

**STANDARD REQUEST FOR EXPRESSION OF
INTEREST**
Consulting Services



Royal Government of Bhutan
Ministry of Finance

2019

PREFACE

This Standard Request for Expression of Interest (SREoi) is based on the Procurement Rules and Regulations of the Royal Government of Bhutan. The SREoi must be used for the Procurement of Consulting Services (Firm). This document will come into effect from 1st July 2019.

To obtain further information on procurement you may contact:

Government Procurement and Property Management Division
Department of National Properties
Ministry of Finance
Royal Government of Bhutan

TABLE OF CONTENTS

INVITATION FOR EXPRESSION OF INTEREST	1
SECTION I: INSTRUCTIONS TO CONSULTANT	2
SECTION II: STANDARD FORMS	5
Form 1: Sample Expression of Interest (EOI) for Consultancy services	6
Form 2: Firm Information Sheet	7
Consulting Services Data	7
(a) Consulting Firm Information	7
(b) Associations (Joint Venture or Sub-consultancy)	7
Form 3: General Experience of the Firm during the Last 5 (five) Calendar Years	9
Form 4: Relevant Experience of the Firm during the Last 5 calendar Years	10
Form 5: Relevant Experience of the Firm's Professional Staff	11
Form 6: Relevant Experience of the External Professional Staff available to the Firm	12
Form 7: Description of Approach, Methodology, and Work Plan for Performing the Assignment	13
SECTION III: TERMS OF REFERENCE	14
Annexure I: General Categories of Public Services for BPR	22

REQUEST FOR EXPRESSION OF INTEREST

REoI No. *PSDD-02/2019/-*

Project Name: *“Integrated Citizen Services”*

Procuring Agency: *Public Service Delivery Division, Cabinet Secretariat*

Title of Consulting Services:

***Hiring of Consultancy Services/ Technical Expertise for Business Process Reengineering
and***

Review of Policy Frameworks on Public Service Delivery

INVITATION FOR EXPRESSION OF INTEREST

PS-02/2019/

24 December, 2019

The **Public Service Delivery Division, Cabinet Secretariat** invites expression of interest to provide the following consulting services: **Hiring of Consultancy Services/Technical Expertise for Business Process Reengineering and Review of Policy Frameworks on Public Service Delivery**. More details on the services are provided in the Terms of Reference.

A Consultant will be selected as per the procedures described in this REoI, in accordance with Procurement Rules and Regulations of the Royal Government of Bhutan

The EoIs are to be submitted at the latest by **8th January 2020 at 2:30 pm**.

The procedural requirements for responding to this invitation are provided in the complete REoI document, which includes the following:

Section I - Instructions to Consultants

Section II - Standard Forms

Section III - Terms of Reference

Address for response/ Address of Procuring Agency:

**Chief Program Officer,
Public Service Delivery Division, Cabinet Secretariat
3rd Floor, Building No: 79, Norzin Lam-III, Chubachu, Thimphu.**

Yours sincerely,

**Administrative Officer,
Cabinet Secretariat,
Langjophakha, Thimphu**

SECTION I: INSTRUCTIONS TO CONSULTANT

1. Scope of Assignment: The Employer has received a budget from *the Government of India* and intends to select a Consultant for the specific assignment as specified in the Terms of Reference in Section III.
2. Qualifications of the Consultant: Prospective Consultants shall demonstrate in their EoI that they meet the required qualifications and experiences and are fully capable of carrying out the assignment.
3. Conflict of Interest: The Consultant shall hold the Procuring Agency's interests paramount, without any consideration for future work, and strictly avoid conflicts with other assignments or its own corporate interests. For this purpose, the provisions of the Procurement Rules and Regulations on Conflict of Interest shall apply.
4. Unfair Advantage: If a Consultant could derive unfair competitive advantage from having provided Consulting Services related to the assignment in question, the Procuring Agency shall make available to all Consultants together with this REoI all information that would in that respect give such Consultant any unfair competitive advantage over competing Consultants.
5. Preparation of EoI: EoI shall be typed or written in indelible ink in the English language and shall be signed by the Consultant. Consultants are required to complete the following Forms including supporting documents to substantiate the qualification and experience of the firm:
 - Section I - Instructions to Consultants**
 - Section II - Standard Forms**
 - Section III- Terms of Reference**
6. Submission of EoI: The prospective Consultant may deliver their EoI by hand, mail, courier service to the address mentioned in the REoI.
7. The EoI shall be properly sealed in envelopes addressed to the Procuring Agency as mentioned in the REoI advertisement and bear the name & address of the Consultant as well as the name of the assignment.
8. The closing date for submission of EoI is **8th January 2020**, up to **2:30 pm**. Any EoI received after the deadline for submission of EoI shall be declared late, and returned unopened to the Consultant.
9. The EoI may be modified or substituted before the deadline for submission. The Procuring Agency may at its sole discretion, extend the deadline for submission of EoI.
10. At any time prior to the deadline for submission of EoI the Procuring Agency for any reason or on its own initiative may revise the REoI Document by issuing an addendum, which shall form an integral part of the Document.

