool to be deployed at the earliest. More over IEC tools for Social media analytics, Monitoring, ticketing, collaboration, grievances redressal are readily available "Off the Self" from reputed Indian OEMs. These tools are highly customizable as per user department's use cases. We request the Authority to kindly clarify in the RfP regarding the use of "Off the Self" tools which will be purchased by the Authority and customized as per departments requirement within 1 month of purchase.	Tools to be provided by OCAC, details to be discussed with Selected firm .
57	Project Objective, Section 2, clause P, Vol. 2, Page 5	To organize time-to-time training and induction workshops for department and stakeholders on the tool and digital outreach.	We request the authorities to kindly clarify whether the agency will be solely responsible for conducting training and capacity building or will be responsible for assisting Department in conducting training and capacity building workshops. There is no provisioning of requisite manpower in the list of resources required, mentioned on page 11 of Vol.2 of RfP.	Vary on case to case basis. Agency to provide training on certain cases and also Assit department to conduct training on other cases.
58	Project Objective, Vol. 2, Section 2, clause J, Page 5	To maintain/handle all the social media handles of the E &IT department and its wings and to ensure regular postings on a day to day basis, enable the integration of these Department handles with the	Given the sensitive nature of the project, we request the authority that all Social Media accounts on all platforms be maintained and managed by Department personnel with requisite support from PMU/Agency.	No change as per RFP

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		tool for system-based monitoring and content publishing.		
59	Social Media Account Management, Vol. 2, Section 3.1.2, Clause (a), Page 6	The IEC/Media Cell shall support Department in creating (if not already created) and managing existing as well as new accounts and subsequently maintain accounts for Department and its other peripherals on social media platforms such as the official Facebook Page, Twitter Profile, YouTube Channel, LinkedIn, Instagram, Koo, Google My Business or any other social media (blogs etc.). IEC/Media Cell will also be responsible to map different users of each stakeholder on the tool and provide them access to the reports and dashboards based on their User Access Levels.	Given the sensitive nature of the project, we request the authority that all Social Media accounts on all platforms be maintained and managed by Department personnel with requisite support from deployed team.	No change as per RFP
60	Content creation for Social Media accounts, Vol 2, section 3.2.1, clause (e), Page 7	"The content will be initially drafted in two languages (English & Odia) and extended to other officially recognized major Indian languages as per requirement of the Department."	We request the authorities to kindly clarify whether all content will be drafted in both Odia and English and further to specify expected number of languages	Except English and Odia , Hindi to be used as per requirement.
61	Content creation for Social Media accounts, Vol 2, section 3.2.1, clause (u), Page 7	Influencer Marketing: The agency shall facilitate Instagram influencer collaborations to drive brand awareness and social media growth.	We request the authorities to kindly clarify if the cost for influencer marketing be borne by the authority or the agency. We understand that influencer marketing will incur substantial additional cost.	The Agency will manage influencer engagement and execution as part of the scope of work, while technical approvals and procurement decisions will be taken in consultation with the Authority. Any additional expenses for content amplification, including influencer fees or paid campaigns, will require prior approval. Such

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				approved costs will be borne by the Authority.
62	Investment Facilitation & Promotion, Vol. 2, Section 3.2.6, Page no. 10	Proactively reach out to various companies in the Electronics and IT/ ITeS sector and Global Capability Centres to understand business expansion plans and pitch Odisha as a preferred destination	We request the authorities to kindly clarify and elaborate on the nature of work that the agency will have to undertake while "reaching out to various companies in the Electronics and IT/ ITeS sector and Global Capability Centres to understand business expansion plans and pitch Odisha as a preferred destination". Further, kindly clarify whether the agency will reach out to investors, or will it assist the department in the abovementioned task.	Will be shared with the selected Firm after the contract.
63	Purchasers Procurement Rights, 8.3(f), Vol 1, Page 26	Increase or decrease no. of resources supplied under this project	We request the authorities to kindly clarify if the same man-month rate applies for additional resources?	Yes
64	Content Creation for Social Media accounts, 3.2.1, Vol 2, Page 8	Develop Podcasts: IEC/Media Cell will develop a series of podcasts featuring interviews and discussions with government officials, experts, beneficiaries.	We request the Authority to kindly elaborate on the specific services and deliverables expected from the Agency for the development of podcasts featuring interviews. As per the current resource requirements outlined in the RFP, there is no provision for photographers or videographers within the proposed team composition. In light of this, the Agency will be able to facilitate and assist in developing various content formats featuring interview and discussion with department's officials, experts and beneficiaries and primarily by providing high-quality scripts and comprehensive editing support for podcasts and interviews.	The Agency will be responsible for developing podcast content, including scripting, interviews, recording, editing, and post-production, etc. For photography, videography, or other specialized production needs, the IEC/Media Cell will coordinate with IPRD and Government media units to ensure use of available resources and compliance with communication guidelines. The Authority will provide necessary support for scheduling, interview access, and coordination with IPRD wherever required and duly approved.

