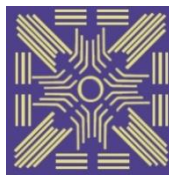


RFQ-cum-RFP Document
for
Preparation of Functional Plan(s)



National Capital Region Planning Board
Ministry of Housing and Urban Affairs
New Delhi

Core 4-B, First Floor, India Habitat Centre,
Lodhi Road, New Delhi -110003
Website: <http://ncrpb.nic.in>

INDEX

Contents	
	Page No.
(i) Text of Advertisement	03
(ii) Notice Inviting Tender (NIT)	04
Section-1: Background of National Capital Region	06
Section-2: Aims and Objectives	07
Section-3: Information to Bidding Entities	10
Section-4: Terms of Reference	24
Section 5. Qualification - Standard Forms	53
Section 6: Technical Proposal - Standard Forms	56
Section 7: Financial Proposal Standard Form	62



NATIONAL CAPITAL REGION PLANNING BOARD
(A Statutory Body under Ministry of Housing & Urban Affairs, Govt. of India)
1st Floor, Core-4B, India Habitat Centre, Lodhi Road, New Delhi-110003

Notice Inviting Tender (NIT) for Preparation of Functional Plans

National Capital Region Planning Board (NCRPB), New Delhi invites sealed bids from national and international consulting entities / organizations / joint ventures / consortiums etc. for undertaking works relating to preparation of Functional Plan(s) as per Regional Plan-2041 proposals for National Capital Region Area.

The RFQ-cum-RFP document containing the Terms of Reference (ToR), Details of Qualification and Evaluation Criteria etc. can be downloaded alongwith the draft Contract Agreement from the website of NCRPB i.e. <http://ncrpb.nic.in/tenders>.

Hardcopy of the RFQ-cum-RFP document may also be obtained from the office of NCRPB, Core 4-B, First Floor, India Habitat Centre, Lodhi Road, New Delhi- 110003. Last date of submission of completed bid is 12th July 2022.

Sd/-

Member Secretary



राष्ट्रीय राजधानी क्षेत्र योजना बोर्ड
(आवासन और शहरी कार्य मंत्रालय, भारत सरकार के तहत एक सांविधिक निकाय)
पहली मंजिल, कोर-4 बी, इंडिया हैबिटेट सेंटर, लोधी रोड, नई दिल्ली-110003

कार्यात्मक योजनाओं की तैयारी के लिए निविदा आमंत्रण सूचना (एनआईटी)

राष्ट्रीय राजधानी क्षेत्र योजना बोर्ड (एनसीआरपीबी), नई दिल्ली राष्ट्रीय राजधानी क्षेत्र के लिए क्षेत्रीय योजना -2041 प्रस्तावों के अनुसार कार्यात्मक योजना (ओं) की तैयारी से संबंधित कार्य करने के लिए राष्ट्रीय और अंतरराष्ट्रीय परामर्श संस्थाओं / संगठनों / संयुक्त उद्यमों / संघों आदि से मुहरबंद बोलियां आमंत्रित करता है।

संदर्भ की शर्तों (टीओआर), योग्यता और मूल्यांकन मानदंड आदि का आरएफक्यू-सह-आरएफपी दस्तावेज़ एनसीआरपीबी की वेबसाइट यानी <http://ncrpb.nic.in/tenders> से ड्राफ्ट अनुबंध समझौते के साथ डाउनलोड किया जा सकता है।

आरएफक्यू-सह-आरएफपी दस्तावेज़ की हार्डकॉपी एनसीआरपीबी के कार्यालय, प्रथम तल, कोर 4-बी, इंडिया हैबिटेट सेंटर, लोधी रोड, नई दिल्ली- 110003 से भी प्राप्त की जा सकती है। बोली जमा करने की अंतिम तिथि 12 जुलाई 2022 है

ह/-

सदस्य सचिव

National Capital Region Planning Board
(Ministry of Housing and Urban Affairs, Govt. of India)
Core 4-B, First Floor, India Habitat Centre,
Lodhi Road, New Delhi-110003

NOTICE INVITING TENDER

National Capital Region Planning Board (NCRPB), New Delhi invites sealed bids from national and international consulting firms/ organizations/ joint ventures/ consortiums etc. for undertaking works relating to preparation of Functional Plans as per Regional Plan-2041 for NCR for one or maximum of two sectors viz. i) Dairy ii) Tourism & Heritage iii) Urban Regeneration, Housing and Slum Free NCR iv) Health v) Education and Skill Development and vi) Smart & Digital.

2. The Bid document containing the Terms of Reference (ToR), Details of Qualification and Evaluation Criteria, List of documents to be submitted etc. is enclosed. The same can also be downloaded from the website of NCRPB (<http://ncrpb.nic.in/tenders>) and CPP Portal <https://eprocure.gov.in/epublish/app> (Tender ID No. 2022_NCRPB_664458_1).

3. The tender Schedule is given below:-

S.No.	Name of Activity	Date & Time
i)	Advertisement Publishing Date	13 th June 2022
ii)	Issue of Document (Document download start date)	13 th June 2022
iii)	Queries, Clarification, Comments/Suggestions. if any through e-mail (only in MS Word format)	13 th June 2022
iv)	Pre-Bid Conference Time & Venue	24 th June 2022 : 02.00 PM Separate pre-bid conferences will be held for each functional plan assignment as per the venue and schedule with date and time to be specified on NCRPB website. May refer NCRPB website for update.
v)	Last date & time of submission of Bid	12 th July 2022 : 05.00 PM
vi)	Date & Time of Opening of Technical Bid	18 th July 2022 : 02.30 PM. Venue to be specified on NCRPB website. May refer NCRPB website for update.
vii)	Date, Time & Venue of presentations	Date, Time and Venue to be specified on NCRPB website.
viii)	Date & Time of Opening of Financial Bid	Date, Time and Venue to be specified on NCRPB website. May refer NCRPB website for update.
ix)	Validity of Bid	180 days from the last date of submission of Bid

4. **Earned Money Deposit** : Rs. 1,00,000/- (Rs. One lakh) for Functional Plans for Dairy, Tourism and Heritage, Health, Education and Skill Development, and Smart & Digital Sector and Rs. 2, 00,000/- (Rs. Two lakh) with regard to Functional Plan for Urban Regeneration, Housing and Slum Free NCR.

5. Micro and Small Enterprises registered with any body specified by the Ministry of Micro, Small and Medium Enterprises are exempted from submitting the Earned Money Deposit (EMD). However, the exemption and relaxation in EMD is subject to validity of their registration on the date of submission of their bid.

6. The prospective Bidding Entities are required to submit the following documents alongwith the bid:-

- (i) Proof of profit making - Board approved Audited Account Statement duly signed by CMD/ MD/CA/ Authorized signatory
- (ii) Proof of Earnest Money Deposit (EMD), as applicable
- (iii) Copy of the Letter of Award w.r.t Consultancy/ Assignments
- (iv) Letter of Priority, if applying for multiple Functional Plans
- (v) Brief Note/ Proposal including, Comments & Suggestions on ToR, Suggested Methodology, Overview of proposed Work Plan
- (vi) Technical Proposal with Standard Forms at Section-5 and Section-6
- (vii) Financial Proposal with Standard Forms at Section-7

Supporting Documents:

- (i) Copy of Certificate of incorporation/ partnership Deed of the Bidder Entity(ies)
- (ii) Agreement of Consortium, as applicable
- (iii) Copy of PAN No./ Service Tax Registration/GST Registration Certificate

7. The interested Bidding Entities may submit their bids in three separate sealed envelopes, namely, Qualification documents (Proof of Profit Making & EMD), Technical Bid and Financial Bids in the prescribed format alongwith all requisite documents to the officer below latest by 12.07.2022 (1700 hrs.).

Director (A&F),
NCR Planning Board,
Core 4-B, First Floor, India Habitat Centre,
Lodhi Road, New Delhi-110003.

8. Queries, if any, may be referred in writing to Director (A&F), NCRPB at the above mentioned address or Telephone No. 011-24603138 or at E-mail-ncrpb-dr@nic.in.

Section-1: Background of National Capital Region

1.1 Introduction

- i) National Capital Region Planning Board (NCRPB) Act was enacted in 1985 by the Parliament of India with the concurrence of the constituent States to provide for the constitution of a Planning Board for the preparation of a plan for the development of the National Capital Region (NCR) and for coordinating and monitoring the implementation of such plan and for evolving harmonised policies for the control of land uses and development of infrastructure in the NCR so as to avoid any haphazard development of the Region.
- ii) The mandate of the NCRPB is to systematically develop India's NCR. The present NCR covers 55,083 Sq. Km. spanning 24 districts in three states (Haryana, Rajasthan, and Uttar Pradesh) and the National Capital Territory (NCT)-Delhi. The NCR's population was 58.16 million in 2011, as per the Census of India. The constituent areas of NCR are briefly described in **Attachment 1**.

NCT-Delhi and the three NCR states are of considerable importance to India's economy. According to the Oxford Economics data, 2016, Delhi Extended Urban Agglomeration (EUA)-comprising Delhi, Gurugram, Faridabad, Noida and Ghaziabad contributes 370 Billion USD GDP1 and has accordingly been recognized as the economic capital of India, overtaking Mumbai-EUA. Delhi-EUA, as the largest sub-economy in India contributes about 8% to National economy and attracts a large number of people from across the country. Therefore, contribution of the entire NCR to the national economy, would obviously be much higher. NCR is also one of the most vibrant global economic regions. Delhi NCR had attracted 20% of Foreign Direct Investment (FDI) in the country amounting to Rs. 2,49,023 Cr (USD 49,410 million) during 2010-15. This further increased to about 25% of FDI received by the country during April-December 2018-19.

1.2 Legal Framework for preparation of Functional Plans

Section 16 of NCRPB Act, 1985:

“After the Regional Plan has come into operation the Board may prepare, with the assistance of the Committee, as many Functional Plans as may be necessary for proper guidance of the participating States and of the Union Territory.”

Accordingly, for guidance of the NCR participating States and Union Territory, NCR Planning Board has earlier prepared five functional plans² to elaborate one or more elements of the NCR Regional Plan 2021 (NCR RP 2021), notified in 2005.

Section-2: Aims & Objectives

2.1 Intention

- (i) NCR Planning Board intends to prepare Functional Plans for NCR for the perspective year 2041 with respect to various aspects as per the requirement of its draft Regional Plan-2041 proposals. The details are as given in the list below. Accordingly, the Office of NCR Planning Board, Core 4-B, First Floor, India Habitat Centre, Lodhi Road, New Delhi-110003 invites RFQ-cum-RFP document for Comprehensive Consultancy regarding preparation of various Functional Plan as below for the perspective year 2041.

S.No.	Name of the Functional Plan
I	Functional Plan for Urban Regeneration, Housing and Slum Free NCR
II	Functional Plan for Smart and Digital NCR
III	Functional Plan for Education and Skill Development
IV	Functional Plan for Health Sector
V	Functional Plan for Tourism and Heritage
VI	Functional Plan for Dairy Sector

- (ii) **Each of the National and International consulting bidding entities planning to undertake the works, need to apply separately for any or all the Functional Plans, listed above and accordingly need to submit separate RFQ-cum-RFP document for respective plan.**
- (iii) **Letter of Award (LoA) for work will be limited to maximum two Functional Plans for a single bidding entity**, as per the priorities indicted in the submissions by the applicant/ bidding entity. Bidders, who have been considered for two Functional Plan proposals will not be considered for final selection for rest of the Functional Plan works, even if their bid is L1, as per criteria.

2.2 Need for Preparation of Functional Plans

- (i) As per the provisions under Section 7 (a) of the NCRPB Act, 1985, NCRPB has to prepare the Regional Plan (RP) and Functional Plans for NCR. The Board had prepared the RP-2001 and RP-2021 with the active participation of NCR constituent States of Haryana, Rajasthan, Uttar Pradesh and NCT-Delhi; concerned Central Ministries and experts, for promoting sustainable development in the region to improve the quality of life. Further, certain Functional Plans were also prepared for the guidance of the NCR participating States.
- (ii) NCRPB is in the process of finalising Regional Plan for horizon year 2041. The vision of the NCR Regional Plan 2041 is – *“To provide a long term plan for development of the technology driven, future-ready National Capital Region of New Vibrant India, with citizen-centric infrastructure for building an economically prosperous region aligned with sustainable development goals.”* The draft Regional Plan-2041 is available on the website of NCRPB.
- (iii) NCR is expected to be the world’s most populous capital region by 2030–2031. There is a unique opportunity to undertake coordinated planning and informed investments in the NCR. The region faces threats in terms of water security, drought, land degradation, a high carbon footprint, loss of vegetation and biodiversity, and severe air and water pollution; these arise from both human and natural factors. NCR also faces significant development challenges related to urbanization; transport; water and waste management; logistics; economic corridors; infrastructure (for housing, education,

health, safety, disaster management and sports) that meets future need, climate change impacts, etc.

- (iv) The priority areas for the draft NCR RP-2041 are urban regeneration; future-ready infrastructure; multimodal transport and logistics; industries; micro, small, and medium-sized enterprises; economic corridors; tourism; MICE and leisure; farm incomes and traditional economy; skill development and employment; smart and digital NCR; and business climate improvement. RP-2041 proposals including transit oriented development (TOD); high floor area ratios (i.e., dense development); transferable development rights (TDR); vertical and brownfield redevelopment; mixed land use; and affordable rental housing, are transformative in nature, and will help meet the challenges that accompany rapid urbanization.
- (v) In addition to earlier Functional Plans (e.g., Transport, Ground Water Recharge, Drainage, Economic Development, and Micro and Household Enterprises) prepared as per RP-2021, it is now equally important to prepare Functional Plans for various aspects of the RP-2041. **It is expected that the Functional Plans will provide strategies, approaches, guiding principles, list of identified infrastructure projects with cost estimates, location specific proposals/ details, etc. in line with the overall policies and proposals of the RP-2041.** It is expected that there will be a demonstration effect that leads to replication of development strategies in other urban areas in India, as well as potential downstream investment in socio-economic infrastructure in the NCR.
- (vi) Further, to catalyse growth, each of the Functional Plan must be inclusive and citizen centric. It is also important to address implementation of the Functional Plan, including inter-governmental collaboration and effective governance systems, as well as technological and smart-digital interventions.

2.3 Objectives

- (i) The objective of consulting assignment is to prepare Functional Plan(s) for NCR. Functional Plans would be elaborations of different aspects of the RP-2041 that can then be implemented through projectization. The indicative guidance note on functional plans to be referred for overall assignment is in **Attachment 2**.
- (ii) The Functional Plan preparation exercise would include studies, collection of primary and secondary data for required sector, data analyses and interpolation, formulation of strategies, proposed interventions and identification of projects at regional, sub-regional and local level, as deemed fit, within the coverage and overall framework of NCR RP-2041. The Counter Magnet Areas (CMAs) may also be touched upon in the identified Functional Plans. The Functional Plans will include the identification of associated infrastructure and other investment projects for the NCR.
- (iii) The assistance that shall be required, broadly covers providing consulting services support by a reputed bidding entity, having its registered office in India, for:
 - a) Preparation and finalization of Functional Plan(s) including related studies.
 - b) Exposure to national/ international good practices and global experiences.
 - c) Identifying investment requirements based on recommendations of Functional Plan(s)
 - d) Compilation of features of the Functional Plan(s) as knowledge products.