11. Evaluation: The Consultants shall be evaluated on the following criteria:
 [The Procuring Agency may modify and allocate the following indicative points based on their requirements and further breakdown each criteria into sub-criteria and allocate points accordingly].

S/N	Criteria	Points
1	Relevant experience of the firm(s) that best fit with a proposed assignment <ul style="list-style-type: none"> i. The Firm shall provide at least <u>two reference sites/ institutions</u> where they have undertaken similar assignments successfully. Include contact persons, in the format prescribed in the Standard Request for EoI. ii. Provide evidence of having undertaken similar assignment in the last 5 years by submitting at least <u>two letters of reference</u>. 	20
2	Demonstrate an understanding of the objectives of assignment and terms of reference by providing the following: <ul style="list-style-type: none"> i. Technical Approach and Methodology ii. Work Plan 	30
3	Relevant experience of the consultants/Firm's professional staff (including external professionals to be hired for the proposed assignment) in reference to the proposed assignment <ul style="list-style-type: none"> • The key experts should provide the assignments they have undertaken with their reference contacts. <p>The assignments require at least the following two experts, with their respective technical abilities, not less than:</p> <ul style="list-style-type: none"> i. <i>BPR Expert:</i> <ul style="list-style-type: none"> - Minimum of Master degree in business or related field; - Proven track records in carrying out business and process re-engineering along with contact details of two latest references; - Records of past three years' experiences in relevant fields; - Excellent communication, facilitation and report writing skills; - Skills in research and analysis will be added values; - Demonstrated values of commitment, integrity and reliability. ii. <i>Legal Expert:</i> <ul style="list-style-type: none"> - Minimum of Bachelor's degree in law with at least seven years of professional experience; 	50

	<ul style="list-style-type: none"> - Familiarity with the Bhutanese legal systems with proven track record in review and analysis of governing frameworks, along with contact details of two latest references; specific experience on policies, regulations and rules on public service delivery, governance and local governance will be an added value; - Records of past three years' experiences in relevant fields; - Excellent communication, facilitation and report writing skills; - Skills in research and analysis will be added values; - Demonstrated values of commitment, integrity and reliability. <p>Note: Consultant(s) must produce written permission from employer(s) allowing submission of past report samples, if the bid contains any of such documents.</p>	
	Total	100

[When the total points allocated is less than 100 the final points awarded should be scaled up/ converted out of 100 points]

12. Immediately after the closing date and time for submission, the Procuring Agency shall open all EoI documents, including any substitutions accompanied by a properly authorized substitution notice.
13. Following the opening of the EoI, and until the RFP is issued; no Consultant shall make any unsolicited communication to the Procuring Agency. Such an attempt to influence the Procuring Agency in its decisions on the examination, evaluation, and comparison of the EoI may result in the rejection of the EoI.
14. EoIs shall be evaluated based on the criteria outlined under clause 11. Request for Proposal (RFP) documents shall be issued to the shortlisted consultants only.

SECTION II: STANDARD FORMS

Form 1: Sample letter of Expression of Interest

Form 2: Firm Information Sheet

Form 3: General Experience of the Firm during the Last 5 (five) calendar Years

Form 4: Relevant Experience of the Firm during the Last 5 (five) calendar Years

Form 5: Relevant Experience of the Firm's Professional Staff

Form 6: Relevant Experience of the External Professional Staff available to the Firm

Form 7: Description of Approach, Methodology, and Work Plan for Performing the Assignment

Form 1: Sample Expression of Interest (EOI) for Consultancy services

Date:

To

[Insert address of Procuring Agency]

Sub: **Expression of Interest (EOI) for the Consultancy Service***[Insert title of Consulting Services]*

Dear Sir/Madam,

This is in response to your public notice published in *[.....insert name of paper/ website.....]* on *[.....insert date.....]*, inviting expression of interest for *[insert description of Consulting services]*. We hereby submit our expression of interest and have attached necessary information according to the standard forms.