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65	General	-	We request the Authority to kindly provide a copy of the draft contract agreement	Will be shared after selection
66	Section 5 Intellectual Property Rights, Vol. 2, Page 15 RfP	The <b>Intellectual Property Rights (IPR)</b> of all developed Materials, Contents, software code, data, algorithms, documentation, manuals, digitized documents etc. generated as a part of IEC/Media Cell implementation project shall solely vest with the Department. The Selected Agency will not have any right to share, use or disclose above mentioned components/artifacts. The entire contents, Videos, Database along with necessary documentations developed under this RFP/ Contract should be shared with Department/OCAC after Go-live of the application.	We request the authority to kindly amend the clause to following:  "Service Provider may use data, software, designs, utilities, tools, models, systems and other methodologies and know-how ("Materials") that Service Provider own in performing the Services. Notwithstanding the delivery of any deliverables/reports, we retain all intellectual property rights in the Materials (including any improvements or knowledge developed while performing the Services), and in any working papers that we compile and retain in connection with the Services (but not information provided by OCAC reflected in them). Upon payment for the Services, OCAC may use any Materials included in the deliverables/reports, as well as the deliverables/reports themselves as permitted by this Agreement."	No change as per RFP
66	Section 8, Service Level & Penalty, Page 17, Vol. 2, RfP	1. Deployment of resources Delays (beyond 30 days from signing of the contract) on account of the Bidder will attract a penalty of 0.5% per week per resource work order value. 2. Replacement of resource If the delay (beyond 30 days) is on account of the Bidder, that will attract a penalty of 0.5% per week per resource cost.  The maximum ceiling limit of <b>penalty would be 10 % of the work order value.</b>	We request the authorities to kindly consider the following revision to the clause:  Liquidated damages and penalty under all circumstance should be limited to total capping of 5% of the value of agreement .	No change as per RFP

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67	General - Confidentiality	-	<p>We request the authorities to kindly add the following <b>Confidentiality</b> clause:</p> <p>Neither of the parties may disclose to third parties the contents of this Agreement or any information provided by or on behalf of the other that ought reasonably to be treated as confidential and/or proprietary. Parties may, however, disclose such confidential information to the extent that it: (a) is or becomes public other than through a breach of this Agreement, (b) is subsequently received by the receiving party from a third party who, to the receiving party's knowledge, owes no obligation of confidentiality to the disclosing party with respect to that information, (c) was known to the receiving party at the time of disclosure or is thereafter created independently, (d) is disclosed as necessary to enforce the receiving party's rights under this Agreement, or (e) must be disclosed under applicable law, legal process or professional regulations. These obligations shall be valid for a period of 3 years from the date of termination of this Agreement.</p>	Agreed
68	General - Immediate Termination	-	<p>We request the authorities to kindly add the following clause for <b>Immediate Termination</b>:</p> <p>The Consultant may terminate this Agreement, or any particular Services, immediately upon written notice to the Authority if Consultant reasonably determine that selected agency can no longer provide the Services in accordance with applicable law or professional obligations.</p>	No change as per RFP

SI#	RFP Document Reference(s) (Section & Page Number(s))	Content of RFP requiring Clarification(s)	Points of Clarification	Response of OCAC
69	Section 3.2.1, Content creation for Social Media accounts, Sub section (u), Page 8, Vol. 2, RfP	<b>Influencer Marketing:</b> The agency shall facilitate Instagram influencer collaborations to drive brand awareness and social media growth.	We request the authorities to kindly allow <b>Subcontracting with third party</b> vendors on need basis considering the scope of engagement involves deliverables such as "Influencer Marketing" which fall outside our direct service capabilities and necessitate collaboration with specialized influencers who possess the requisite audience reach and engagement.	Please refer to the corrigendum
70	Section 6.5.13, Evaluation Process, sub clause (f), Page 19, Vol.1, RfP	f) Initial bid scrutiny will be held, and incomplete details as given below will be treated as nonresponsive if proposals are: – Not submitted as specified in the RFP document – Received without the <b>Letter of Authorization (Power of Attorney)</b>	We request the authorities to kindly clarify whether the Power of Attorney is to be submitted by the Bidder in Department specified format or can the bidder submit POA on it's own template. In the forms provided in the RfP, there is no template provided for Power of Attorney.	Can be submitted in it's own format.