2.4 Selection

A consulting bidding entity will be selected as per the procedure described in the tender document which includes the following:

Section 1 - Background of National Capital Region

Section 2 - Aims & Objectives

Section 3 – Information to Bidding Entity

Section 4 - Terms of Reference (Sector/Functional Plan wise) - - Scope/HR

Section 5 - Qualification - Standard Forms

Section 6- Technical Proposal - Standard Forms

Section 7 - Financial Proposal - Standard Forms

Section 8 - Standard Form of Contract

Section-3: Information to Bidding Entities

3.1 Introduction

- (i) NCR Planning Board henceforth referred as 'Client' will award the assignment(s) in accordance with the method of selection indicated in **para 3.6**, for carrying out the assignment(s) for preparation of each of the Functional Plan, as listed above in **para 2.1 (i)**.
- (ii) The bidding entities are required to submit Qualification documents (Proof of Profit Making & EMD), Technical Bid and Financial Bid in separate sealed covers for Consulting Services required for the Assignment(s) named in **para 2.1(i)**. The proposal will form basis for evaluation and ultimately for a signed contract with the selected bidding entity.
- (iii) The Bidding entities should be profit making at least in 03 years of last 05 consecutive financial years ending FY 2021-22. Bidding entities should submit appropriate proof in this regard, failing which the proposal/bid could be treated as non-responsive and summarily rejected without opening Technical and Financial bids.
- (iv) The Bidding entities are required to submit their proposals written in English. Each page of the proposal should be signed and stamped.
- (v) The bidding entities should submit their bids **separately for each Functional Plan proposal**, in the prescribed format, in 03 separate sealed envelopes with regard to following:
 - a) Qualification documents (Proof of Profit Making & EMD)
 - b) Technical Proposal
 - c) Financial Proposal
- (vi) In case, a bidding entity is applying for more than one Functional Plan preparation Assignment, a clear mention of its priority amongst the proposals be mentioned as one bidding entity shall not be awarded more than two works (FPs).
- (vii) Bidding entities meeting the qualification criteria shall be invited for presentation of proposal as decided by NCRPB.
- (viii) Assignment(s) shall be implemented in accordance with the phases indicated in **para 3.2**. The performance of the contract under each phase must be to the client's satisfaction before work begins on the next phase.
- (ix) The bidding entities must familiarise themselves with local conditions, National and International best practices and take them into account in preparing their proposals.
- (x) Separate pre-bid conferences will be held for each functional plan assignment will be held as specified in the **para 3.8**. Bidding entities are encouraged to attend the conference before submitting their proposals.
- (xi) The Client will provide the data/ reports available with NCRPB. Collecting any other information relevant to the assignment will be the responsibility of the successful bidding entity. Client will provide the necessary introductory letter to get the information from other concerned agencies / departments, wherever applicable.
- (xii) The costs of preparing the proposal and of negotiating the Contract, including visit to the Client, etc. are not reimbursable and the Client is not bound to accept any of the proposals submitted.

- (xiii) Client policy requires that the successful bidding entity provides professional, objective and impartial advice and at all times hold the Client's interests paramount, without any consideration for future work, and strictly avoid conflicts with other assignments or their own corporate interests. The successful bidding entity shall not be hired for any assignments that would be in conflict with their prior or current obligations to other clients, or that may place them in a position of not being able to carry out assignments in the best interests of the Client.
- (xiv) Any previous or ongoing participation in relation to the assignments by the bidding entity, its key professionals, staff, or its affiliates or associates under a contract with the Client may result in rejection of the proposal. The bidding entity should clarify their situation in that respect with the Client before preparing the proposal.
- (xv) Bidding entity shall not have been declared in-eligible for corrupt and fraudulent practices. Bidding entity shall be aware of the provisions of fraud and corruptions stated in the standard contract.
- (xvi) In JV/Consortium, the Indian Partner should be as a Lead Partner and it should have Registered Office in India. Such Lead Indian Partner should have at least 51% share in JV/Consortium.
- (xvii) Exiting from JV/Consortium could be allowed by client in only genuine, compelling reasons subject to prior written approval of client. The replacement with equal strength partner entity will be allowed, with the prior written approval of Client, failing which *Force Majeure* / termination will be applicable, as per the Contract.
- (xviii) No changes shall be made in the Key Personnel. In case it becomes incumbent to change any one of key personnel, the Consultants may do so only after providing as a replacement a person of equivalent or better qualifications with prior written approval of the replacement personnel by the Client.
- (xix) The successful bidding entity has to submit the Acceptance Letter within 15 days from the Letter of Award (LoA), else it could be deemed as rejection.
- (xx) The Contract has to be signed by the successful bidding entity within 15 days from the acceptance of the Assignment.
- (xxi) Performance guarantee @ 10 % of contract value valid for period of 18 months beyond the approval of final report shall be submitted by successful bidding entity within 15 days of LoA acceptance or before contract signing, whichever is earlier. In any case, performance guarantee has to be duly submitted before release of first stage of payment. The EMD of successful entity will thereafter be released by the client.
- (xxii) The successful entity will also be required to take out an insurance within 15 days of LOA acceptance or before contract signing. This shall be in form of a Professional Liability Insurance, with a minimum coverage equal to total contract value for this consultancy and valid for 24 months after final approval of Report by Client. This shall be ensured in any case before release of first payment.

3.2 Deliverables and Time/ Payment Schedule

The time-schedule for completion of various stages and payment schedule shall be as per the following:-

Deliverables, Completion Time for Various Stages and Payment Schedule

Phases	Stage Report/ Deliverables	No. of copies	Schedule	Cumulative Time Period* (from date of LoA acceptance by the successful Bidding Entity)	Payment Schedule (% of total approved Cost)
1	Inception Report	15+ soft copy	03 weeks	03 weeks	10% will be payable on approval of inception Report by NCRPB
			06 weeks for URHSF	06 weeks for URHSF	
2	Interim Report	15+ soft copy	12 weeks	15 weeks	15% will be payable on approval of Interim Report by NCRPB
			14 weeks for URHSF	20 weeks for URHSF	
3	Draft Final Report (including observations and suggestions)	15+ soft copy	12 weeks	27 weeks	20% will be payable on approval of Draft Final Report by NCRPB
			16 weeks for URHSF	36 weeks for URHSF	
4	Final Report	30+ soft copy	11 weeks	38 weeks	25% will be payable on submission of Final Report
			14 weeks for URHSF	54 weeks for URHSF	
5	Approval of Report / Functional Plan	30 + soft copy	Subject to approval	Subject to approval	20% will be payable as Payment on approval of Functional Plan
6	Handholding Support for one year after approval of Functional Plan for onboarding the states for FP implementation				10% will be payable as Final Payment on

* For Functional Plan for Urban Regeneration, Housing and Slum Free (URHSF) NCR the cumulative time period shall be 54 weeks.

Note:

- i) No advance payment for any purpose will be made to the successful bidding entity.
- ii) The successful bidding entity will be required to make one or multiple presentations (minimum up to 05 such presentations) before NCRPB and/or Planning Committee/ Project Sanctioning and Monitoring Group (PSMG)/ Board/ MoHUA/ NCR participating States/ any other relevant Ministry/ Department/ Agency, etc. within a week of submission or later of each of the above reports/ stage. The observations and suggestions conveyed by NCRPB will be incorporated by the successful bidding entity and revised Report to be submitted to NCRPB.
- iii) The payment will become due on approval of the stage report and on raising of bills/invoice by the successful bidding entity after the approval of the stage report. The processing time of the payment will be 90 days for final payment and 45 days for all other payments.

- iv) The successful bidding entity is also required to present the progress of work in the review meetings convened by the NCRPB and shall comply with the decisions taken in these meetings regarding the assignment.
- v) The successful bidding entity is also required to present the progress of work to the NCRPB and/or Planning Committee/ PSMG/ Board and/or MoHUA as and when required and shall comply with the instructions regarding this assignment.
- vi) The successful bidding entity shall provide post submission services/support at no additional cost to NCRPB till the final approval of the Functional Plan by the NCRPB Board.
- vii) The successful bidding entity will work in close coordination with the designated personnel of NCRPB and its State representatives/ partner agencies; other Central Ministries/ Departments/ institutions such as, NITI Aayog, Town and Country Planning Organisation (TCPO), National Capital Region Transport Corporation–NCRTC, National Institute of Urban Affairs (NIUA), etc.; and other stakeholders such as, non-government organization, resident welfare association, planning and infrastructure think-tanks, etc.; towards understanding the planning/ implementation/ management requirements and will make necessary efforts to bridge any data gaps, so as to ensure that quality outputs are produced that not only facilitate effective implementation of functional plans but also serve as an appropriate guidance for further planning (master plans/ development plans/ area specific or local area development plans, etc.) and downstream investment projects with costs estimated based on lifecycle cost approach.
- viii) Success fee for completion within stipulated time - 02% over and above the fee if completed to the acceptance of NCRPB, in 35 weeks instead of 38 weeks for Dairy, Tourism and Heritage, Health, Education and Skill Development, and Smart & Digital Sector Functional Plans. With regard to Functional Plan for Urban Regeneration, Housing and Slum Free NCR, 02% over and above the fee if completed to the acceptance of NCRPB, in 50 weeks instead of 54 weeks.
- ix) Payments will be made to the account of the successful bidder according to the payment schedule as stated above. First payment shall be released as per the stages, but only after execution of performance guarantee by the successful bidder. Subsequent payments shall be made in accordance with the prescribed conditions on submission of bills by the successful bidder.

3.3 Support by Successful Bidding Entity after approval of Functional Plan(s)

After approval of respective Functional Plan(s), the successful bidding entity will provide support and handholding for one year from the date of approval of respective Functional Plan(s) for taking the plans further for on boarding the states and facilitating them for implementation of the Functional Plans which could be through Roadshows, workshops, discussions and making presentations to various agencies/ departments, MoHUA, NCR participating States, etc., as and when required by the Client. The successful bidder can reduce its full time experts as per its comfort level in this period, subject to maintain quality of services to the client.

3.4 Procedure for Monitoring & Review of the Assignment

- (i) The successful bidding entity work will be monitored and reviewed by NCRPB.
- (ii) The successful bidding entity shall submit each of the above-mentioned deliverables as per the schedule mentioned above. This will be followed by a presentation to NCRPB within week of submission or later as required, wherein, NCRPB shall give its comments and suggestions in the form of feedback. Subsequently, the Consultant will incorporate all such comments and suggestions and submit the revised stage report with indexed Action Report (ATR) on comments of NCRPB.

- (iii) In case of delay in submission of the above mentioned deliverables as per given schedule, a penalty of 0.5% per week of delay subject to maximum of 10% of the payment due in this regard shall be levied.
- (iv) If the report submitted by the successful bidding entity is found deficient in the requisite quality, the approving authority of NCRPB can accept the report while considering other factors with a penalty of up to 10% of the payment due in this regard to the successful bidding entity. This shall be independent to penalty referred to in point 3.4 (iii) above.

3.5 RFQ-cum-RFP document

- (i) The RFQ-cum-RFP document shall be downloaded from website of NCRPB/ CPPP/ GeM, free of cost. "Corrigendum, if any, would appear only on the above website and not to be published in any News Paper".
- (ii) The RFQ-cum-RFP document is not transferable to any other bidding entity.
- (iii) The intending bidding entities are advised to read the terms and conditions carefully. The bidder should only submit his tender if he considers himself eligible and he is in possession of all the original documents required.
- (iv) Information and Instructions for bidding entity, available on Website(s) shall form part of Tender Document.

3.6 Method of Selection

- 3.6.1 For the proposed Functional Plan assignment(s), qualified and experienced reputed consulting entity is to be engaged on **Quality-and Cost-Based Selection (QCBS) method with quality-cost ratio of 80:20**. All bidding entities (leading partner in case of JV/Consortiums) need to submit the proof of being profit making in three of the last continuous five financial years (2017-18 to 2021-22) and the necessary EMDs as applicable need to be submitted along with the respective Functional Plan proposals, failing which the bidding entity will be considered rejected.
- 3.6.2 Technical Proposal will be evaluated for those bidding entities who submitted the proof of being profit making in three of the last successive five financial years (2017-18 to 2021-22) and the necessary EMDs as applicable along with the respective Functional Plan proposals. Financial bids will be opened only for those bidding entities who qualify technically i.e. for those who secure the **minimum Qualifying Marks 50% in the Technical Proposal**.
- 3.6.3 QCBS will be done separately for each of the Functional Plan/Assignment for Technically Qualified Proposals, based on Proposal Evaluation (para 3.14).
- 3.6.4 Bidding entity must submit all documents of Qualification, and Technical Proposal in pdf format [refer list of the documents given in the Notice Inviting Tender (NIT)].

3.6.6 Earnest Money Deposit (EMD)

Bidding entity (except Micro and Small Enterprise (MSE) as defined in MSE procurement policy by MSME, Registration Certificate of which needs to be enclosed with the Bid) shall submit Earnest Money Deposit (EMD) of Rs. 1,00,000/- (Rs. One lakh) for Functional Plans for Dairy, Tourism and Heritage, Health, Education and Skill Development, and Smart & Digital Sector and 2,00,000/- (Rs. Two lakh) with regard to Functional Plan for Urban Regeneration, Housing and Slum Free NCR, through RTGS/NEFT/DD. The Bank Account detail are as under:

Beneficiary Name: National Capital Region Planning Board

Name of Bank & Branch Address: State Bank of India, M-Block, Cannought Circus, New Delhi

Bank Account Number: 53048557394

IFSC Code: SBIN0030203

3.6.7 Refund/Adjustment of Earnest Money:

- a) Earnest money of the successful bidding entity shall be refunded on receipt of Performance Guarantee/Security.
- b) Earnest money of the unsuccessful bidding entities shall be refunded within 30 days from the receipt of acceptance of Letter of Award (LoA) by the successful bidding entity.
- c) No interest shall be paid on Earnest Money.
- d) Earnest Money shall stand forfeited -
 - If the bid is withdrawn at any time before the validity period, or
 - If the successful bidding entity fails to execute the contract and/or does not execute performance guarantee within the stipulated period.
 - During the bidding process or even after execution of agreement or till the completion of this assignment, if any information is found wrong/manipulated/hidden in the bid, the decision of NCRPB regarding forfeiture of the EMD and rejection of bid or termination of contract, shall be final and shall not be called upon question under any circumstances.

3.6.8 Proposals must be submitted not later than the following date and time:

Date : 12th July 2022 Time : 1700 Hours

3.7 Validity of proposal

- 3.7.1 Proposals must remain valid **180** days after the due date of submission until validity extended by the bidding entity. During this period, the bidding entity is expected to keep available the key professionals, staff proposed for the Assignment. The Client will make the best effort to complete the tendering process within this period. If the Client wishes to extend the validity period of the proposals, the bidding entity may do so and those who do not agree have the right not to extend the validity of their proposals.

3.8 Pre-Bid Conference

- 3.8.1 The bidding entity shall submit the pre-bid queries to NCRPB office on or before the date mentioned in RFQ-cum-RFP Document. Bidding entity requiring specific points of clarification may communicate with NCRPB office before the date of pre-bid meeting using the following format:

Sr. No	RFQ-cum-RFP Document Reference (s) (section number page)	Content of RFQ-cum-RFP	Points of clarification

- 3.8.2 Clarifications of the RFP may be requested by the bidding entity in writing only, by email mentioned below on or before the deadline mentioned in the RFQ-cum-RFP document. Telephone calls will not be accepted for clarifying the queries. The address for requesting clarifications is:

Address: Director (A&F), NCRPB, Core 4-B, First Floor, India Habitat Centre, Lodhi Road, New Delhi- 110003, Phone:- 011-24603138, Email: ncrpb-dr@nic.in

- a) The bidding entity or its official representative will be invited to attend the pre-bid meeting.
 - b) The purpose of the meeting will be to provide bidding entities with information regarding the RFQ/RFQ and the project requirements, and to provide each bidding entity with an opportunity to seek clarifications regarding all aspect of the RFQ-cum-RFP document and the Assignment.
 - c) Pre-bid queries received after due date & time shall not be accepted under any circumstances.
- 3.8.3 Separate pre-bid conferences will be held for each functional plan assignment as per the venue and schedule with date and time, as shall be mentioned/ updated on NCRPB website or online virtually. Bidding entities are encouraged to attend the conference before submitting their proposals.
- 3.8.4 At any time before the submission of Proposals, the Client may, for any reason, whether at its own initiative or in response to a clarification requested by an invited consulting bidding entity, modify the RFQ-cum-RFP documents by amendment. All the amendments made in the RFQ-cum-RFP document would be published on the NCRPB web-site as corrigendum.
- 3.8.5 The bidding entities are advised to regularly check the NCRPB web-site for updates. The Client may at its discretion extend the deadline for the submission of Proposals.
- 4.8.6 The costs of preparing the proposal, including visit to the Client, etc., are to be borne by the bidding entity.
- 3.8.7 Awarding the assignment(s) will be in accordance with policies of Government of India, including policies on corrupt and fraudulent practices.