The information furnished by us in this expression of interest is correct to the best of our knowledge. Based on this information, we understand you would be able to evaluate our proposals in order to shortlist for the above-mentioned assignment. We, however, understand that the Procuring Agency reserves the right to decide whether or not to shortlist our firm without disclosing the reason whatsoever.

Sincerely yours,

On behalf of the firm:

Signature:

Name of signatory:

Designation:

Company Seal

Form 2: Firm Information Sheet

2.1. Consulting Services Data

Name of the consulting services	
Brief Description of the Assignment	

2.2. (a) Consulting Firm Information

Name of the consulting firm:	Country of Registration:
Name of the owner:	Day, month & Year of Establishment:
Name of Authorized Representative (<i>if applicable</i>):	Position/Designation:
Contact Person details: Name, Designation, email and phone number	

[Attach valid Trade License /Registration certificate]

2.2. (b) Associations (Joint Venture or Sub-consultancy)

Name of the consulting firm	Country of Registration	Joint Venture (JV) or Sub-consultant	Name of Owner/ Authorized representative	Position/Designation

[Attach Certificate of Registration of the lead member, Certificate of Registration of the JV member (for each member) Certificate of Registration of the Sub-Consultant (for each sub-consultant), Letter of Association/Letter of Intent to form JV/Association]

2.3. Core Area of expertise of the firm *[Provide a brief Description]*

2.4. Company Profile *[Provide a brief Description]*

2.5. Available Equipment *[where applicable]*

Provide list of equipment owned by the firm and relevant for the assignment

Form 5: Relevant Experience of the Firm's Professional Staff

Sl. No	Name of the Staff	Qualification	Total Yrs of experience	Relevant experience					
				Name of assignment	Client	Position	Duration		
							From (Date)	To (Date)	Duration (Months)

Form 6: Relevant Experience of the External Professional Staff available to the Firm

S/N	Name of the Staff	Qualification	Total Yrs of experience	Relevant experience					
				Name of assignment	Client	Position	Duration		
							From (Date)	To (Date)	Duration (Months)

Form 7: Description of Approach, Methodology, and Work Plan for Performing the Assignment

{Suggested structure of your Technical Proposal}

a) Technical Approach, Methodology, and Organization of the Consultant's team. {Please explain your understanding of the objectives of the assignment as outlined in the Terms of Reference (TOR), the technical approach, and the methodology you would adopt for implementing the tasks to deliver the expected output(s); the degree of detail of such output; and describe the structure and composition of your team. Please do not repeat/copy the TORs in here.}

b) Work Plan and Staffing. {Please outline the plan for the implementation of the main activities/ tasks of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and tentative delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing understanding of the TOR and ability to translate them into a feasible working plan and work schedule showing the assigned tasks for each expert. A list of the final documents (including reports) to be delivered as final output(s) should be included here. The work plan should be consistent with the Work Schedule Form.}

c) Comments (on the TOR and on counterpart staff and facilities) Your suggestions should be concise and to the point, and incorporated in your Proposal. Please also include comments, if any, on counterpart staff and facilities to be provided by the Client. For example, administrative support, office space, local transportation, equipment, data, background reports, etc.}

SECTION III: TERMS OF REFERENCE

Context

The digital interventions in Public Service Delivery (PSD) initiative have gained considerable momentum within the Good Governance efforts. Accessibility through electronic and mobile platforms have enabled citizens to seek information, transact online and engage in service delivery reform activities.

Some of the existing situations in public service delivery system show multiple agencies involved in gathering similar data often resulting in duplication of efforts and redundancy of data, administrative burden to both the service providers (agencies) and service recipients (citizens) and multiple and repeated documents mandated as prerequisites for availing services. The inter-agency dependency determines and often affects the turnaround time of delivering the services, with the citizen having to consistently approach the concern agencies for follow up and updates.

Against the backdrop of the existing context, the *Integrated Citizen Services* project endeavors to capitalize on the opportunities to streamline and simplify the delivery of some of the commonly availed public services. Under the auspices of the project, the key public services will be assessed for re-engineering and reform possibilities, thereby bringing about significant reduction in citizen interface and end-to-end integration of systems, where possible, through technological efforts.