3.9 Preparation of Proposal

- 3.9.1 Bidding entities should be profit making in at least 03 years of last 05 consecutive financial years. Bidding entities should submit appropriate proof in this regard, failing which the proposal/bid will be rejected without opening Technical and Financial bids. Only those consultants whose responses are found satisfactory will be considered for evaluation of Technical Proposal.

3.9.2 Technical Proposal

Interested bidding entities shall submit information in the prescribed Qualification forms provided in **Section-5** of this document.

- a) In preparing the Technical Proposal, bidding entities are expected to examine the documents comprising this RFQ-cum-RFP in detail. Material deficiencies in providing the information requested may result in rejection of a Proposal.
- b) The Technical Proposal should be submitted in Standard Forms provided in **Section-6** of this RFQ-cum-RFP document.
- c) The Technical Proposal should provide information using the Standard forms provided in **Section-6** of this document only, failing which the proposal may be summarily rejected.
- d) The Technical Proposal shall not include any financial information.

3.9.3 Financial Proposal

- a) The Financial Proposal should be submitted in Standard Forms provided in **Section-7** of this document only.
- b) The proposal should be complete, i.e., it should list all costs associated with the Assignment.
- c) The Financial Proposal should clearly identify, as a separate subset of total quoted amount, the applicable taxes (including GST, social security, etc.), duties, fees, levies, and other charges imposed under the applicable law. This shall be inclusive in the financial proposal.
- d) The values in financial proposal should be in Indian Rupees.

3.10. Submission, Receipt and Opening of Proposals

3.10.1 Any corrections made on the original Proposal must be initialed by the person or persons who sign(s) the Proposals.

3.10.2 An authorized representative of the bidding entity shall initials all pages of the proposal. The representative's authorization is confirmed by a written power of attorney accompanying the Proposal.

3.10.3 Bid Offer can be submitted from the date of publication of NIT:

- a) The bidding entities are required to submit copies of all the documents mentioned in the RFQ-cum-RFP document.
- b) The bidding entities can submit documents in the form of PDF format.
- c) The bidding entities are required to quote strictly as per terms and conditions specifications, standards given in this RFQ-cum-RFP document and not to stipulate any deviations.
- d) After submission of the bid, the interested bidding entity can re-submit revised bid any number of times but before last time and date of submission of bid as notified.
- e) If the bidding entity is not found eligible after opening of tenders due to any reason, its tender shall become invalid.

3.11 Late Bids/ Tenders

Bid Offers received after the due date and the specified time (including the extended period, if any) for any reason whatsoever, shall not be entertained.

3.12 Mode of Submission

The Qualification details, Technical Proposal and Financial Proposal shall be submitted separately in print form, along with pdf version of Qualification details, and Technical Proposal in CD/DVD.

3.13 Proposal Format

3.13.1 The bidding entity is expected to examine all the instructions, guidelines terms and conditions and formats in the RFQ-cum-RFP document. Failure to furnish all the necessary information as required by the RFQ-cum-RFP document on submission of a proposal not substantially responsive to all the aspects of the bid offer shall be at bidders' own risk and may be liable for rejection. The Format of various pre-requisites are given in this RFQ-cum-RFP document.

3.13.2 The Bid Offers should be submitted separately on prescribed Formats containing the following **three parts**:

a) Part-A (Section-5)

- (i) The interested bidding entity shall submit Board approved Profit and Loss Account Statement duly signed by CMD/MD/CA/Authorized signatory, regarding statement of profit making in at least 03 years of last five consecutive financial years. **Failing this the proposal/bid could be treated as non-responsive and summarily rejected without opening Technical and Financial bids**
- (ii) The interested bidding entity (except Micro and Small Enterprise (MSE) as defined in MSE procurement policy by MSME, Registration Certificate of which needs to be enclosed with the Bid) shall submit copy of RTGS/ NEFT or DD for Earnest Money Deposit (EMD) of Rs. 1,00,000/- (Rs. One lakh) for Functional Plans for Dairy, Tourism and Heritage, Health, Education and Skill Development, and Smart & Digital Sector and 2, 00,000/- (Rs. Two lakh) with regard to Functional Plan for Urban Regeneration, Housing and Slum Free NCR.

b) Part-B (Technical Bid)

The bidding entity shall submit Technical Bid containing the Technical Eligibility Details (as mentioned in **Section-6** RFQ-cum-RFP document).

c) Part-C (Financial Bid)

The bidding entity shall submit Financial Bid containing the Financial offers/Financial bid on the prescribed format given at **Section-7** quoting the price both in words and figures. In case of conflict between the figures and words the latter shall prevail.

3.13.3 After the deadline for submission of proposals the Qualification documents shall be opened immediately by the Bid Opening Committee as decided by the Competent Authority of NCRPB. The short-listed bidding entity may be called for power point presentation. The information will be evaluated. The Technical Proposal of only the qualifying Consultants will be opened after evaluation process.

3.13.4 The Financial Proposal shall remain sealed until technical capability statement of all submitted proposals is prepared and bidding entity short-listed. The bidding entity representative may opt to be present during the financial bid opening. The date will be conveyed to the bidding entity by the Client in advance.

3.14 Proposal Evaluation

3.14.1 General

- (i) Technical and Financial Bids shall be considered for evaluation for only those bidding entities which are profit making in at least 03 years of last five consecutive financial years. Bidding entities should submit appropriate proof in this regard (Board approved Profit and Loss Account Statement duly signed by CMD/ MD/CA/ Authorized signatory), failing which the **proposal/bid will be rejected without opening Technical and Financial bids**.

- (ii) From the time the bids are opened to the time the contract is awarded, if any bidding entity wishes to contact the Client on any matter related to its proposal, it should do so in writing at the address indicated. Any effort by the bidding entity to influence the Client in the Client's proposal evaluation, proposal comparison or contract award decisions may result in the rejection of the bidding entity's proposal.

3.14.2 Bid Opening

- a) A Bid Opening Committee as decided by the Competent Authority of NCRPB, will open the bids.
- b) NCRPB reserves the rights at all times to postpone or cancel a scheduled bid opening, which will be duly informed through NCRPB website.
- c) The selection of the bidding entity shall be made on **QCBS basis (80% Technical, 20% Financial weightage)**
- d) The bids shall be opened in three parts.
 - **Part-A: Qualification documents** - Board approved Profit and Loss Account Statement duly signed by CMD/ MD/CA/ Authorized signatory, regarding statement of profit making in at least 03 years of last five consecutive financial years and Earnest Money Deposit (EMD)
 - **Part-B: Technical Bid**
 - **Part-C: Financial Bid**
- e) The bidding entity or his authorized representatives who is present shall sign a register evidencing their attendance. In the event of the specified date of bid opening being declared a holiday, the Bids shall be opened at the same time and location on the next working day. However if there is no representative of the bidder, NCRPB shall go ahead and open the bids.
- f) During bid opening preliminary scrutiny of the bid documents shall be made to determine whether they are complete whether required bid security has been furnished, whether the documents have been properly signed and whether the bids are generally in order. Bids not conforming to such preliminary requirements will be prima facie rejected.

3.14.3 Evaluation of Technical Proposals

- (i) The Bid Opening Committee to be constituted by NCRPB will evaluate the bids on the basis of their Average Audited Turnover statements, Similar Assignments / Studies, Qualifications and competence of the key professional staff for the assignment, Brief Note/ Proposal, and Technical Presentation of Proposal of the Bidding Entity before the appropriate forum/ Committee (date of which will be intimated/updated on NCRPB website).
- (ii) Each proposal will be given a technical score. A proposal shall be rejected at this stage if it does not achieve the minimum technical score of 50%.
- (iii) **Evaluation Criteria for Technical Proposals is as under:**

Sl. No.	Qualifying Criteria	Documentary Proof	Maximum Marks
1	Average Audited Turnover of the Bidding Entity / Consortium Lead of at-least 03 of last five consecutive financial years should be minimum Rs. 50 lakh per year.	Board approved audited account statement duly signed by CMD/ MD/CA/ Authorized signatory	10
2	Similar Assignments / Studies	Copy of the Letter of Award (LoA)	
	<i>(a1) No. of Studies (02 marks each)</i>		10
	(a2) 02 marks per Assignment/Study in case involving a Plan formulation for the sector for which being bidded (upto maximum 05 marks)		05
	(a3) 02 marks per Assignment/Study in case involving GIS based Plan formulation for the sector for which being bidded (upto maximum 05 marks)		05
	<i>(b) Value of Assignments (Maximum 05 assignments)</i>		10
	• Below Rs. 25 lakh – (01 marks per Assignment)		
	• More than Rs. 25 lakh upto Rs. 50 lakh – (1.5 marks per Assignment)		
	• Above Rs. 50 lakh – (02 marks per Assignment)		
3	Qualifications and competence of the key professional staff for the assignment [refer Core Team Composition, qualification and weightage for key professionals of respective sector under Section-3 para 3.1 (b)]		25*
4	Brief Note/ Proposal including: <ul style="list-style-type: none"> • Comments & Suggestions of ToR • Suggested methodology 		10

Sl. No.	Qualifying Criteria	Documentary Proof	Maximum Marks
	<ul style="list-style-type: none"> Overview of proposed Work Plan 		
5	Technical Presentation of Proposal of the Bidding Entity		25
	Total Score		100

Break up for respective sector provided in **Section-3 for each Assignment.*

Note:

- (i) The qualifying marks will be 50%. The bidding entities scoring 50% marks in Technical evaluation will be considered for QCBS.
- (ii) If Consultancy Assignments in similar sectors is done or if any Plan prepared in such sector for a State or geographical area comparable to NCR, preference or higher weightage (as bonus marks mentioned above) will be given for such bidding entities.
- (iii) The selected bidding entity has to ensure the deployment of proposed Key Professionals mentioned above for the completion of allocated assignment under this tender till the approval of final stage of this assignment.
- (iv) The proposed Key Professionals shall be in regular contact with NCRPB.
- (v) Any change in the proposed Key Professionals will require a written permission from the client.
- (vi) Failure to comply with above conditions may lead to penalty on selected bidding entity as mentioned in the "General Conditions of Contract" of this document.

3.14.4 Public Opening and Evaluation of Financial Proposals

- (i) After the evaluation of Technical Proposal is completed for the respective assignment, the Client shall inform and notify the date and time for opening of financial proposals to only those bidding entities, whose proposals have been short-listed for the same. The qualified bidder shall be termed as "**Technically Qualified bidder**".
- (ii) The Financial Proposals of Technically Qualified bidder shall be opened by NCRPB, in the presence of the representatives of bidding entities who choose to attend. The name of the bidding entity and the proposed amount shall be read aloud and recorded when the Financial Proposals are opened. The Client shall prepare minutes of the public opening.
- (iii) NCRPB will determine whether the Financial Proposals are complete, (i.e., whether they have costed all items of the corresponding Technical Proposals, if not the client will cost them and add their cost to the initial price), correct any computational errors, etc.
- (iv) The bidding entity who emerges L-1, based on QCBS for a particular assignment will be invited for signing a Contract Agreement for respective Functional Plan work, taking into consideration the priority submitted by the bidding entity and the condition prescribed in this RFQ-cum-RFP document in this regard.

3.14.5 Discussions/ clarifications with the successful bidding entity

- (i) Discussions/ clarifications will be held in order to reach agreement on all points and sign a contract. Discussions/ clarifications/ negotiations will be held at the office of NCRPB, Delhi on date set by mutual convenience.
- (ii) Discussions/ clarifications will include a discussion of the Technical Proposal, the proposed methodology (work plan), staffing and any suggestions made by the firm to improve the Terms of Reference. The Client and successful bidding entities will then work out final Terms of Reference and reporting which will be incorporated in the Contract.
- (iii) Financial negotiations will include a clarification (if any) of the firm's tax liability and will reflect the agreed technical modifications in the cost of the services.
- (iv) Having selected the firm on the basis of, among other things, an evaluation of proposed key professional staff, the Client expects to negotiate a contract on the basis of the experts named in the Proposal. Before contract negotiations, the Client will require assurances that the experts will be actually available.
- (v) Negotiations will conclude with a review of the draft form of the contract. To complete negotiations the Client and the firm will initial the agreed contract. If negotiations fail, the Client will invite the firm whose proposal received the second highest score to negotiate a contract.

3.15 Award of Contract

- 3.15.1 The contract will be awarded after the tendering process is complete. The Client will promptly notify other bidding entities that they were unsuccessful.
- 3.15.2 On award of the consultancy assignment(s), the successful bidding entities should be required to enter into an agreement with Client for the successful completion of the Consultancy as per the Terms and Reference.
- 3.15.3 The successful bidding entity shall begin carrying out the Services immediately on issuance of Letter of Award (LOA) by Client and acceptance of the same by the Consultant or on signing of this agreement by both the parties, whichever is earlier.
- 3.15.4 The Contract period shall be One year from the date of the approval of the final report unless extended by the parties mutually.
- 3.15.5 Termination of the Contract will be in accordance with provisions of the Paras of **General/Special Conditions of Contract**. In case of dispute the matter will be referred to an arbitrator as specified by the Client.
- 3.15.6 The Client will provide the relevant data/reports available. Collecting any other data relevant to the assignment will be the responsibility of the successful bidding entity. The Client will provide the necessary introductory letter to get information from other concerned agencies/departments, wherever applicable.
- 3.15.7 For a period of two years after the expiration of this Contract, the successful bidder shall not engage, and shall cause their Personnel as well as their Sub-consultants and their Personnel not to engage, in the activity of a purchaser (directly or indirectly) of the assets on which they advised the Client under this Contract, nor shall they engage in the activity of an adviser (directly or indirectly) of potential purchasers of such assets. The successful bidder also agree that their affiliates shall be disqualified for the same period of time from engaging in the said activities.

3.16 Confidentiality

Information relating to evaluation of proposals and recommendations concerning awards shall not be disclosed to the bidding entities who submitted the proposals or to other persons not officially concerned with the process.

3.17 Other conditions of payment

4.17.1 No separate TA/DA would be payable in addition to Consultancy fee.

3.17.2 The TDS and other taxes as applicable under the law would be deducted by the Client from the amount payable as Consultancy fee.

3.17.3 In case of delay in the conduct of consultancy services within the time fixed or in the event of repudiation of the contract, the Client reserves the right to recover liquidated damages, including administrative expenses, for breach of contract, a sum equivalent to 0.5% (half percent) of total contractual value, which the bidding entity has failed to deliver within the period fixed for delivery for each week or part thereof during which delivery is delayed, subject to an overall ceiling of 10% of the total contract price.

3.17.4 The successful bidder will have to provide a Performance Guarantee for 10% of the project value as per the following details:

- a) The performance guarantee shall be valid for a period of 18 months beyond the approval of final report.
- b) This shall have to be furnished by the successful bidding entity within 21 days of issue of LoA by client or within 15 days from the date of issue of a letter accepting the offer of the assignment whichever is earlier.
- c) The performance guarantee by successful bidding entity shall be submitted in the prescribed form Annexed herewith, from any scheduled commercial bank appearing in the second schedule of RBI incorporated in India.
- d) The Performance Guarantee Bond and/or any amendment thereto shall be executed on a stamped paper of requisite money value in accordance with Indian laws (format provided in contract).
- e) No other form of guarantee shall be acceptable.