About the Assignment

Consulting services are sought to provide technical assistance to the Public Service Delivery Division (PSDD).

The terms of reference (herein referred to as “ToR for TAs”) seeks engagement of **two** Technical Advisors on: i. Business Process re-engineering, and ii. policy reviews on public services (herein collectively referred to as “TAs”) and outlines the responsibilities and associated aspects of the engagement for the assignments. The TAs will closely work with the Public Service Delivery Division under Cabinet Secretariat, the lead agency for *Integrated Citizen Services* project.

Objective

The general objective of the consultancy is to carry out streamlining and simplification, leaning and re-engineering of the ten core public services in order to achieve an end-to-end integration of the services delivery. The specific objective is to conduct Business Process Re-engineering of ten core public services and Reviews legal/policy frameworks for public service delivery.

Scope of Work

Under the ToR-TAs, the assignment includes:

1. *Review, assessment and re-engineering*: Streamlining activities will be a collaborative effort in close consultation with the agencies involved in providing public services. During

the entire process of the review (“As-Is”) to re-engineering (“To-Be”), the TAs are required to provide their respective expertise, specifically in business process re-engineering (BPR) and review of existing legislation and governing policies related to the public services. The process will be inclusive of institutional arrangement (dependency relationship, roles and responsibilities), accountability mechanisms, policy frameworks, and enforcement procedures (protocol for compliance and non-compliance). This assignment is expected to integrate various processes simplifying the service delivery.

2. *Capacity development of core team members*: The TA for BPR will be involved in the capacity development of the core team members on BPR techniques, leaning methods and simplification processes. A minimum of ten days capacity enhancement activities is foreseen.
3. *Stakeholder consultations*: Periodically, the TAs will be involved during consultative meetings and review processes, bringing in their experts’ views and opinions.
4. *Documentation*: The project will account for adequate and proper documentation, in the form of records of discussions, minutes of meetings, and compact sign-off at each phase of review and BPR, including review and agreement thereof of amendments to policy frameworks. The TAs will develop localized frameworks based on best practices and assist the completion of each milestone’s deliverables.

Overall Tasks:

The key tasks and main activities of the assignment are the following (but not limited to):

1. *Documentation and Capacity Development of Core Team*

During the first three weeks of the assignment, consultants will carry out the following activities:

- *Project Kick-off Presentations*
To ensure visibility and project awareness across the whole stakeholder involved in Integrated Citizen Service component, the team in collaboration with PSDD shall organize one project presentation targeted at relevant stakeholders.
- *Capacity Building*
A minimum of ten days of capacity development activities on BPR techniques, leaning methods and simplification processes for the core team is foreseen.
- *Discovery Workshops*
Intensive workshops that bring together the Consultants experts and PSDD personnel, and assist relevant stakeholders determine how efficient their services are delivered, what are the existing problems and issues, and how to solve critical public service delivery problems. Workshops will aim at explaining to the relevant personnel and stakeholders what the changes will bring and change management skills to provide them with necessary tools.

2. *As-Is Study*

Iterate and validate the objectives of the BPR assignment with key stakeholders. Review, map and analyze current service delivery processes including the roles and responsibilities of institutional structures and individual functionaries - vertically at all levels of administrations, and horizontally across other key cross-functional agencies.

3. *To-Be Study*

Provide a detailed study of new processes by iterating and validating the objectives with key stakeholders. Review, map and analyze current service delivery processes including the roles and responsibilities of institutional structures and individual functionaries - vertically at all levels of administrations, and horizontally across other key cross-functional agencies.

- *Gap Analysis*

Analyse the performance and structure of current processes and redefined (improved) processes, in order to clearly point-out the benefits, but also the possible changes that could impact other aspects of service delivery

- *BPR Recommendations*

Map and document the transformation process using appropriate BPR tools, methods, techniques and notations. Redesign processes of all stakeholders in order to deliver high standards of service, reduce duplications and citizen interface, encourage the development of harmonized more streamlined procedures. Identify the best practices for adoption with details of alternatives and their suitability.

4. *Policy and Regulatory Review*

Diagnostic review of the existing legal and regulatory framework, and policy implications in delivering public services. Recommend proposed amendments and/ or new policy/regulatory that might be required to expand the framework for the end-to-end integrations of the public service delivery

5. *Action Plan*

Prepare action plan containing all documents necessary for future tendering purposes.