Section-4: Terms of Reference

4.1 SCOPE OF WORK

- a) The approach to prepare the various Functional Plan shall be broadly including
- Existing situation analysis and assessment
 - Assessment of the potential which should include primary and secondary data collection, study assessment; required workshops/brain storming; studies etc.;
 - Devising proposals and projects and assessing their possibility /feasibilities, pre requisite to make them feasible, required restructuring if any; finally providing improved Quality of life in case of say education, health housing and Smart Digital NCR and better economic benefits in case of Dairy, Tourism etc. or may be both in some cases as applicable.
 - The market forums, supply chain mechanism study and proposed betterments under the sector
 - Study of Export and import potential of the sector and proposed projects to benefit from the assessed potential, as in case of Dairy
 - Marketing Strategy to sell the product i.e. the projects envisaged are taken up for implementation by concerned department /agencies considering and adopting the 5 Ps of marketing i.e Product, Place, Price, People And Promotion.
 - Have stakeholder consultations and build stakeholder consensus on the devised proposals, projects, strategies etc.
- b) The scope of work towards the preparation of the various functional plans for planning and development of a future ready NCR, would accordingly broadly cover following activities and aspects:
- (i) Primary data and Studies as will be necessary for detailing of respective functional plan
 - (ii) Secondary data collection and any necessary primary surveys/ investigations/ studies (in consultation with NCRPB) resulting in datasets/ baselines prepared with data disaggregated (as best feasible/ applicable), analyses, with reference to NCR Regional Plan 2041 along with cross sectoral reference of existing relevant documents /plans/maps/ findings/ gap assessments/ recommendations etc.;
 - (iii) Determination of a list of identified infrastructure projects and resultant downstream investment project proposals with preliminary/ block-cost estimates (based on life-cycle cost approach) and investment planning for implementation of functional plans in a phased manner.
 - (iv) Adoption of Social inclusiveness approach and citizen centric aspects, etc., based on national/ international good practices and global experiences and futuristic technology application.
 - (v) undertaking of stakeholder consultations, when engaging with them conducting technical discourse/ awareness sessions towards capacity building including focus to identify and prepare downstream infrastructure investment projects, and to document the features of the functional plans prepared as a knowledge product to facilitate in knowledge dissemination. The successful bidding entity shall have to undertake necessary consensus building and stakeholder consultations on the devised proposals, projects, strategies etc., build stakeholder consensus after and with necessary stakeholder consultations, on its recommendations and proposals in the Functional Plan, for at least in areas of RP jurisdiction
 - (vi) Mapping as needed is to be carried out through Drone and all requisite clearances shall be taken by successful bidding entity and will be within these stipulated timelines.

- (vii) The information/ data that is already available with the NCRPB, will be provided to the consultants. The consultant will have to verify such information/ data, update, analyze, identify and fill gaps, if any. Apart from providing available information, the NCRPB will facilitate in the collection of information by corresponding with the relevant agencies and by convening meetings when necessary for the active collection of information.
- (viii) The bidding entity including individuals, firms, institutions etc. must have prior experience in the relevant sector of the opted assignment w.r.t the various functional plans as below:

S.No.	Name of the Functional Plan
I	Functional Plan for Urban Regeneration, Housing and Slum Free NCR
II	Functional Plan for Smart and Digital NCR
III	Functional Plan for Education and Skill Development
IV	Functional Plan for Health Sector
V	Functional Plan for Tourism and Heritage
VI	Functional Plan for Dairy Sector

- (ix) The output of the respective Functional Plan shall have to be linked and finalised as per the published Regional Plan -2041
- (x) The resulting document should be able to facilitate the NCR states and concerned department to implement the suggestions and proposals, clearly bringing out the benefits of the proposal in quantifiable terms and assumptions and preconditions considered for the same, along with timelines.
- (xi) A Matrix of projects, proposals, locations, implementing agencies/ players involved/ costing/ funding avenues /resources ; human resources requirement and skilling required etc.; with expected benefits as per timelines should be prepared.
- (xii) Further Sector wise Scope of Work/ Expected Outcome along with required expertise and timing of services, is as presented in subsequent sections.

b) Sector wise Scope of Work/ Expected Outcome along with required expertise and timing of services:

I	Functional Plan for Urban Regeneration, Housing and Slum Free NCR
----------	--

- 1.1 The functional plan should focus on Housing in general for NCR and cover Urban Regeneration, redevelopment of various old, dilapidated areas, slums, unauthorised colonies and JJ clusters, special areas like CBDs, VIP areas etc. in Urban areas of NCR as a whole and approach and results should be in the direction of improving the housing scenario and neighbourhoods in NCR through this plan, while bettering the Quality of Life of the NCR inhabitants. These should alongside take into account the future requirements of populations and services and should not be compromising on the preservation/conservation of the unique culture, tradition and heritage of the individual areas in particular and region as a whole. The broad terms of reference of the consulting bidding entity for the assignment to deliver the above-stated preparation of functional plan, are given below:
- a) The **‘Functional Plan for Urban Regeneration, Housing and Slum Free NCR’** is to be in sync with the policies and proposals of the RP-2041, especially with regard to Chapter-8 related to ‘Urban Regeneration – Housing and Habitat’ and consider all references of Housing , Habitat, regeneration and redevelopment of areas including slums etc., in the document. The output of the Functional Plan shall have to be linked and finalised as per the published final Regional Plan -2041.
- b) The Functional Plan is to be compliant to the NCR RP-2041 with a focus on **Urban Regeneration and/or Rejuvenation, Slum Redevelopment and Planned Habitat and Housing for all including Low Income Households. The plan should make a granular blue print for transformation** of NCR Cities/Urban settlement areas for a future ready NCR. The Functional Plan shall be considering following elements, but not limited to:
- i) Transformation of urban areas of NCR specially Delhi, other metro/regional centres and urban settlements.
 - ii) Planned housing including along Transport (TOD) Corridors
 - iii) Efficient use of land and TDR, FAR, land assembly etc.
 - iv) Affordable housing also covering affordable rents
 - v) Rental housing along with Housing for Institutional, Industrial, and Construction Workers
 - vi) Vacant properties and Stalled Projects
 - vii) Slum improvement and low income housing - towards Slum Free NCR
 - viii) Redevelopment/Regeneration/Rejuvenation and Upgradation.
 - ix) Development of Residential Heritage Areas
 - x) Support Infrastructure
 - xi) Safe and Liveable Residential Neighborhoods
 - xii) Housing Technologies
 - xiii) Mainstreaming of Lal Dora, Extended Lal Dora and their villages in NCT-Delhi
 - xiv) Unauthorised Colonies/ Jhuggi Jhopri Cluster etc.
- c) The **‘Functional Plan for Urban Regeneration and Housing for Slum Free NCR’** would address different aspects related to Urban Regeneration and Rejuvenation, Slum Redevelopment and Planned Habitat, Housing Development for Low Income Households,

etc. and include Strategies, Approaches, Guiding Principles, Project identification, etc. as applicable. The plan shall also provide for:

- i) Present a road map for paradigm transformation of entire urban NCR to global levels
- ii) Housing for all categories of residents/migrants/workers etc. as per current and projected needs.
- iii) Integrated development of major NCR cities as per global standards
- iv) Matrix of amenities, civic utilities, blue green infrastructure

The Functional Plan will include various sub plans and may not be limited to the following suggested sub plans, covering the suggested aspects, but not limited to them:

Sub-Plan: Urban Regeneration and Rejuvenation

- (i) Proposed blue print for paradigm for transformation of NCR urban areas to global levels while examining and proposing Strategies for amalgamations, consolidation and drawing of area layouts, redevelopment of NCR urban areas to global levels; looking at current and future populations
- (ii) Study other examples of 'Slum Redevelopment strategies and results like in Mumbai, Hyderabad, Chennai and Gujarat cities as well as Urban Regeneration of global standards for a paradigm transformation of future NCR
- (iii) Mapping of 50 year old buildings in Urban areas and propose solutions/projects for the same
- (iv) Provide different quality of regeneration for different kinds of areas e.g. Heritage areas need height restrictions and maintaining of the foot print; Security and VIP areas need different treatment; Old areas, TOD areas, CBDs etc.
- (v) Development and mainstreaming of Lal Dora and Extended Lal Dora areas and their villages while also considering TDR and Heritage TDR.
- (vi) Areas for redevelopment and upgradation across NCR in line with the policies and proposals of Regional Plan-2041.
- (vii) Preparation of Redevelopment Plans for old areas of NCR cities and towns and slums, and to prepare multiple model Redevelopment Plan for guidance of the States.
- (viii) Utility planning and strategies with emphasis on Smart Utilities Decentralised Utility Systems and focus on recycling etc.
- (ix) Floor Space Index (FSI)/ Floor Area Ratio (FAR) and TDR as non-financial instruments to encourage development/redevelopment in required areas.
- (x) Provide for the marketing strategy and supply chain mechanism after assessing the demand supply situation for current and future requirements
- (xi) Proposed Financial and institutional arrangements

Sub-Plan: Planned Habitat, Housing Development making Slum Free NCR

- (i) Identification of potential areas for the development of green field townships like medi-cities, tech-cities, edu-city, entertainment cities with multiple theme parks, etc.
- (ii) Transit corridors and transit nodes to be identified as the axes of urban densification. Identify areas for intensive development with high FAR/FSI, mixed land use, exemption from height restrictions, in entire NCR along such high volume transit corridors and TOD nodes along with land for planned industrial and intensive development activities.

- (iii) TDR regulations which can be adopted by the NCR participating States in their respective policy for TDR along with identification of potential areas/zones for generating and receiving TDR.
- (iv) Areas for implementation of innovative planning tools, like Town Planning Scheme, Land Pooling Models and Local Area Plan system, etc. as per area specific potential.
- (v) Urban Governance Reforms required to alleviate challenges to achieve goal of housing for all in NCR.
- (vi) Study and propose steps/projects for effective implementation of Industrial Housing, Affordable Rental Housing (AHRCs) etc. Measures/steps for achieving 'end of homelessness', better quality of housing and safe liveability in the NCR to create affordable housing.
- (vii) Effective implementation of Govt. of India schemes and policies in NCR.
- (viii) Suggestions for local bodies/development authorities for helping them to earmark and arrange land for effective and efficient rental housing in the form of hostel/dormitory at an affordable rate and there should also be a provision of basic services.
- (ix) Identify, map and analyse vacant properties including houses, flats, office spaces, etc. across NCR especially with regard to urban areas and to develop a model vacant property portal for NCR.
- (x) Identification and mapping of slum areas across NCR, matching with PMAY and other schemes and proposing strategies to prevent further slums and reduce and rejuvenate the existing slums and devise strategies for slum improvement and low income houses in NCR - towards Slum Free NCR.
- (xi) Explore collaborative programme with agencies/ organization including RERAs, etc. to develop social housing in NCR via multiple channels.
- (xii) '15-minutes neighbourhoods' by walk or cycle and walk to work with special focus on mixed use zones spatially -horizontally and vertically as well as earmarking a mixed-use areas by recognition/permission of mixed-use in existing areas/redeveloped areas, TOD areas and another areas
- (xiii) Developing Smart Utilities and availability of land and permissions for Right of Way (ROW) for multi-utility smart trenches/ducts for all utilities, and provide for common spaces for utility spaces like mobile towers, Cells on Wheels(CoW), micro-sites, Wi-Fi Hotspots, GIS power substations, within residential, industrial and commercial areas., in urban areas
- (xiv) Identification of Heritage residential areas in the NCR towns and devise appropriate strategies to conserve such areas with innovating methods like special FAR, Heritage TDR etc.
- (xv) Identification of Stalled Housing Projects in NCR and suggest appropriate strategies for their completion and disposal/use.
- (xvi) Development of support infrastructure for housing and making safe and liveable residential neighbourhoods, across cities and towns in NCR.
- (xvii) Housing technologies to promote alternate and sustainable technologies for safer and disaster resilient housing, engineered structures in all multi-level buildings.
- (xviii) Model Housing Information System (HIS) for NCR. This can be an interactive web-portal for public, government agencies and the private sector which can be a 'one stop

shop' for all housing related data so as to help the consumers, planners, government agencies, real estate developers, etc.

- (xix) Urban Regeneration and Rejuvenation of NCR especially Delhi and Metro Centres of NCR.
- (xx) Slum Redevelopment including unauthorised colonies and Jhuggi jhopri clusters etc. across urban settlements in NCR and Planned Habitat, Housing Development for Low Income Households, along with planned housing projects to address the requirements at agglomeration level and not limited to the specific city or town.
- (xxi) Sub-Region wise Housing Action Plans
- (xxii) Provide for the marketing strategy and supply chain mechanism after assessing the demand supply situation for current and future requirements
- (xii) Proposed Financial and institutional arrangements
- d) For all the proposed sub plans including but not limited to those mentioned above and others as may be necessary for the functional plan, identification of prioritized investment projects/ sub-projects with preparation of investment plan, fund arrangements and implementation/ action plan with specific targets/ timelines and locations; and including, project structure in terms of finance and implementation covering the Marketing Strategy to sell the product i.e. the projects envisaged to be taken up for implementation by concerned department /agencies considering and adopting the 5 Ps of marketing i.e Product, Place, Price, People And Promotion.
- e) The resulting document should be having necessary proposals /projects after necessary consensus building and stakeholder consultations (which may include meetings/workshops/seminars etc. as necessary) and the document should able to facilitate the NCR states and concerned department to implement the suggestions and proposals, clearly bringing out the benefits of the proposal in quantifiable terms and assumptions and preconditions considered for the same, along with timelines. It should include the suggested locations for the projects with tentative costs, suggested implementing agencies
- f) A Matrix of projects, proposals, locations, implementing agencies/ players involved/ costing/ funding avenues /resources ; human resources requirement and skilling required etc.; with expected benefits as per timelines should be prepared.

1.2 Required Expertise

For the Functional Plan for Urban Regeneration, Housing and Slum Free NCR, assignment, following key professional would be required to be mobilized by the bidding entity. The Core Team Composition of bidding entity for the assignment is in Table III-1.

Table III-1: Core Team Composition for Urban Regeneration, Housing and Slum Free NCR
Functional Plan Bidding entity

S. No.	Expertise	Qualifications	Area of Specific Expertise	Input Requirements	%Weightage of Marks	Marks
1.	Urban/ Housing Planner (Team Leader)	Masters Degree in Planning (Urban/ Housing) with 10 Years of Experience	Urban & Housing development, redevelopment/ Regeneration, slum improvement	Full-time	20	5

S. No.	Expertise	Qualifications	Area of Specific Expertise	Input Requirements	%Weightage of Marks	Marks
			and neighborhood planning			
2.	Housing Sector Expert (Deputy Team Leader)	Masters Degree in Planning (Housing) with 07 Years of Experience	Urban sector & Housing development, regeneration and neighborhood planning	Full-time	16	4
3.	Slum Upgrading and Urban Upgrading Expert	Masters degree in Urban planning, economics, engineering, development economics, urban development and / or urban economy or in a related field with 07 Years of Experience	Slum Upgrading and Urban Upgrading, local governance, urban analysis preferably in slums and informal settlements. Experience in socio-economic policy analysis and formulation on basic urban services, urban infrastructure, housing/ construction, local economy development and poverty alleviation.	Part-time	16	4
4.	Urban Design Professional	Masters Degree in Planning (Urban/ Infrastructure/ Housing) Urban Design with 05 Years of Experience	Urban Design and neighborhood planning	Part-time	12	3
5.	Finance & PPP Expert	Masters Degree in Planning (Transport /Housing/ Infrastructure) Finance/ MBA/ CA degree with 05 Years of Experience	Finance and PPP with TOD and Value Capture in housing sector	Part-time	12	3
6.	Governance/ Institutional Framework Expert	Degree in Public Administration/ Planning/ with 05 Years of Experience	Governance/ Institutional Framework including RERA, etc.	Part-time	08	2
7.	Geographic Information System (GIS) Professional (02 Nos.)	Degree in GIS with 03 Years of Experience	Mapping, spatial analysis related to housing and urban sector	Full-time	4+4	1+1

S. No.	Expertise	Qualifications	Area of Specific Expertise	Input Requirements	%Weightage of Marks	Marks
8.	Planning Professional	Degree in Planning (Housing) with 03 Years of Experience	Urban sector & Housing development, regeneration and neighborhood planning	Full-time	4	1
9.	Heritage, Culture and Conservation Professional	Degree in Heritage Conservation and Management/ relevant field with 03 Years of Experience	Heritage and Conservation Management, regeneration with regard to residential areas	Full-time	4	1
	Total				100	25*

Note:

*In reference to Sl. No. 03 at para 3.14.3 for Technical Evaluation (total Marks 25)

No change of experts will be allowed without prior approval of NCRPB

The experts may be on permanent rolls of the bidding entity or consultants specific to the assignment

II	Functional Plan for Smart and Digital NCR
-----------	--

1.1 The functional plan should focus on enabling NCR to be Smart and digital region, with bridged digital divide to be future ready; having maximum possible digital services and service delivery platforms, smart infrastructure and applications covering all utilities, their provisions and permissions; have master data repository enabling faster access to data for quick decision making; all with adequate cyber security, leading towards the best possible experience of Ease of Doing Business and providing people in NCR with better Quality of Life.

The assessment, analysis and proposals shall be, addressing the digital infrastructure aspects of various sectors covered in Regional Plan 2041 but not limited to them, at micro to macro level; the capabilities, potentials and status of various services, entities and inhabitants in NCR w.r.t the aspect, and ways to make them all digitally equipped, capable and enabled with timelines. The plan has to not only provide the related solutions in terms of physical and social infrastructure, but also ways to enable the major shift to digital level with futuristic technology applications. The broad terms of reference of the consulting bidding entity for the assignment to deliver the above-stated preparation of functional plan, are given below:

- a) The **‘Functional Plan for Smart and Digital NCR’** is to be in sync with the policies and proposals of the RP-2041, especially with regard to Chapter-11 related to ‘Smart and Digital NCR’. The entire functional plan should present a blue print for enabling all citizen-state interface to be entirely on digital interface with a UPI like seamless, efficient, digital universal governance architecture and protocols. Functional Plan is to be compliant to the NCR RP-2041 with a focus on following elements, but not limited to:
 - i) Emerging Policy Thrust on Sustainable Development Goal, various smart and digital initiatives such as Digital India Programme etc.
 - ii) Digital Services Platforms for NCR; Digital Technologies & Service Delivery Platforms for Ease of Doing Business (EODB) including Online Building Plan Approval System (OBPAS)
 - iii) Understanding and Bridging Digital Divide
 - iv) Elements for smart urban and rural areas including utilities ; Seamless connectivity, and Smart Citizen Centric Digital Infrastructure
 - v) Safe and Secure Cyber Space /Cyber Security & Resilience
 - vi) Master database / Big Data repository with adequate security
 - vii) Robot Services (BOTs)
 - viii) Integrated Command and Control Centres and Unified Data Centre,
 - ix) Infrastructure and capabilities to ensure High speed communication network, GIS Portals, and sensor networks
 - x) Sandbox for digital initiatives
 - xi) Cyber Security aspects
- b) The **‘Functional Plan for Smart and Digital NCR’** would address different aspects of Smart / Digital Infrastructure and Services and include Strategies, Approaches, Guiding Principles, Project identification, etc. as applicable for the following, but not limited to:
 - (i) Developing Smart NCR including achieving SDGs, Citizen Participation, etc. through:

- a) Digital Infrastructure to every citizen
- b) Digital Services and Governance on demand
- c) Digital Empowerment of citizens
- (ii) Use of Digital Infrastructure & Artificial Intelligence (AI) based on Internet of Things (IoT), Cloud, Block chain, Big Data, Virtual Reality, etc.
- (iii) Bridge rural-urban digital divide and to provide high speed and reliable Internet connectivity, OFC network, etc. ; Achieve high level of digital literacy and awareness
- (iv) Provide for supportive digital infrastructure like High Speed and reliable Internet connectivity with high bandwidths to all villages and urban centres of NCR, Comprehensive Digitisation of databases across districts, offices, departments on standardized formats, development and main-streaming of protocols for online processing and approvals, enabling digital signatures, by Adhaar or DSC (Digital Signature Certificates) to all government functionaries (front desk or otherwise) across districts and departments in NCR sub-regions including those of Central Government, coupled with widespread use of payment gateways by government departments with designing of protocols for sharing proceeds at backend with different stakeholders (such that data uploaded by citizen once need not be uploaded again besides updating)
- (v) Collaboration of industry, academia, start-ups etc. with Govt. for enabling inclusive and self-sustainable system.
- (vi) have an Innovation Synergy Council (ISC) for NCR to foster close collaboration between academia, business and government.
- (vii) Public Digital Platform (PDP) for Public Service Delivery (PSD)
- (viii) NCR specific initiative governance (including UPI like)
- (ix) based Delivery of Public Services and address digital citizen centric requirements Developing Smart Utilities and availability of land and permissions for Right of Way (ROW) for multi-utility smart trenches/ducts for all utilities, and provide for common spaces for utility spaces like mobile towers, Cells on Wheels(CoW), micro-sites, Wi-Fi Hotspots, GIS power substations, within residential, industrial and commercial areas.
- (x) Smart Citizen Services in NCR including E-Banking, E-medicine, E-education, E-fitness, E-entertainment, E-commerce including E-food deliveries, E-handymen for various jobs, Smart traffic ticketing, E-ticketing for travel, entertainment, tourism , Smart policing and E-Emergency Response Systems (ERS) etc. with Real-time surveillance, notification and warning as well as emergency response, and comprehensive cyber security defence system.
- (xi) Enabling Smart Approvals and Licenses in NCR through Single Window System
- (xii) Development and implementation of Digital/E-Platforms suggested in RP-2041
- (xiii) Utilise common digital platform like Open Government Data (OGD) Government Land Information System (GLIS), Mining Surveillance System (MSS), Industrial Information System (IIS), Road Information System, etc., for sharing of data.
- (xiv) Develop Master database/ big data repository and use of Service Oriented Architecture (SOA) model and “Integrated Command and Control Centres” (ICCC) system.
- (xv) Promote use of Artificial Intelligence, Drones/UAVs, robot services (BOTs), Electric and autonomous vehicles Digital payment modes like NETC FASTag, BHIM UPI, NCMC, etc.
- (xvi) Smart Management Systems such as Smart Water/ Energy/Transportation/ Waste/Healthcare/Education/Security, Buildings Management Systems, etc.
- (xvii) Making NCR Cyber Secure and Resilient in respect of Critical Information, Infrastructure Protection; identify critical infrastructure installations in each district which may include power/energy generation/ distribution centres, treatment plants, IT

hubs, mandis, food storage, hospitals, business centres, Airport/ Transport corridors, etc. and make specific infrastructure protection plans

- (xviii) Developing Sandbox for digital initiatives/pilots in NCR
- (xix) Focus is also on Identifying and Implementing skill qualifications in new age future technologies such as Artificial Intelligence (AI) and ML, Blockchain, Data Science, Internet of Things, Robotics, Automation and Hyper-automation, Cybersecurity, Cryptology, 5G, Wireless and Networking Technologies, Embedded Software, Penetration Testing, Augmented-Virtual Reality, Mobility, Cloud Computing and Virtualization, Application Infrastructure and Software, Human Computer Interaction, Natural Language Processing, Industry 4.0 and beyond
- (xx) Identification of prioritized investment projects/ sub-projects with preparation of investment plan, fund/financial and institutional arrangements and implementation/ action plan with specific targets/ timelines and locations; and including, project structure in terms of finance and implementation covering the Marketing Strategy to sell the product i.e. the projects envisaged for bettering the smartness and digital scenario of NCR , to be taken up for implementation by concerned department /agencies considering and adopting the 5 Ps of marketing i.e Product, Place, Price, People and Promotion.
- (xxi) The output of the Functional Plan shall have to be linked and finalised as per the published final Regional Plan -2041.
- c) The resulting document should be having necessary proposals /projects after necessary stakeholder consultations and consensus building amongst stake holders (which may include meetings/workshops/seminars etc. as necessary) and the document should able to facilitate the NCR states and concerned department to implement the suggestions and proposals, clearly bringing out the benefits of the proposal in quantifiable terms and assumptions and preconditions considered for the same, along with timelines. It should include the suggested locations for the projects with tentative costs, suggested implementing agencies; web application developers and costs involved, with suggested sources of funding.
- d) The plan should clearly specify locations of the proposals, the proposed activities/actions/ digital platforms; their interrelation; benefits at macro and micro level; human resource requirements; timelines; risks and externalities involved ; possible risk mitigation measures; Financial and institutional arrangements, fund arrangements, so that the proposals are implementable.
- e) A Matrix of projects, proposals, locations, implementing agencies/ players involved/ costing/ funding avenues /resources ; human resources requirement and skilling required etc.; with expected benefits as per timelines with locations, should be prepared.

1.2 Required Expertise

For the Functional Plan for **Smart and Digital NCR** assignment, following key professional would be required to be mobilized by the consulting bidding entity. The Core Team Composition of bidding entity for the assignment is in Table VI-1

Table VI-1: Core Team Composition for Functional Plan for Smart and Digital NCR Sector Consulting Bidding entity

S. No.	Expertise	Qualifications	Area of Specific Expertise	Input Requirements	% Weightage of Marks	Marks
1	Digital Infrastructure	MCA/M(The.) in IT Management with	Digital	Full-time	20	05

S. No.	Expertise	Qualifications	Area of Specific Expertise	Input Requirements	% Weightage of Marks	Marks
	Expert (Team Leader)	10 years' experience in Digital Infrastructure planning and implementation	Infrastructure Planning, implementation and IT Management			
2	Planner-Urban /Regional	Master Degree in Planning with 07 years of Experience	Regional Development and Smart City projects	Full-time	16	04
3	Smart City /Utilities Expert	Bachelors Information and Technology engineering, Master Degree in Planning with 07 years of Experience	Information & Communication Technology (ICT), Internet of things (IoT) and Green Technology industries	Full-time	16	04
4	Sandbox Professional Expert	Degree in Computer Science or related field. 05 years of industry experience in developing logical and maintainable software with Strong Computer Science fundamentals, including data structures, object-oriented design, algorithm design, problem solving	Sandbox development for urban and regional planning aspects	Part-time	08	02
5	Software Applications developer (02 Nos.)	Degree in Computer Science or related field. 05 years of Smart city planning and related software applications experience	Smart city planning and related software applications experience	Full-time	08+08	02+02
6	IT Management Expert	MCA/M(The.) in IT Management with 07 years' experience	critical infrastructures and IT operations, mass data processing, communications technologies	Full-time	08	02

S. No.	Expertise	Qualifications	Area of Specific Expertise	Input Requirements	% Weightage of Marks	Marks
7	Cyber Security Expert	A bachelor's degree in computer science, IT systems engineering, or other similar fields. 05 Years of Experience		Full-time	08	02
8	Regional/ urban Planning Professional	Degree in Planning with 03 Years of Experience	Regional/ Urban Planning	Full-time	04	01
9	IT Sector Professional	Degree in IT / Computer Science and Technology with 03 Years of Experience	Digital Services Sector in General	Full-time	04	01
					100	25*

Note:

*In reference to Sl. No. 03 at para 3.14.3 for Technical Evaluation (total Marks 25)

No change of experts will be allowed without prior approval of NCRPB

The experts may be on permanent rolls of the bidding entity or consultants specific to the assignment.

III	Functional Plan for Education and Skill Development
-----	--

1.1 The functional plan should focus on Education aspect across NCR and amongst people of all ages and genders and education levels i.e primary, secondary to higher studies, specializations etc. and also extend to the aspect of employability through the appropriate education and skilling, and will have various sub plans as may be deemed necessary and may not be limited to the suggested sub plans. A **separate skill development sub plan** be worked out, focussing on skilling with employability. Further, the basic education and trainings required for NCR inhabitants for being future ready to handle and manage the Digital revolution that the country is undergoing, is also to be focused upon.

The assessment, analysis and proposals shall be, addressing the infrastructure aspects of education and skill sector, at micro to macro level, also covering adequate number of teachers and skilling staff, opportunities, skilled manpower for core education and ancillary services, online & offline education & skilling avenues and basic literacy and skill status of NCR inhabitants. The plan has to not only provide the related solutions in terms of physical and social infrastructure, but also ways to enable the major shift of education and skilling facilities to digital level with e- education and Smart E-education Infrastructure and other futuristic technology application.

As a whole, approach and results should be in the direction of not only improving the overall Quality of Life of NCR inhabitants irrespective of being urban or rural, rich or poor, but also enable NCR to be a destination of world class as well as affordable Education and skilling Hub for the region and beyond. The broad terms of reference of the consulting bidding entity for the assignment to deliver the above-stated preparation of functional plan, are given below:

- a) The functional plan is to be in sync with the policy zones (NCR-RP 2041) with the focus on the whole of NCR. The **‘Functional Plan for Education and Skill Development ‘** is to be in sync with the policies and proposals of the RP-2041, especially with regard to Education section in Chapter-10 related to ‘Future Ready Citizen Infrastructure’.
- b) The functional plan for **Education and Skill Development** Sector having multiple sub plan including but not limited to Sub Plan for skill development, would address and include Strategies, Approaches, Guiding Principles, Project identification, etc. as applicable for the following, but not limited to:
 - (i) To present a granular blue print for education skill development in NCR for making it future urban rural skilling hub covering soft skilling aspects as well, and making NCR an engine for harnessing human resource potential to increase GDP of NCR and per capita incomes of its inhabitants
 - (ii) Existing Education Sector and related infrastructure including skilling and vocational facilities, etc.
 - (iii) Roadmap covering, institutional, financial and regulatory arrangements, as applicable to ensure education accessibility for all
 - (iv) Strategic regional network (SRN), including, a GIS-based platform and Smart E-Education and skilling Infrastructure including Digital Integration of schools with shared central content for all Primary, middle and high schools with utilisation of existing and ways of creation of more content for the same.
 - (v) Special NCR Smart Education Initiative enabling High quality courses with good digital learning content

- (vi) Open and Distance Learning, Multiple Open Online Courses (MOOCs) and hybrid system of learnings and Certification in specialized areas, increase access to certification courses, etc.
 - (vii) Co-located health, education, social & community facilities in strategic centres along economic corridors.
 - (viii) Sports education and training
 - (ix) Role of Sector Skill Councils in education and vocational activities, and Skill Mitras
 - (x) Emphasis on placements, use of existing placement portals and creation of new job matching portals as needed for NCR specific requirements.
 - (xi) District Skill Registry & Migrant Facilitation Centres backstopped by NSDC with the help of Sector Skill Councils.
 - (xii) Specialized institutions to offer courses in skill enhancement and standardization of existing courses as well as affiliation for distance education
 - (xiii) Appropriate skilling and education synergies with mandatory skill education and modern Vocational education,
 - (xiv) Skilling should be including soft skills of migrants
 - (xv) Enable Industries to offer internships and apprenticeship to students.
 - (xvi) Future ready Industry 4.0 related skills for changing global practices
 - (xvii) Review of trades in ITIs and Polytechnics Colleges as per market requirements
 - (xviii) Innovation Synergy Council for linkages between higher education institutions and Industry, governance etc.
 - (xix) Ways to tackle land issues for educational and skilling institutions
 - (xx) development of qualifications for multi-skilling, cross-sectoral skills and future skills
 - (xxi) Make skilling eco-system to work to enable the blended mode of learning, skilling and assessment, on-line, digital & physical, wherever feasible, to ensure easy & greater reach, cost effectiveness, any-time, any-where, any-device by any-one learning, standardization of learning resources, quality e-content, for speedy and effective delivery of Vocational Education and Training.
 - (xxii) Device ways to effectively utilise and leverage the under utilised training capacity of Technical and higher education Institutes and industry, the existing skilling infrastructure of skill ecosystem (e.g. ITIs, Polytechnics, PMKKs, PMKVY centers, Training Providers (TPs), Training Centres (TCs) etc.), to impart skilling, apprenticeship and on the job practical training and support effective implementation of Vocational Education and Training & Skilling system. Moreover, skilling has to be Outcome centric, enabling employment, self-employment, entrepreneurship
 - (xxiii) Identification of prioritized investment projects/ sub-projects with preparation of investment plan, fund arrangements and implementation/ action plan with specific targets/ timelines and locations; and including, project structure in terms of finance and implementation covering the Marketing Strategy to sell the product i.e. the projects envisaged for bettering the education and skilling scenario of NCR, to be taken up for implementation by concerned department /agencies considering and adopting the 5 Ps of marketing i.e Product, Place, Price, People and Promotion.
 - (xxiv) The output of the Functional Plan shall have to be linked and finalised as per the published final Regional Plan -2041.
- c) The resulting document should be having necessary proposals /projects after necessary stakeholder consultations and consensus building amongst stake holders (which may include meetings/workshops/seminars etc. as necessary) and the document should be able to facilitate the NCR states and concerned department to implement the suggestions and proposals, clearly bringing out the benefits of the proposal in quantifiable terms and

assumptions and preconditions considered for the same, along with timelines. It should include the suggested locations for the projects with tentative costs, suggested implementing agencies; web application developers and costs involved, with suggested sources of funding.