6. *Change Management and Capacity Building*

Design a viable and detailed change management and capacity building strategy and execute the same, with the assistance from PSDD, in a manner that facilitates the benefits from the BPR to get embedded in the system.

7. *Wrap-up Event*

Present the final results of this assignment, and to underline the impact of the BPR results to PSDD.

General Methodology for Consultancy

The following methodology is a generic outline and the firm/consultant(s) is free to suggest approaches and methodologies based on their own experience and expertise. General methodology outlines the following:

- Review of the existing administrative processes, procedures, and systems for ten core public services;
- Consultative meetings with the stakeholders;
- Review of extant rules, procedures, legislative documents and assignment related documentations;
- Consultation and collaborations with other relevant consultancies (if any);
- Focus group discussions including with officials at all levels of PSDD and key agencies;
- Verification and validation workshops; and
- Review of best practices.

Deliverables and Timeframes

All deliverables, such as reports, plans and other artifacts, should be delivered to PSDD for acceptance and/or approval, in order to reach the milestone planned and continue to the next phase of the assignment. The timeframe for each activity and deliverable of the assignments, inclusive of the records and in-person, involvement where required, are outlined as below:

S/N	Deliverables/ Activities	Delivery Timeframe	Report Format
<i>I. Documentation and Capacity Development</i>			
1.	Inception Report: Report detailing the methodology and updated project schedule for all assignment deliverables. Development of documentation formats and frameworks	5 calendar days after the contract signing	Presentation to PSDD/ Electronic copy (Word & PDF)
2.	Capacity Development of the core team	15 calendar days after the contract signing	10 working days of engagement/ training
<i>II. AS IS Report</i>			
3.	AS IS Report: Detailed AS IS process maps of 10 key services Consultation with Agencies	Within 35 calendar days after the contract signing	Presentation to PSDD and key stakeholders, electronic copy (Word & PDF)
<i>III. TO BE Report</i>			

4.	TO BE Report: Detailed TO-BE processes Gap analysis BPR Recommendations	Within 95 calendar days after the contract signing	Presentation to PSSD and key stakeholders, electronic copy (Word & PDF)
<i>IV. Policy Review</i>			
5.	Regulatory Review: Report detailing the legal/policy constraints, if any, and suggested solutions to implement the new processes.	95 calendar days after the contract signing	Presentation to PSSD and key stakeholders, electronic copy (Word & PDF)
<i>V. Reports</i> Across all phases, periodically submit monthly progress reports and periodic report consisting of progress vis-a-vis agreed work plan and including workshops related reports, focus group discussion reports, minutes, record of discussions, and other documentations that form part of the assignment.			

Reporting Requirements

The TAs will work under the direct supervision of PSSD. An engagement arrangement will be agreed between PSSD and the TAs as a part of the contractual agreement on the assignments. The arrangement will capture the details of the activity, duration of engagement, monitoring and reporting mechanism, and deliverables.

Qualifications and Criteria

The consultancy assignments shall be carried out by licensed local consultants. In view of the converging and dependency nature of the assignments, synergy and coordination between the TAs will be important to realize the outputs; therefore, local consulting firms (or consortium of firms) with multi-disciplinary expertise are encouraged to participate.

The Evaluation Criteria will be based on the technical proposal submitted in accordance with/ to the forms [Form 3, Form 4, Form 5, Form 6 and Form 7] provided in the Standard Request for EoI and the Consultants shall be evaluated on the following criteria:

S/N	Criteria	Points
1	Relevant experience of the firm(s) that best fit with a proposed assignment iii. The Firm shall provide at least <u>two reference sites/ institutions</u> where they have undertaken similar assignments successfully. Include contact persons, in the format prescribed in the Standard Request for EoI. iv. Provide evidence of having undertaken similar assignment in the last	20