- d) The plan should clearly specify locations of the proposals, the proposed activities/actions/digital platforms; their interrelation; benefits at macro and micro level; human resource requirements; timelines; risks and externalities involved ; possible risk mitigation measures; Financial and institutional arrangements, fund arrangements, so that the proposals are implementable, and the educated and skilled are employable.
- e) A Matrix of projects, proposals, locations, implementing agencies/ players involved/ costing/ funding avenues /resources ; human resources requirement and skilling required etc.; with expected benefits as per timelines with locations, should be prepared.

1.2 Required Expertise

For the Functional Plan for **Education and Skill Development** assignment, following key professional would be required to be mobilized by the bidding entity. The Core Team Composition of bidding entity for the assignment is in Table V-1.

Table V-1: Core Team Composition for Functional Plan for Education and Skill Development Sector assignment Bidding entity

S. No.	Expertise	Qualifications	Area of Specific Expertise	Input Requirements	% Weightage of Marks	Marks
1	Expert in Educational and skilling Infrastructure Development (Team Leader)	Master of Planning (Infrastructure) At least 10 years of work experience in education sector.	Educational Infrastructure Development	Full-time	20	05
2	Planner-Urban /Regional	Master Degree in Planning with 07 years of Experience	Regional Development	Full-time	16	04
3	Education Planning Specialist-I	MA degree in one of the following fields: Education, Pedagogy, Psychology or other relevant social science. At least 07 years of work experience in education sector.	strengthen the skills and competencies in education policy analysis, sector diagnosis, plan formulation and implementation, and monitoring and evaluation, while also developing strategic management	Part-time	16	04
4	Education Planning Specialist-II	Advanced university degree (Master's degree or equivalent) in Economics,	planning and management of education systems, Experience in the design of education	Full-time	12	03

S. No.	Expertise	Qualifications	Area of Specific Expertise	Input Requirements	% Weightage of Marks	Marks
		Statistics or Social sciences. • Minimum four (4) years of relevant working experience in the fields of planning and management of education systems,	and training sector development plans and budgeted action plans			
5	Skilling and vocational studies expert	MA degree in one of the following fields: Education, Pedagogy, Psychology or other relevant social science. At least 07 years of work experience in Vocational Education and Training & Skilling system /sector.		Full-time	12	03
6	E- Education & skilling Infrastructure Expert	Masters Degree in Computer Science/ IT with 05 Years of Experience	Public E- Education and skilling Infrastructure, Smart-Digital education Infrastructure, skilling and education web-portals, etc.	Full-time	08	02
7	Geographic Information System (GIS) Professional	Degree in GIS with 05 Years of Experience	Mapping, spatial analysis related to Education / skilling and urban sector	Full-time	08	02
8	Regional/ Urban Planning / Infrastructure Professional	Degree in Planning (regional/Urban/infrastructure) with 03 Years of Experience	Regional/ Urban Planning and Education & Skilling infrastructure	Full-time	04	01
9	Education Sector Professional	Degree in Education sector with 03 Years of Experience	Education and skilling sector in General	Full-time	04	01
					100	25*

Note:

*In reference to Sl. No. 03 at para 3.14.3 for Technical Evaluation (total Marks 25)

No change of experts will be allowed without prior approval of NCRPB

The experts may be on permanent rolls of the bidding entity or consultants specific to the assignment.

IV	Functional Plan for Health Sector
----	--

1.1 The functional plan should focus on Health aspect across NCR covering urban and rural habitations, addressing the aspects from infrastructure at micro to macro level both on terms of skilled manpower both core health related and ancillary services, allopathic and ayurvedic/ traditional medicines; to that of basic health status of NCR inhabitants (malnutrition, quality of diet, life style etc.). After assessment, the plan has to not only provide the related solutions in terms of physical and social infrastructure, but also ways to enable the major shift of health facilities to digital level with e medicine, e-health Smart E-Health Infrastructure including Universal Telemedicine platform etc., so that dependence on physical movement to health facilities is seen as last resort, and making NCR future ready, with respect to health sector.

As a whole, approach and results should be in the direction of not only improving the overall Quality of Life of NCR inhabitants irrespective of being urban or rural, rich or poor, but also enable NCR to be a destination of world class health facilities for NCR and beyond, and in a way promote 'Health tourism'. The broad terms of reference of the consulting bidding entity for the assignment to deliver the above-stated preparation of functional plan, are given below:

- a) The '**Functional Plan for Health Sector**' is to be in sync with the policies and proposals of the RP-2041, especially with regard to health section in Chapter-10 related to 'Future Ready Citizen Infrastructure' and consider all references to better life style, sports, and swatchta aspects etc. which have direct impact in bettering the health aspect of individuals..
- b) The functional plan on Health Sector would include detailed assessment of Health scenario and status in NCR and would address and include Strategies, Approaches, Guiding Principles, Project identification, etc. as applicable for the following, but not limited to:
 - (i) The plan shall present a granular blue print for the entire spectrum of health sector in NCR to make health affordable easily accessible with quick response and unburdening of tertiary services, development of more location for quality and accessible health services across NCR.
 - (ii) Existing Health Sector and related infrastructure; social infrastructure including secondary health facilities, old age homes, terminal care facilities, hospices, mental health care facilities, etc.; their density, accessibility; actual services available, against the current and future demand
 - (iii) Existing and planned Digital/ Smart elements related to Health and benefits accrued/ yet to be accrued
 - (iv) Development of a roadmap covering, institutional, financial and regulatory arrangements, as applicable; the related Financial and institutional arrangements;
 - (v) Mapping of all health infrastructure, its Strategic regional network and
 - (vi) preparation of a GIS-based platform covering all health related infrastructure and aspects;
 - (vii) Smart E-Health Infrastructure including Universal Telemedicine platform, Online registration system and patient data collection via online system/web portals, online referral mechanism, E-Health Record System/ E-Health Registry and Health Mapping System on E-Cloud
 - (viii) Emergency and Trauma Care Network in NCR
 - (ix) Augmentation of adequate Medical Facilities and Professionals
 - (x) Ancillary Health Services which could be developed in Medical Facilities Hubs
 - (xi) Affordable health facilities and Health tourism

- (xii) Tertiary healthcare, medical research and development, biotech, pharma research, related higher education
 - (xiii) Co-located health, education, social & community facilities in strategic centres along economic corridors
 - (xiv) Detail out role of Sector Skill Councils act as interfaces to match skill demand and supply, in sectors of health (elderly care, para medical staff)
 - (xv) Skill development courses
 - (xvi) Quick response health emergency services and targeting door step health facilities
 - (xvii) District Program Management Units (DPMUs), Hospital Management System (HMS) and “Software as a Service (SAAS)” model.
 - (xviii) Dynamic Online NCR Blood Donors Portal, with real-time updation
 - (xix) Pandemic readiness of health systems and Strengthening of Disease Surveillance Systems
 - (xx) Adequate Medical Colleges, Nursing training centres and an International Level Central Public Health University in NCR
 - (xxi) Road map to achieve Zero Malnutrition deaths
 - (xxii) Promotion of traditional health systems like Yoga, naturopathy and healthy lifestyles Ayurveda, Unani, Homeopathy, Acupuncture etc.
 - (xxiii) Possibilities of having globally benchmarked food standards and practices and food testing, standardized testing methods and protocols
 - (xxiv) Aspect of National Patient Safety Implementation Framework (NPSIF) and Medical insurance to make health affordable
 - (xxv) Identification of prioritized investment projects/ sub-projects with preparation of investment plan, fund arrangements and implementation/ action plan with specific targets/ timelines and locations; and including, project structure in terms of finance and implementation covering the Marketing Strategy to sell the product i.e. the projects envisaged for improving the Health related scenario of NCR, to be taken up for implementation by concerned department /agencies considering and adopting the 5 Ps of marketing i.e Product, Place, Price, People and Promotion.
 - (xxvi) The output of the Functional Plan shall have to be linked and finalised as per the published final Regional Plan -2041.
- c) The resulting document should be having necessary proposals /projects after necessary stakeholder consultations and consensus building amongst stake holders (which may include meetings/workshops/seminars etc. as necessary) and the document should be able to facilitate the NCR states and concerned department to implement the suggestions and proposals, clearly bringing out the benefits of the proposal in quantifiable terms and assumptions and preconditions considered for the same, along with timelines. It should include the suggested locations for the projects with tentative costs, suggested implementing agencies; web application developers and costs involved, with suggested sources of funding.
- d) The plan should clearly specify locations of the proposals, the proposed activities/actions/ digital platforms; their interrelation; benefits at macro and micro level; human resource requirements; timelines; risks and externalities involved ; possible risk mitigation measures; fund arrangements, so that the proposals are implementable, and such that the region benefits with the huge potential generated after creation of a future ready Health infrastructure in NCR .
- e) A Matrix of projects, proposals, locations, implementing agencies/ players involved/ costing/ funding avenues /resources ; human resources requirement and skilling required etc.; with expected benefits as per timelines with locations, should be prepared.

1.2 Required Expertise and Timing of Services

For the Functional Plan for **Health** Sector assignment, following key professional would be required to be mobilized by the consulting bidding entity. The Core Team Composition of bidding entity for the assignment is in Table IV-1.

Table IV-1: Core Team Composition for Functional Plan on Health Sector assignment
Bidding entity

S. No.	Expertise	Qualifications	Area of Specific Expertise	Input Requirements	%Weightage of Marks	Marks
1.	Urban/ Regional Planner (Team Leader)	Masters Degree in Planning with 10 Years of Experience	Urban/ Regional Planning with health infrastructure planning	Full-time	16	04
2.	Public Health Expert (Deputy Team Leader)	Post-graduation or higher qualification in Public health, Community health, Preventive & Social Medicine with 07 Years of Experience	Public health, Community health, Preventive & Social Medicine	Full-time	12	03
3.	Public Health Management Expert	MBA/ Masters degree or post-graduate diploma in public health, hospital management. Among non-MBBS, graduates in Nursing, Pharma with Masters in Public Health would be preferred with 07 Years of Experience	Public health, hospital management, health economics, etc.	Full -time	12	03
4.	E- Health Infrastructure Expert	Masters Degree in Computer Science/ IT with 05 Years of Experience	Public E-Health Infrastructure, Smart-Digital health Infrastructure, health web-portals, etc.	Full -time	12	03
5.	Public Health Expert-II	MBBS with Masters/ post-graduate diploma	Public health, Community health, Health	Part-time	08	02

S. No.	Expertise	Qualifications	Area of Specific Expertise	Input Requirements	%Weightage of Marks	Marks
		in Public health, Health Management, Health Economics, Hospital Management with 05 Years of Experience	Management, Health Economics, Hospital Management Tele-Medicine, E-Health infrastructure			
6.	Infrastructure Planner	Masters Degree in Infrastructure Planning with 05 Years of Experience	Health Infrastructure Planning and Development	Full -time	08	02
7.	Public Health Expert Expert-I	Post-graduation or higher qualification in Public health, Community health, Preventive & Social Medicine with 05 Years of Experience	Public health, Community health, Preventive & Social Medicine	Full -time	08	02
8.	Geographic Information System (GIS) Professional (02 Nos)	Degree in GIS with 05 Years of Experience	Mapping, spatial analysis related to Health/ E-health and urban sector	Part-time	08+08	02+02
9.	Urban/ Infrastructure Planning Professional	Degree in Urban/ Infrastructure Planning with 03 Years of Experience	Urban Planning, Health Infrastructure, etc.	Full-time	04	01
10.	Public Health Professional	Degree or post-graduate diploma in public health, hospital management with 03 Years of Experience	Public health, Community health, Health Management, Health Economics, Hospital Management, Health infrastructure	Full-time	04	01
	Total				100	25*

Note: *In reference to Sl. No. 03 at para 3.14.3 for Technical Evaluation (total Marks 25)

No change of experts will be allowed without prior approval of NCRPB

The experts may be on permanent rolls of the bidding entity or consultants specific to the assignment.

V	Functional Plan for Tourism and Heritage
---	---

1.1 The functional plan should focus on Tourism, Heritage and Culture aspects in NCR as a whole and approach and results should be in the direction of improving the economy of the region through this sector while not compromising on the preservation/conservation of the unique culture, tradition and heritage of the individual areas in particular and region as a whole. The outcome of the plan should improving both economic situation and well as quality of life of not only tourist/heritage site owners', but also all ancillary activities and stake holders involved right from the start of tourist's journey till its completion and also giving them a return again points of interest. The broad terms of reference of the consulting bidding entity for the assignment to deliver the above-stated preparation of functional plan, are given below:

- a) The '**Functional Plan for Tourism and Heritage**' is to be in sync with the policies and proposals of the RP-2041, especially with regard to Chapter-06 related to 'Tourism and Heritage', and consider all references of Heritage , Tourism and culture etc. in the document . Hence, the Functional Plan is to be compliant to the NCR RP-2041 in all respects, with a focus on following elements, but not limited to 'Making NCR - A Smart Tourist Hub; Unified Pan-NCR Tourism Single Window; Fly-from-Delhi NCR; Apni Dharohar, Apni Pehchaan; Unsung Heroes, iconic places, Specialized tourism realms, etc.; Tourist activities and facilities (High-tech facilities of global standards); Tourism support infrastructure; Meetings, incentives, conferences and exhibitions (MICE) Infrastructure and Leisure; Conservation and Management Committee; Tourism infrastructure projects
- b) The '**Functional Plan for Tourism and Heritage**' would address different aspects related to Tourism and Heritage, and include detailed assessment of huge potential of Tourism and Heritage sector in NCR and device Strategies, Approaches, Guiding Principles, Project identification, etc. as applicable for the following, but not limited to:
 - (i) To present a granular blue print for entire tourism scenario for future NCR as tourism hub for North India.
 - (ii) Making NCR as a safe and secure 'Smart Tourist Hub' equipped with ultra-modern and state of the art soft and physical infrastructure; Infrastructural Development to support sector requirements (Tourist activities and facilities (High-tech facilities of global standards) along with Tourism support infrastructure such as airports, railways, roads, waterways; Tourist Facilitation/Tourist Interpretation Centers)
 - (iii) A network of air transport across NCR with heliports and operational airports at every NCR district headquarter to promote "Fly-from-Delhi NCR"
 - (iv) Adopt a Heritage: Apni Dharohar, Apni Pehchaan, in NCR for: (a) Quality accommodation and Royal experience to tourists, (b) Theme Wedding Destinations, (c) Exotic sets for Film Shooting, (d) Ethnic Culinary Experience, etc.
 - (v) Maintaining existing heritage sites and increasing the number of World Heritage sites in the region as per UNESCO guideline.
 - (vi) Identification and mapping of "Smart Tourist Destination/Sites" and world class circuits in every sub-region, with "End to End Packaging" and "Unique Local Experiences" showcasing theme-based museums, heritage and natural beauty, etc.
 - (vii) Identification and mapping of Blue Green Getaway Circuits with sustainable yet global level tourism infrastructure, with specific locations; Mapping of Unsung Heroes, development of iconic places/ modern world class Iconic Structures, and related proposals

- (viii) Development of “World Class Museums” in each sub-region along with ‘Virtual Museum’ on world heritage sites, State of the Art Fish Aquarium, etc.
 - (ix) Development of Tourism Destinations and Tourist Circuits - inter & intra-regional, ; Ensuring Seamless Travel within Circuits; Integrated cycle trails and drive corridors in the region
 - (x) Entertainment hubs and Tourism infrastructure projects, viz., hotels, resorts, equipment, parks etc.; Special tourist zones (based on smart cities models) for Theme Parks, etc.
 - (xi) Diversify leisure tourism by identification, promotion and development of niche tourism like, Adventure, Medical, Wellness, Golf, Polo, Meetings Incentives Conferences & Exhibitions (MICE), blue-green nature getaways, theme parks, rural tourism, Eco-tourism, Film Tourism, Sustainable Tourism, River-Cruises, home-stays, spiritual, traditional crafts & sports, step wells, havelis, camping-hikes, culture shows, food streets, etc.
 - (xii) Specialized tourism realms, like pilgrimage tourism, medical tourism, village/ rural tourism, agri-tourism, sports tourism, leisure tourism, eco-tourism, adventure tourism (like balloon safari, aerial tours, night aerial tours, water sports, etc.), walking tours, bistros, souvenirs shops, appropriate nightlife in cities, etc.; year round events calendar of food-theatre for NCR
 - (xiii) Incentivize preservation of heritage areas and creation of cultural facilities by non-financial incentives like Heritage-TDR for all heritage site owners. Effective usage of Transfer of Development Rights to preserve and conserve Heritage and other similar concepts
 - (xiv) Unified Pan-NCR Tourism Single Window
 - (xv) Attracting Private Investment for Heritage conservation, Cultural and Tourism activities,
 - (xvi) Proposed Financial and institutional arrangements ; Institutional Framework covering Conservation and Management Committee and Tourism Facilitation Committees etc.; Human Resource Development for skilling.; MICE tourist management including interpersonal, creative, organizational and technical skills.
 - (xvii) Identification of prioritized investment projects/ sub-projects with preparation of investment plan, fund arrangements and implementation/ action plan with specific targets/ timelines and locations; and including, project structure in terms of finance and implementation covering the Marketing Strategy to sell the product i.e. the projects envisaged to be taken up for implementation by concerned department /agencies considering and adopting the 5 Ps of marketing i.e Product, Place, Price, People And Promotion.
 - (xviii) The output of the Functional Plan shall have to be linked and finalised as per the published final Regional Plan -2041.
- c) The resulting document should be having necessary proposals /projects after necessary stakeholder consultations and consensus building amongst stake holders (which may include meetings/workshops/seminars etc. as necessary) and the document should able to facilitate the NCR states and concerned department to implement the suggestions and proposals, clearly bringing out the benefits of the proposal in quantifiable terms and assumptions and preconditions considered for the same, along with timelines. It should include the suggested locations for the projects with tentative costs, suggested implementing agencies
- d) The plan should clearly specify locations of the proposals, the proposed activities/actions/ digital platforms; their interrelation; benefits at macro and micro ;level; human resource requirements; timelines; risks and externalities involved ; possible risk mitigation measures;

fund arrangements, so that the proposals are implementable, and such that the region benefits with the huge potential of the heritage and tourism sector in NCR .

- e) A Matrix of projects, proposals, locations, , implementing agencies/ players involved/ costing/ funding avenues /resources ; human resources requirement and skilling required etc.; with expected benefits as per timelines with locations, should be prepared.

1.2 Required Expertise

For the Functional Plan for Tourism and Heritage assignment following key professional would be required to be mobilized by the consulting bidding entity. The Core Team Composition of bidding entity for the assignment is in Table II-1.

Table II-1: Core Team Composition for Tourism and Heritage Sector functional Plan Bidding entity

S. No.	Expertise	Qualifications and Experience	Area of Specific Expertise	Input Requirements	%Weightage of Marks	Marks
1.	Urban/ Regional Planner (Team Leader)	Masters Degree in Planning with 10 Years of Experience	Tourism and Heritage Development	Full-time	20	5
2.	Tourism Planning and Development Expert (Deputy Team Leader)	Masters Degree in Tourism with 07 Years of Experience	Tourism Planning and Development [Eco-Tourism, Health tourism, Village Tourism, MICE, etc.]	Full-time	12	3
3.	Heritage, Culture and Conservation Expert	Masters Degree in Heritage Conservation and Management/ relevant field with 07 Years of Experience	Heritage Conservation and Management	Full-time	12	3
4.	Tourism Travel Management Expert (02 Nos.)	Masters Degree in Tourism and Travel Marketing Management with 05 Years of Experience	Tourism Planning and Development Tourism with products design and Development	Part-time	8+8	2+2
5.	Tourism Hospitality Expert	Masters Degree in Tourism and Hospitality Management with 05 Years of Experience	Tourism and Hospitality Management including Human Resource Planning and Tourism Development	Part-time	8	2

S. No.	Expertise	Qualifications and Experience	Area of Specific Expertise	Input Requirements	%Weightage of Marks	Marks
6.	New Tourism Avenues Experts	Masters Degree in Tourism and Hospitality Management with 05 Years of Experience	Tourism and Hospitality Management including Human Resource Planning and Tourism Development	Part-time	8	2
7.	Finance & PPP Expert	Masters Degree in Infrastructure Planning/ Finance/ MBA/ CA degree with 05 Years of Experience	Finance and PPP with TOD and Value Capture in tourism and heritage sector	Full-time	8	2
8.	Geographic Information System (GIS) Professional (02 Nos.)	Degree in GIS with 03 Years of Experience	Mapping, spatial analysis related to tourism, Culture and heritage sector	Full-time	4+4	1+1
9.	Planning Professional	Degree in Planning with 03 Years of Experience	Tourism, Culture and Heritage Planning	Full-time	4	1
10.	Tourism, Culture and Heritage sector Professional	Degree in Tourism, Culture, Heritage sector with 03 Years of Experience	Tourism, Culture and Heritage Sector in General	Full-time	4	1
	Total				100	25*

Note:

*In reference to Sl. No. 03 at para 3.14.3 for Technical Evaluation (total Marks 25)

No change of experts will be allowed without prior approval of NCRPB

The experts may be on permanent rolls of the bidding entity or consultants specific to the assignment.

VI	Functional Plan on Dairy Sector
----	--

The approach to prepare the Functional Plan shall be broadly including

- Devising proposals and projects and assessing their possibility /feasibilities, pre requisite to make them feasible, required restructuring if any; finally providing improved Quality of life, EoDB, in case the project is for social aspect and Improved economy incase the sector pertains to economic sector
- The market forums, supply chain mechanism study and proposed betterments

to plan for increase in farm incomes in NCR, to leverage dairy sector potential due to proximity to mega cities and to assess/plan to exploit possibilities of exports after catering to supply chains within i.e. NCR requirements

4.2 The functional plan on Dairy Sector is to be compliant and in sync with the policies and proposals of NCR Regional Plan 2041. The functional plan should focus on dairy sector as a whole and approach and results should be in the direction of improving the income level of farmers in the region; better quality of dairy infrastructure and products etc., while addressing the related demand and services in the Urban areas of the NCR and beyond.

a) The functional plan on Dairy sector would include detailed assessment of huge potential of Dairy sector in NCR and address and include **Strategies, Approaches, Guiding Principles, Project identification**, etc. as applicable for the **following, but not limited to:**

- (i) Present a granular blue print for dairy sector in NCR which leads to increase in farm incomes in NCR.
- (ii) Existing Dairy Sector and milk related infrastructure; mapping and locations (situation analysis and assessment)
- (iii) Network of milk procurement and processing facilities along with milk facilitation center with Bulk Milk Cooler (BMC) based milk procurement system and Milk Processing Plant; Aspects of Milk Procurement and Processing Plant with UHT (Ultra High Temperature) pasteurization facility and proposals; Fodder intensification plants/ cattle feed plants (situation analysis and assessment)
- (iv) Existing Financial and institutional arrangements;
- (v) Identification and detailed analysis of current scenario and provide Future economic growth perspective;
- (vi) Diversification of Dairy products and improvement of Dairy product shelf lives, with a view to maximise farmer incomes in Dairying and animal husbandry activities.
- (vii) Activities required to ensure strict compliance to the statutory provisions like waste management including plastic waste, use of non-hazardous gases in Dairy Sector plants, air pollution norms, effluent disposal etc. and help avail smart state-of art green technology, etc.
- (viii) Logistic plan under various ongoing or proposed schemes including Krishi Udan Scheme etc. as applicable for major export destinations for Dairy Sector products (clearly indicating the locations of proposed initiative in NCR and markets it proposes to cater to)

- (ix) Empowering farmers by specifying appropriate agri- marketing policies which may include (a) fair remuneration of farmer produce, (b) providing accessible competitive markets, (c) export clusters, value chain, traceability, storage & transportation, (d) market information & intelligence, (e) fall back mechanisms like procurement system & price deficiency payment system, for state adoption
 - (x) Strategic regional network (SRN), including, GIS-based mapping and focus on Smart and Digital elements; Convergence architecture among various concerned Ministries/ Department and Agencies.
 - (xi) Development of a roadmap covering, institutional, financial and regulatory arrangements as per future requirements;
 - (xii) Skill development courses for veterinary health assistants, animal health workers, dairy farmers, and allied activities etc.
 - (xiii) The activities, and action proposed after analysis should clearly provide the locations where they are proposed, the related externalities, benefits from the same and scenario analysis etc. along with timelines and risks involved and risk mitigation measures
 - (xiv) Proposed Dairy Sector and milk related infrastructure; related skilling infrastructure mapping and locations
 - (xv) Proposed Financial and institutional arrangements;
 - (xvi) Study of Export and import potential of the sector and proposed projects to benefit from the assessed potential
 - (xvii) Identification of prioritized investment projects/ sub-projects with preparation of investment plan, fund arrangements and implementation/ action plan with specific targets/ timelines and locations; and including, project structure in terms of finance and implementation covering the Marketing Strategy to sell the product i.e. the projects envisaged to be taken up for implementation by concerned department /agencies considering and adopting the 5 Ps of marketing i.e Product, Place, Price, People And Promotion.
 - (xviii) The output of the Functional Plan shall have to be linked and finalised as per the published final Regional Plan -2041.
- b) The resulting document should be having necessary proposals /projects after necessary stakeholder consultations and consensus building amongst stake holders (which may include meetings/workshops/seminars etc. as necessary) and the document should able to facilitate the NCR states and concerned department to implement the suggestions and proposals, clearly bringing out the benefits of the proposal in quantifiable terms and assumptions and preconditions considered for the same, along with timelines. It should include the suggested locations for the projects with tentative costs, suggested implementing agencies
- c) A Matrix of projects, proposals, locations, implementing agencies/ players involved/ costing/ funding avenues /resources ; human resources requirement and skilling required etc.; with expected benefits as per timelines should be prepared.

4.3 Required Expertise

For the Functional Plan for Dairy assignment, following key professional would be required to be mobilized by the consulting bidding entity. The Core Team Composition of bidding entity for the assignment is in Table I-1.

Table-I-1: Core Team Composition for Dairy Sector functional plan Bidding entity

S. No.	Expertise	Qualifications and Experience	Area of Specific Expertise	Input Requirements	% Weightage of Marks	Marks
1)	Regional Planner (Team Leader)	Masters Degree in Planning with 10 Years of Experience	Rural Development	Full-time	20	5
2)	Dairy Sector Expert (Deputy Team Leader)	Masters Degree in Dairy Science/ Technology with 07 Years of Experience	Dairy Science/ Technology	Full-time	16	4
3)	Dairy Sector Expert-I (Dairy Marketing/ Export)	Masters Degree in Dairy Science with 07 Years of Experience	Dairy Marketing/ Export activities	Full-time	16	4
4)	Dairy Sector Expert-II (Dairy Technology)	Masters Degree in Dairy Technology with 05 Years of Experience	Dairy Plants	Full-time	08	2
5)	Dairy Sector Expert-III (Dairy Engineering)	Masters Degree in Dairy Engineering with 05 Years of Experience	Dairy and Food Processing Operations	Full-time	08	2
6)	Dairy Sector Expert-IV (Dairy Economics/ Statistics and Management)	Masters Degree in Dairy Science / Dairy Economics with 05 Years of Experience	Dairy Economics/ Statistics and Management	Full-time	08	2
7)	Dairy Sector Expert-V (Animal Nutrition & Physiology/ Animal Husbandry -Livestock Expert)	Masters Degree in Dairy Science with 05 Years of Experience	Animal Nutrition & Physiology/ Animal Husbandry - Livestock	Full-time	08	2
8)	Rural Sector Expert	Masters Degree in Rural Development /Planning with 07 Years of Experience	Rural development with Dairy Sector	Part-time	08	2
9)	Regional/ Rural Planning Professional	Degree in Planning with 03 Years of Experience	Regional/ Rural Planning	Full-time	04	1

S. No.	Expertise	Qualifications and Experience	Area of Specific Expertise	Input Requirements	% Weightage of Marks	Marks
10)	Dairy Sector Professional	Degree in Dairy Science/ Technology with 03 Years of Experience	Dairy Sector in General	Full-time	04	1
	Total				100	25*

Note:

*In reference to Sl. No. 03 at para 3.14.4 for Technical Evaluation (total Marks 25)

No change of experts will be allowed without prior approval of NCRPB

The experts may be on permanent rolls of the bidding entity or consultants specific to the assignment.

Section 5. QUALIFICATION - STANDARD FORMS

[Letterhead of Consultant]

To

Member Secretary

National Capital Region Planning Board

(Ministry of Housing and Urban Affairs)

Core 4-B, First Floor, India Habitat Centre, Lodhi Road,

New Delhi

Tel.No.-..... E-mail:,

website: ncrpb.nic.in

Sub: Consultancy Services for "PREPARATION OF FUNCTIONAL PLAN FOR FOR NATIONAL CAPITAL REGION"

I/We, the undersigned, offer to provide the consulting services for the above assignment in accordance with your Request for Proposal vide advertisement dated 2022. We are hereby submitting our Proposal for the preparation of Functional Plan forfor National Capital Region.

2. The Proposal contains the following documents:

- Qualification Documents
- Technical Proposal
- Financial Proposal

3. I/We have gone through the RFQ-cum-RFP documents and understand the terms and conditions. We understand that you are not bound to accept any proposal you receive.

4. We also understand and accept that application along with annexure and formats not completed in all respects is liable to rejection.

5. We undertake, if our bid is accepted, to commence work as per the schedule and to achieve the effectiveness of the contract within the respective times stated in the Bidding Documents.

6. We have read the provisions of RFQ-cum-RFP document and confirm that these are acceptable to us.

7. We undertake that, in competing for (and, if the award is made to us, in executing) the above contract, we will strictly observe the laws against fraud and corruption in force in India.

Yours sincerely,

Authorized Signature
Name and title of Signatory
Name of Firm
Address

Encl:

1. Qualification Documents
2. Technical Proposal & Financial Proposal
3. Copy of RTGS/NEFT receipt or DD of Rs. 1,00,000/- (Rs. One lakh) for Functional Plans for Dairy, Tourism and Heritage, Health, Education and Skill Development, and Smart & Digital Sector and 2, 00,000/- (Rs. Two lakh) with regard to Functional Plan for Urban Regeneration, Housing and Slum Free NCR.

QUALIFICATION - STANDARD FORMS

5A. General

Name of the bidding entity/consulting firm

1. In case of consortium, name of other partners of the consortium
2. In case the bidding entity is a subsidiary of a larger organization, please write the name of the parent organization
3. Bidding entity registered address in India
4. Bidding entity address for correspondence regarding this project, including phone numbers (mention city code), fax numbers and email addresses
5. Details of the authorized signatory of the Bidding entity for communication regarding this project
 - Name
 - Designation
 - Contact details of the authorized signatory
 - Office Phone (Direct Line/ Extension) Number
 - Fax Number
 - Mobile Phone Number
 - Email Id
6. Please mention the audited turnover of the Bidding entity/ Consortium Lead in the preceding five financial years (Rs.Crores)
FY 2017-18:Cr. INR
FY 2018-19:Cr. INR
FY 2019-20:Cr.. INR
FY 2020-21:Cr.. INR
FY 2021-22:Cr.. INR
7. Please indicate if bidder is applying for other Functional Plan works, mentioned in RFQ cum RFP document. **Yes/no**
7.a) In case 'Yes', please mention priority for each such Functional Plan proposal, through a separate letter addressed to NCRPB, but along with the proposal.