	5 years by submitting at least <u>two letters of reference</u> .	
2	Demonstrate an understanding of the objectives of assignment and terms of reference by providing the following: iii. Technical Approach and Methodology iv. Work Plan	30
3	<p>Relevant experience of the consultantsFirm’s professional staff (including external professionals to be hired for the proposed assignment) in reference to the proposed assignment</p> <ul style="list-style-type: none"> • The key experts should provide the assignments they have undertaken with their reference contacts. <p>The assignments require at least the following two experts, with their respective technical abilities, not less than:</p> <p><i>iii. BPR Expert:</i></p> <ul style="list-style-type: none"> - Minimum of Master degree in business or related field; - Proven track records in carrying out business and process re-engineering along with contact details of two latest references; - Records of past three years’ experiences in relevant fields; - Excellent communication, facilitation and report writing skills; - Skills in research and analysis will be added values; - Demonstrated values of commitment, integrity and reliability. <p><i>iv. Legal Expert:</i></p> <ul style="list-style-type: none"> - Minimum of Bachelor’s degree in law with at least seven years of professional experience; - Familiarity with the Bhutanese legal systems with proven track record in review and analysis of governing frameworks, along with contact details of two latest references; specific experience on policies, regulations and rules on public service delivery, governance and local governance will be an added value; - Records of past three years’ experiences in relevant fields; - Excellent communication, facilitation and report writing skills; - Skills in research and analysis will be added values; - Demonstrated values of commitment, integrity and reliability. <p>Note: Consultant(s) must produce written permission from employer(s) allowing submission of past report samples, if the bid contains any of such documents.</p>	50
	Total	100

Duration of the Assignment

The Consultant shall commence work within 7 calendar days of the effective date of the contract. The effective date shall be the date on which the Client shall sign the Consultancy agreement. The work will be carried out strictly within **four (4) months** from the effective date of the contract. The consultants should clearly express the willingness and ability to work within that period. The Consultant(s) will be required to prepare and submit a work plan, indicating deliverables.

Roles and Responsibilities

PSDD will undertake the following responsibilities for the smooth execution of the assignment:

- Provide documents and data related to the project that are readily available;
- Ensure active participation of PSDD and Working Group at all levels during the whole time of the assignment;
- Facilitate consultations with other key stakeholders;
- Provide necessary support to conduct workshops, training and other consultations; logistic support (accommodation and meals) for consultants will be arranged for absolute necessary off-site meetings or workshops that does not include payment for travel and other allowances.
- Identify and constitute Working Group from within the key stakeholders at various levels to aid the Consultants in execution of the assignment;
- Facilitate prompt feedback on reports and approvals of documentation submitted by the Consultants;

The Consultants' responsibilities includes, but not limited to:

- Ensure active participation and engagement of PSDD and Working Group at all levels during the whole time of the assignment;
- Ensure to provide support and knowledge transfer to build technical capacity of the Working Group during the assignment;
- Submission of periodic reports, consisting of progress vis-a-vis agreed work plan and including workshops related reports, focus group discussion reports, minutes, record of discussions, and other documentations that form part of the assignment.
- All deliverables, reports and artifacts produced by the Consultant(s) in this assignment shall be made available to PSDD in English in hard/ printed copy and in all suitable digital forms (such as pdf, doc).
- The consultants will be responsible to make necessary arrangements for travel and transportation for activities requiring off-site consultations.

Logistics

- The assignment requires regular interactions with PSDD, the stakeholders and the key agencies; therefore, it is essential that the selected Consultant(s) has its office/logistic in Thimphu with other required resources. The selected Consultant(s) should lead and provide overall guidance to consultancy service to PSDD.
- The official language for the assignment shall be English. All deliverables, reports and artifacts produced by the Consultant(s) in this assignment shall be made available to PSDD in English in hard/ printed copy and in all suitable digital forms (such as pdf, doc).
- All documents, software, material, and reports produced under this assignment, in any form whatsoever, will be the sole property of PSDD and the Consultant(s) shall not use, replicate, and reproduce the same in any manner without the written consent of PSDD.

Any other information

- All the EoI documents must be completed, signed and submitted in compliance to the requirements. Failure to meet any of the requirements will result in disqualifying the bid.
- Any clarification of the EoI document shall be sought through written communication at least five days before the submission of EoI and no inquiry via phone call or walk-in shall be entertained.
- Employer reserves the right to validate the references and documentary evidence submitted as a part of the bid.

Annexure I: General Categories of Public Services for BPR

SN	Service category	Brief description
1	Services related to citizen Information (<i>Four services</i>)	Multiple agencies are involved in the provision of the services, often resulting in duplication efforts- leading to administrative burden to both the service providers (agencies) and service recipients (citizens), submission of repeated documents, and inter-agency requirements determining the turnaround time of delivering the services.
2	Services related to issuance of permits (<i>Two services</i>)	
4	Service related to student information	
5	Construction sector related service	
6	Vehicle related services	
7	Utility services	