5B Experience of the Bidding entity

1. Total Experience since the inception of Bidding entity (in years)
2. Main line business
3. Experience in consultancy (in years)
4. Experience in consultancy in relevant field (in years)

5C. Five major studies/ assignments executed

SI. no.	Name of studies/ assignments	Client	Type of studies/ assignments	Location of studies/ assignments	Value of the studies/ assignments (in Rs.)	Stage of studies/ assignments execution	
						(completed/ under progress) as on date	Year of completion
1							
2							
3							
4							
5							

5D. Relevant project experience of the Consulting Firm

SI. No	Title of the project	Client name	Whether participated as individual consulting firm/ member of consortium	Project cost in Rs.	Stage of project execution (completed/ under progress) as on date
			(if member of consortium, mention the consortium lead)		

5E. Qualification and Experience of Key Professionals

SI. No.	Field of Expertise	Qualifications			Experience			
		PhD	PG	Graduate	Total	In relevant projects	Names of corresponding project	National/ International Experience
1	Team Leader/ Urban Planner							
2	Expert 1							
3	Expert 2							
4	Expert 3							

Illustrative relevant fields to be used for above:

- Formulation of Functional Plans or similar Plans/Assignments of geographical area comparable to NCR or a State using GIS database
- Planning and implementation using GIS of urban sector projects
- Formulation of Regional Plan for a region/ sub-region

Note: Only those firms should apply who have not less than 10 years' experience in the relevant field. For Consortium all firms must conform to this criterion.

4F. Write-up on the topic “Functional Plan on (sector for which being applied) and its relevance in overall Regional Planning and development of NCR” in about 1000 words.

Section 6. TECHNICAL PROPOSAL - STANDAR FORMS

6 A. Technical Proposal Submission Form

To

Member Secretary

National Capital Region Planning Board

(Ministry of Housing and Urban Affairs)

Core 4-B, First Floor, India Habitat Centre, Lodhi Road,

New Delhi

Tel.No-..... E-mail:

website: ncrpb.nic.in

Sub: Consultancy Services for "PREPARATION OF FUNCTIONAL PLAN FOR FOR NATIONAL CAPITAL REGION" - Submission of Technical Proposal

Sir/Mam,

I/We the undersigned, offer to provide the consulting services for the above assignment in accordance with your Request for Proposal vide advertisement dated 2022. We are hereby submitting our Proposal for the preparation of Functional Plan for.....for National Capital Region.

2. I/We are hereby submitting our Technical Proposal on prescribed formats.

6B Firm's References

6B i) Relevant services carried out in the last five years that best illustrate qualifications

6B ii) Particulars and Experience of firm(s)

6B iii) Experience of the Consulting Firm

6C Comments & Suggestions of Consultants on the Terms of Reference and on Data, Services & Facilities to be provided by the Client

6D Description of the Methodology & Work Plan for Performing the Assignment

6E Team Composition & Task Assignments

6F Format of Curriculum Vitae (CV) for Proposed Key Professional / Staff

Yours sincerely,

Authorized Signature
Name and title of Signatory
Name of Firm Address

Encl. As above

6B. Firm's References

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

6B(i) Relevant services carried out in the last five years that best illustrate qualifications

Firm's Name:

Assignment Name:		Country:
Location within Country:		Key professional staff provided by your Firm/ (profiles):
Name of Client:		No. of Staff:
Address:		No. of Staff-months: Duration of assignment:
Start Date (Month/Year):	Completion Date (Month/Year):	Approx. Value of Services (in Rs.):
Name of Associated Consultants, if any:		No. of months of key professional staff provided by Associated Consultants:
Name of Senior Staff (Project Director/Coordinator, Team Leader) involved and functions performed:		
Narrative Description of Project:		
Description of Actual Services Provided by Your Staff:		

6B (ii). Particulars and Experience of firm(s)

Relevant services carried out in the five projects* similar to the assignment, considered to best illustrate experience and capabilities of the consulting firm/ Consortium since the inception of the Consultant firm in the format given below.

S. No.	Field of Specialisation	Name of consulting firm	Assignment Name	Name of Client	Whether participated as individual consulting firm/ member of consortium, if member of consortium mention the consortium lead	Project Cost in Rs.	Stage of Project execution on ground (initiated/ in progress/ completed)	Any other relevant information
1	2	3	4	5	6	7	8	9
1								
2								
3								
4								
5								

*Note: If the proposal is being submitted by a consortium, mention the best five relevant projects carried out by consortium or constituent firms.

Illustrative fields of specialization to be used in column 2 above:

- Formulation of Functional Plans or similar Plans/Assignments of geographical area comparable to NCR or a State using GIS database
- Planning and implementation using GIS of urban sector projects
- Formulation of Regional Plan for a region/ sub-region

6B(iii). Experience of the Consulting Firm

Sl. No.	Name of consulting firm/ consortium	Total Experience since the inception of firm (in years)	Experience in Relevant Field (Years)

6C. Comments & Suggestions of Consultants on the Terms of Reference and on Data Services & Facilities to be provided by the Client

On the Terms of Reference:

- 1.
- 2.
- 3.
- 4.
- 5.

On the data, services, and facilities to be provided by the Client

- 1.
- 2.
- 3.
- 4.
- 5.

6D. Description of the Methodology & Work Plan for Performing the Assignment

6E. Team Composition & Task Assignments

1. Core Team [refer Core Team Composition, qualification and weightage for key professionals of respective sector under Section-3 para 3.1 (b)]

Sl. No.	Name	Proposed Position	Total experience (years)	Relevant experience in years
1.				
2.				
3.				
4.				
..				
..				

2. Support Staff

Sl. No.	Name	Proposed Position	Total experience (years)	Tasks to be performed
1.				
2.				
3.				
4.				
..				
..				

6F. Format of Curriculum Vitae (CV) for Proposed Key Professional Staff

Proposed Position.....
Name of Firm.....
Name of Expert.....
Profession.....
Date of Birth.....
Years with Firm/Entity
Nationality.....
Membership in Professional Societies.....
Detailed tasks Assigned.....
Key Qualification.....

[Give an outline of expert member's experience and training most pertinent to tasks on assignment. Describe degree of responsibility held by expert member on relevant previous assignments and give dates and locations. Use about half a page.]

Education

[Summarize college/university and other specialized education of expert member, giving names of schools, dates attended, and degrees obtained. Use about one quarter of a page.]

Employment Record

Starting with present position, list in reverse order every employment held. List all positions held by expert member since graduation, giving dates, names of employing organizations, titles of positions held, and locations of assignments. For experience in last ten years, also give types of activities performed and client references, where appropriate. Use about two pages.]

Languages

[For each language indicate proficiency: excellent, good, fair, or poor; in speaking, reading, and writing]

Certification:

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe me, my qualifications, and my experience. If awarded the Contract, I undertake to work with this Firm only on this assignment.

(Signature of expert member)

(Signature of authorized representative of Firm)

Date: Day/Month/Year

Full Name of expert _____

Full name of authorized representative _____

Section 7 FINANCIAL PROPOSAL STANDARD FORM

(Letter head of consultant)

(Location, Date)

To

Member Secretary

National Capital Region Planning Board

(Ministry of Housing and Urban Affairs)

Core 4-B, First Floor, India Habitat Centre, Lodhi Road,

New Delhi

Tel.No.-..... E-mail:

Website: ncrpb.nic.in

Sub: Consultancy Services for "PREPARATION OF FUNCTIONAL PLAN FOR FOR NATIONAL CAPITAL REGION" - Submission of Financial Proposal

I/We, the undersigned, offer to provide the consulting services for the above assignment in accordance with your Request for Proposal vide advertisement dated 2022. We are hereby submitting our Proposal for the preparation of Functional Plan forfor National Capital Region.

2. I/We are hereby submitting our Financial Proposal for the sum of [Amount in words and figures]. This amount is inclusive of all taxes, levies and other expenses. Break up of financial proposal amount is given hereunder:

Sr. No.	Particulars	Amount (INR)
1.	Consultancy Fee	
2.	GST	
	Total	

3. Our financial proposal shall be binding upon us subject to the modifications resulting from discussions, up to expiration of the validity period of 180 days from the date of opening of the bid (bid submission date).

4. I/We undertake that, in competing for (and, if the award is made to us, in executing) the above contract, we will strictly observe the laws against fraud and corruption in force in India namely "Prevention of Corruption Act 1988".

5. I/We have gone through the RFP documents and understand the terms and conditions. I/We hereby agree to all terms and conditions set out in the RFP Document. We understand that you are not bound to accept any proposal you receive.

Signature of Witness

Name: & Title of Signatory:

Address:

E-mail

Mobile No.

Tel. No.

Signature of Authorized Signatory

Name & Title of Signatory:

Name of the Firm

Address:

E-mail

Mobile No.

Tel No.

BRIEF DESCRIPTION OF CONSTITUENT AREAS OF NCR

1. The constituent areas of the National Capital Region (NCR) as notified covers the whole area of National Capital Territory (NCT)-Delhi and 24 districts of Haryana, Uttar Pradesh and Rajasthan. The NCR constitutes 230 urban settlements of various sizes and 11,774 villages with a total area of 55,083 square kilometers (km²) as shown in the Figure 1 below.



Figure 1: Constituent Areas of NCR

2. The sub-region wise details are as under:

- a) NCT-Delhi with area of 1,483 km² accounting to 2.7% of the total NCR area.
- b) Haryana sub-region comprising of fourteen [14] districts (Faridabad, Gurgaon, Rohtak, Sonapat, Rewari, Jhajjar, Mewat, Palwal, Bhiwani, Charkhi Dadri, Mahendragarh, Jind, Karnal and Panipat districts) with an area of 25,327 km² accounts for 46% of the NCR area.
- c) Rajasthan sub-region comprises of two [2] districts (Alwar and Bharatpur) with an area of 13,447 km² accounting to 24.4% of the total NCR area.
- d) Uttar Pradesh sub-region comprising of eight [8] districts (Meerut, Ghaziabad, Gautam Buddha Nagar, Bulandshahr, Hapur, Muzaffarnagar, Shamli and Baghpat) with an area of 14,826 km² accounting to 26.9 % of the NCR area.

3. The population of the NCR as per Census of India, 2011 was 58.16 million comprising of 16.79 million (29%) in NCT Delhi, 16.43 million (28%) in Haryana sub-region, 18.72 million (32%) in Uttar Pradesh sub-region and 6.22 million (11%) in Rajasthan sub-region. The total Urban Population of NCR was about 31.7 million as per Census, 2011.

The population of NCR is projected to be 71.82 million (urban population of 42.59 million) by 2021, 89.59 million (urban population of 57.00 million) by 2031, and 113 million (urban population of 76.65 million) by 2041. As per 2011 Census, the slum population of NCR was 4.32 million constituting 7.4% of total population.

4. An exercise for delineation/ revision of NCR area/boundary is currently underway. In case there is a change in the current NCR area/boundary due to such delineation, this Regional Plan-2041 shall stand ipso facto modified and shall be applicable *mutatis mutandis* immediately from the date of notification of the relevant addendum to this Regional Plan.

FUNCTIONAL PLANS

A. Definition and Purpose

1. A functional plan (commonly referred to as sectoral plan) is prepared to elaborate one or more elements of the regional plan.¹⁹ Functional plans are usually domain-centric technical plans that address status; identify issues; and formulate long-term sectoral vision, goals, and objectives, as well as indicators and targets consistent with the vision and framework of the regional plan.

2. In essence, regional plans determine what to achieve, while functional plans detail when and how to achieve the same. Thus, regional plans define policies, while functional plans convert them to implementable actions with locations and projects. It is imperative for a functional plan of one sector to have convergence with objectives that relate to functional plans of other sectors and the overall regional plan.

3. In the National Capital Region (NCR) context, functional plans provide proper guidance for participating states and the union territory after the regional plan has become operational.

B. Scope and Time Frame

4. Functional plans often focus on interregional proposals, while working within the sectoral framework. The significance of traditional functional plans (such as for transport, water, and the economy) cannot be overstated, but equal importance must be given to development of plans related to areas such as education and health, resilience, safety, tourism, industry, and logistics, while capturing synergies and convergences.

5. Functional plans are to address a 20-year timeframe. Actions should be phased, realistic, and achievable in the proposed duration of the plan, with budgets that are appropriately arranged and allocated for the action programs.

6. Functional plans differ from detailed project reports (DPRs). Following the preparation of a functional plan and identification of a project (with pre-feasibility studies where necessary), DPRs are prepared for the identified projects by the respective project implementing agencies.

C. Studies, Process and Analyses

7. Functional plans require intensive domain-appropriate studies to form recommendations, including through (i) data gathering via (a) user surveys, (b) gaining access to information from the government (e.g., statistics and maps) and other authoritative sources, and (c) onsite observations and readings; (ii) review of current policies, regulations, laws, and guidelines (including gender equality and social inclusion considerations); (iii) assessment of the status of past proposals and plans (as delineated in previous regional, subregional and functional plans); and (iv) inputs from experts and key stakeholders (through panels and interviews) to identify gaps in previous plans.

8. Studies must rest on a strong foundation of data gathering and analysis. Relevant departments in the constituent states have to be included in the process from the early stages to obtain their support. The engagement of citizen groups and civil society organizations with domain expertise (e.g., transport and gender) is equally important to ensure a consultative and inclusive process. In addition, gender equality and social inclusion should be an important crosscutting principle in all relevant diagnostics.

9. Depending upon the sector, specific analyses need to be carried out to arrive at appropriate and implementable solutions (at a functional plan level as well as for specific projects outlined within them, as appropriate). Such analyses include (i) an analysis of strengths, weaknesses, opportunities, and threats; (ii) statistical analyses; (iii) simulations; (iv) scenario building (to include climate risk and adaptation assessment); (v) business case development; (vi) impact

assessments (e.g., social, environmental, climate, and disasters); and (vii) review with respect to internal, national, or international benchmarks and precedents.

10. As functional plans are developed, effort should be made to ensure they are agile, user-focused, smart, and integrated.

- **Agile.** Test scenarios and different ways to address priorities. This is particularly pertinent with fast-changing technologies as well as climate vulnerabilities and pandemics such as the coronavirus disease.

- **User-focused.** Plans should reflect user inputs (from people and local organizations) and improve the lives of ordinary people.

- **Smart.** Plans should harness the private sector and existing organizational structures wherever possible; use smart policy and regulation to change behavior where possible; leverage the power of digital technologies and information and communication technology.

- **Integrated.** Plans should connect across sector-specific functional plans to espouse an integrated urban development approach.

D. Results, Recommendations, and Solutions

11. The studies and analyses help identify the current conditions and gaps to be addressed to achieve the desired end-state, as well as identifying actual projects and programs, and project implementing agencies that would be responsible for executing the projects. Functional plans enable this through by (i) identifying actions, including proposed changes, if any, in policies, programs, acts, regulations, rules, and government orders; and (ii) identifying relevant and viable projects through pre-feasibility studies.

12. The following activities will be undertaken subsequent to preparation of the functional plans:

- (i) implement the identified actions (including changes, if any, in policies, programs, acts, regulations, rules, and government orders); and
- (ii) implement the identified projects (including preparation of DPRs, engineering estimates and project costs, financing plans and financial closure, and institutional structures, followed by actual implementation).

E. Analyses of the Current Functional Plans

13. The framework for NCR planning is robust and technically driven. The hierarchy and framework for plans—the umbrella regional plan, subregional plans to provide geographical focus, and the functional plans to address key cross-sectoral issues—are comprehensive.

14. Among the NCRRP 2021-related functional plans, the functional plan for transport is a good example of a comprehensive approach (even while business case development and scenario testing are not detailed comprehensively), wherein a current-state analysis of the sector is provided; stakeholder surveys are conducted (e.g., bus surveys); sector priorities are established; economic and social costs and impacts are stated; and a staged program of actions is provided, supported by proposed institutional arrangements and financing methods. However, some development areas require attention:

- (i) The length of time needed to prepare and approve functional plans after completion of the regional plan exceeds 5 years in many cases, which leads to challenges for interdependent projects that simultaneously affect multiple sectors such as transport, economic development, drainage, and groundwater.

- (ii) Important analyses—such as alternative growth scenarios for urban regions, and the impacts and mitigation of climate change and pollution—require increased engagement. This should be reflected in the sector functional plans (para. 9).

- (iii) Projects are often not financially viable, both in terms of capital investment and operation and maintenance expenses. Addressing this may require changes in standards of services and/or the scale of projects, both of which could be politically challenging. Private sector investment options, such as transit-oriented development, land value capture-based financing, and public-private partnerships need to be considered.